



ARMS

Report To Members

HIGHLIGHTS FROM 1 JULY 2019 – 30 JUNE 2020

Celebrating the achievements of
Research Management Professionals
for over 20 years.



ARMS

Australasian Research Management Society



About ARMS

ARMS is the Australasian association of research management professionals¹. The Society's membership spans universities, independent research institutions, government and health research organisations from across the Australasian region including Australia, New Zealand and Singapore.

Company Information

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ARMS was incorporated in Victoria and is a not for profit association (ARBN 609 051 443)

¹ Research Management Professionals are defined as individuals who provide strategic, management, technical, administrative, or clerical assistance to support the research endeavour.

ARMS acknowledge the generous contributions of our Platinum Partner, F1 Solutions, as well as our Gold Corporate Partners, University Office and Research Master.



We also thank University Office, CSIRO and RMIT University for sponsoring a range of travel awards for our members.



Flinders
UNIVERSITY

ARMS acknowledges the generous support of Flinders University, the official host of the Executive Office based at its Bedford Park Campus, Adelaide, South Australia.

ARMS acknowledges the Traditional owners of the lands that we live and work and pays its respect to Elders past and present.

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From the President

This report showcases many of our achievements during the period 1 July 2019 – 30 June 2020. I feel very honoured to be part of an association that has strongly supported the research management community over the last 20 years. This report also features our 20th anniversary celebrations and other notable achievements as well as some of the challenges brought on by the unprecedented COVID-19 pandemic.



There is no denying that 2020 has presented enormous uncertainty and significant challenges: for ARMS, for our institutional members, for individual research management professionals, and for the society at large. Our responses to the pandemic have led to significant changes in the way in which we have lived our lives and performed our roles. It is likely that we will continue to adapt over the coming years as the longer-term impacts become clear.

ARMS members have responded to these challenges with a remarkable professionalism, compassion, resilience, and support for colleagues. It has been a privilege to experience this first-hand and to have represented such a dynamic community as it demonstrates its dedication to enabling global research excellence.

Throughout the turmoil of the past 12 months, ARMS has continued its commitment to deliver the outcomes described in our [Strategic Plan: Towards 2025](#). Whilst there has inevitably been some evolution to how we expected to progress the work around our five Strategic Priorities, I wanted to take this opportunity to use this framework to highlight some of the actions and achievements over the past year:

Strategic Priority 1: Excellence of the Individual

Despite the limited opportunity for face-to-face delivery of ARMS' suite of professional development offerings; there has been a healthy appetite from members to engage in virtual training sessions. As a result, we have experienced steady uptake for our Foundation Level modules – with 933 individual registrations in the last financial year (1 July 2019 - 30 June 2020) and a further 109 research management professionals graduating as ARMFs.

We have continued to be active in refreshing our existing modules. In the past 12 months, important revisions have been made to, amongst others, *Legislation as it Affects Research in New Zealand and Singapore*, *Working with Industry*, *Pre and Post Award Processes* and *Research Ethics* modules. In addition, after significant work, 2020 has seen the launch of ARMS' first fully online module offering on the *National Research and Innovation System in Australia*. The initial feedback from participants has been very positive and a further two online modules on *Legislation as it affects research in Australia* and *Understanding Research and Researchers* are also due for delivery in late 2020.

At the Advanced Level, the range of workshops delivered as part of our annual Winter School were so well subscribed that we have incorporated a second round of some topics as part of ARMS' inaugural Spring School. Two notable ongoing collaborations are further generating additional tools and training that will soon be available to members: a module for *Research Integrity Advisors* (in conjunction with the Association of Australian Medical Research Institutes (AAMRI)) and an *Open Access toolkit* (jointly with the Council of Australian University Librarians).

ARMS intend to continue this approach to flexible delivery of and engagement with our professional development offerings. The Accreditation Council is currently exploring opportunities for a revised Accreditation Framework that better reflects the continuing nature of learning and meets the needs of our members.

Our support for members goes beyond traditional professional training needs. One component that we have emphasised in 2020 is provision of a range of sessions about awareness of and maintaining good mental health. A permanent resource for members will continue to be available on the ARMS website and will be updated as new information is identified.

Strategic Priority 2: Promotion of the Profession

Deployment of 'Virtual Roadshows' have allowed for increased flexibility and reach in 2020. In addition to maintaining our routine of meeting with the leadership of major Australian funding agencies, Government departments and key stakeholder organisations; we have also continued our discussion with the Ministry of Business, Innovation and Employment (MBIE) and other New Zealand agencies. ARMS has also initiated productive meetings with Singaporean funding agencies such as A*Star and the National Research Foundation with a view to continue increasing their awareness of ARMS. Many of these agencies have participated in ARMS events throughout the year with plans to present at the upcoming Virtual Event, "Never Waste a Crisis: Lessons Learned". This increased engagement and shared understanding provides ARMS and our members opportunities to undertake incredibly positive collaborations with these agencies. As just one example, the joint

Australian Research Council (ARC)-ARMS Working Group is continuing to meet to explore opportunities for streamlining pre and post award processes and to provide feedback on possible future changes.

Strategic Priority 3: Creating Communities of Practice

Embarking on ARMS' year of 20th anniversary celebrations – we expected our Chapters to be busy in 2020 with arranging opportunities to network and celebrate. This wasn't to be! Nonetheless, our Communities of Practice have gone above and beyond to deliver an impressive suite of events. The enforced move to virtual delivery of these events has also brought significant benefits – including making them available to all members and greater flexibility in the timing. Some highlights include:

- Two panel sessions in June on *"Managing and Emerging from the Crisis"* – one with funding agencies and the second with DVCRs (or equivalent);
- Multiple SIG webinars including the inaugural *SIGFEST 2020* to be delivered in late November;
- Delivery of a webinar in conjunction with the Australasian Ethics Network (AEN) on *"Research Ethics in a Covid-19 World"*;
- Delivery of our first virtual event *"Never Waste a Crisis: Lessons Learned"*.

Two new Special Interest Groups (SIGs) have been launched throughout the year – further diversifying the opportunities for members to network with and learn from those with similar interests. A *Health and Medical Research SIG* was launched in late 2019 and the *First Nations Research SIG* will be officially launched at the inaugural *SIGFEST2020* in December 2020.

Our existing SIGs continue to flourish, none more so than the *Research Office Directors' SIG*. During the pandemic this group has adopted a model of shorter, more frequent online meetings. This has led to more

engagement from members and increased opportunity to accommodate timely discussions with stakeholders on pertinent issues of the day. One example of the tangible outcomes from these meetings: through following positive feedback from across the sector, the ARMS and the Research Office Directors' SIG members continue to invest priority in developing a suite of contract templates – with a number under review and development for a range of major Australian grant schemes.

Strategic Priority 4: International Excellence

It has, of course, been a challenging year for anything involving international partners. However, ARMS continue to be heavily involved in INORMS to support the emergence of research management as a profession in our region. We have further maintained our connection with the Malaysian research management community – including the newly formed national society, MyRMA. ARMS has also been a lead participant in discussions at the INORMS Council around further outreach to developing societies and

the development of mechanisms for ARMS members to access reciprocal benefits of sister societies.

Additionally, there is increasing interest amongst ARMS members for country-specific training modules on national research and innovation systems. In 2020, we developed and had the first running of a new UK-system module. This was accompanied by an additional webinar focussed on the impact of Brexit on research and research funding.

Strategic Priority 5: Innovation in Research Management

ARMS and our members have truly lived this in 2020! New approaches to research management have been a focus of our online offerings throughout the year – with a large range of PD Sessions@Zoom covering topics including mental health

management during the pandemic, bibliometrics for research management and evaluation, and a panel discussion for current research management leaders on career pathways. The year culminates with our virtual event, *"Never Waste a Crisis: Lessons Learned"*, which has a focus on the lessons we have learned, the things we have changed and the emergence of "a new normal" on our working practices and approaches.

We also continue to celebrate excellence in research management practice through our annual awards and acknowledge support from our Partners – CSIRO, RMIT University and University Office.

All of these initiatives and achievements have been made possible by the outstanding work of our ARMS Executive Office. Maria and her team of Brett, Dana, Chelsea, Grace, Sophie and Mark have exerted considerable ingenuity and effort to maintain the quality and quantity of ARMS activities during this challenging year. Their work, plus the exceptional contribution from a huge number of volunteers to Committees, Working Groups, Chapter and SIG leadership, presenters at the variety of training and other educational offerings, Accreditation Council and the Board has ensured that members continue to gain benefits.

Thank you all for your commitment and support. It is because of your engagement that ARMS is well positioned for the future.



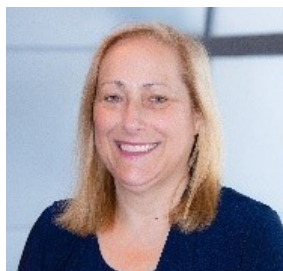
Dr Ross McLennan
ARMS President

ARMS Office Bearers and Committee Members

Members of the ARMS Board for the period 2019/2020:



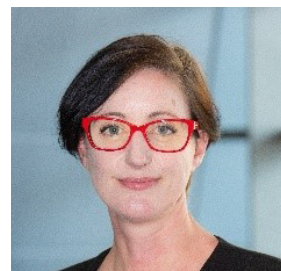
Dr Ross McLennan
Macquarie University
(previously Griffith University)
President of ARMS appointed 2018 (President Elect), 2019.



Ms Connie Killey
Deakin University
(previously Monash University)
Treasurer of ARMS appointed 2017 and re-appointed in 2019.



Dr Misty Palmer
National Health and Medical Research Council
Secretary of ARMS appointed 2018.



Dr Johanna Barclay
Victor Chang Cardiac Research Institute
Committee Member of ARMS appointed 2018.



Dr Tania Bezzobs
Swinburne University of Technology
Committee Member of ARMS appointed 2019.



Dr Maxine Bryant
AgResearch Ltd, NZ
(previously The University of Canterbury)
Committee Member of ARMS appointed 2019.



Mr Steven Hannan
The University of Newcastle
(previously Western Sydney University)
Committee Member of ARMS appointed 2019.

We acknowledge our departing Board members whose terms ended on the 18th of September 2019:

Dr Campbell Thomson
University of Western Australia
ARMS President

Dr Ian McIntosh
Victoria University of Wellington, New Zealand
ARMS Committee Member

Ms Tania Tambiah
RMIT University
ARMS Committee Member

Dr Bryony Wakefield
The University of Melbourne
ARMS Committee Member

Our Executive Office

Members of the ARMS Executive Office include:



Ms Maria Zollo
ARMS Chief Operating Officer
Responsible for providing operational leadership and management and supporting the ARMS Board in the implementation of its ARMS Strategic Plan – Towards 2025.



Dr Mark Hochman
ARMS Business Consultant
Responsible for extending the ARMS professional development and accreditation programs, including the exploration of business development opportunities.



Mr Brett Dobson
Management Accountant
Responsible for providing financial management and accounting expertise to ensure accurate transactional management and processing of ARMS accounts.



Ms Dana Watts
Accreditation Program Administrator
Responsible for the daily management and maintenance of ARMS operations including the accreditation program and membership database.



Ms Chelsea Parker-Menzies
ARMS Administration Support Officer
Responsible for providing general secretariat support to the ARMS Executive Office.



Ms Sophie Zervas
Acting Conferences and Major Events Coordinator
Responsible for the coordination and management of small to large scale events for the Society, as well as website, newsletter, and event management services for the Board, Chapters and Special Interest Groups.



Grace Mulraney
ARMS Conferences and Major Events Coordinator (on maternity leave)
Responsible for the coordination and management of small to large scale events for the Society.



Membership

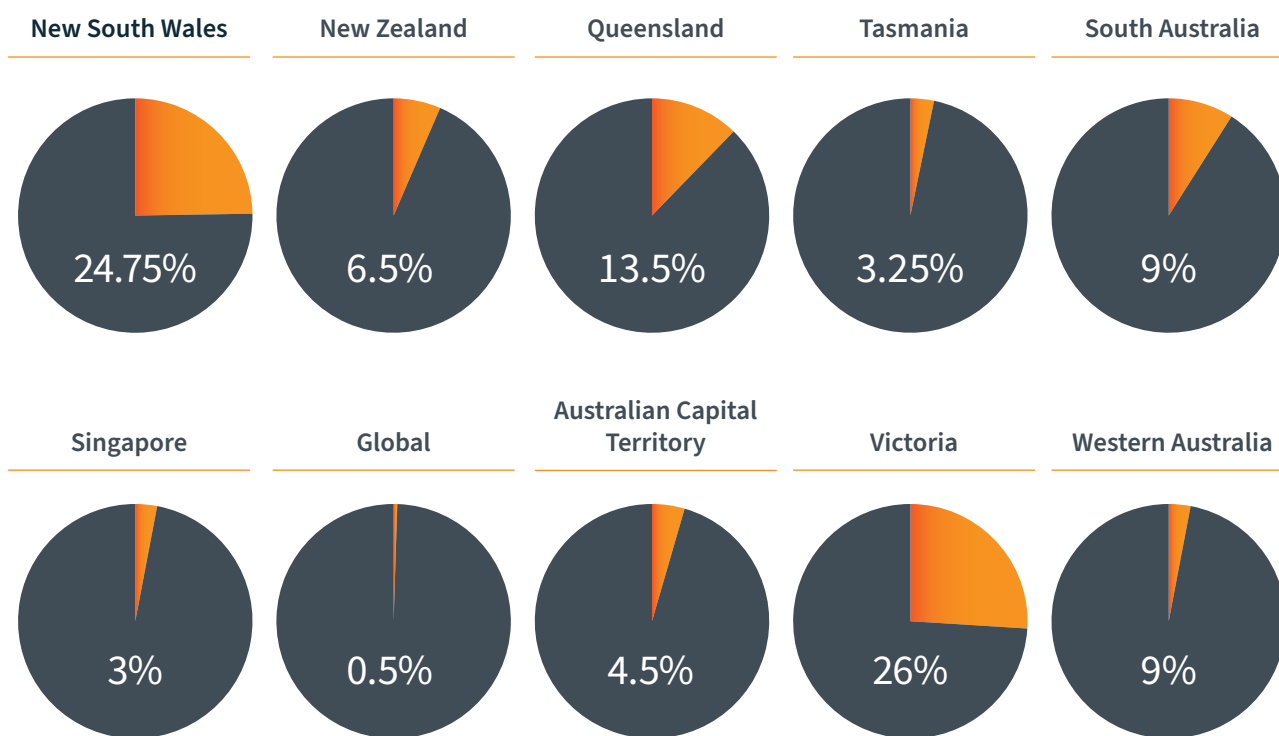
As at June 30, 2020, the Society recorded 4097 members from across the Australasian region, including Australia, New Zealand and Singapore.

This represents a 7.93% increase of our membership base from the previous reporting period.

The Victoria Chapter held the largest membership base (1065 or 26%) followed by NSW (1014 or 24.75%), Qld/NT/PNG (558 or 13.5%), Western Australia (370 or 9%), South Australia (364 or 9%), New Zealand/Pacific Island (273 or 6.5%), ACT (186 or 4.5%), Tasmania (135 or 3.25%), Singapore (118 or 3%) and the new Global Chapter (14 or 0.5%).

The geographical distribution of our members is summarised in Graph 1.

Graph 1: ARMS Membership by Chapter



The Society acknowledges the generous support of our corporate and small corporate members during the reporting period.

Corporate Members

ACT Health	Queensland University of Technology
Australian National University	RMIT University
Auckland University	Southern Cross University
Australian Catholic University	Swinburne University
Bond University	Sydney Children's Hospital Network
Cancer Council Australia	Telethon Kids Institute
Central Queensland University	The University of Adelaide
Charles Darwin University	The University of Melbourne
Charles Sturt University	The University of New South Wales
CSIRO	The University of Newcastle
Curtin University	The University of Queensland
Deakin University	The University of Sydney
Edith Cowan University	The University of Western Australia
Federation University Australia	University of Canberra
Flinders University	University of New England
Griffith University	University of Otago
James Cook University	University of South Australia
La Trobe University	University of Southern Queensland
Macquarie University	University of Tasmania
Massey University	University of Technology Sydney
Ministry of Business Innovation & Employment NZ	University of the Sunshine Coast
Monash University	University of Wollongong
Murdoch Children's Research Institute	Victoria University
Murdoch University	Western Sydney University
Nanyang Technological University	

Small Corporate Members

Auckland University of Technology	Transport Accident Commission
Australian Antarctic Division	University of Notre Dame
The Walter and Eliza Hall Institute of Medical Research	Victoria University of Wellington

Corporate Membership:

This category is designed for those members whose fees are met by their employing organisation, which is actively engaged in, or supports the research enterprise. The maximum number of voting members in each employing organisation under this category is 20, but this does not exclude the employing organisation from identifying further non-voting members.

Individual Membership:

This category has two tiers.

Tier 1: Standard Individual Membership

This category is designed for individuals who are employed or active in the field of research management and/or administration at any level and with any sector of the research community. Each individual has voting privileges in the Society.

Tier 2: Small Organisation Membership

This category is designed for small organisations such as Medical Research Institutes, Government Organisations, and Cooperative Research Centres, and offers a 10% discount on the Standard Individual Membership rate when 6-10 members at the same organisation pay their membership fee on a single invoice.

Each Small Organisation Member under this category has voting privileges in the Society.

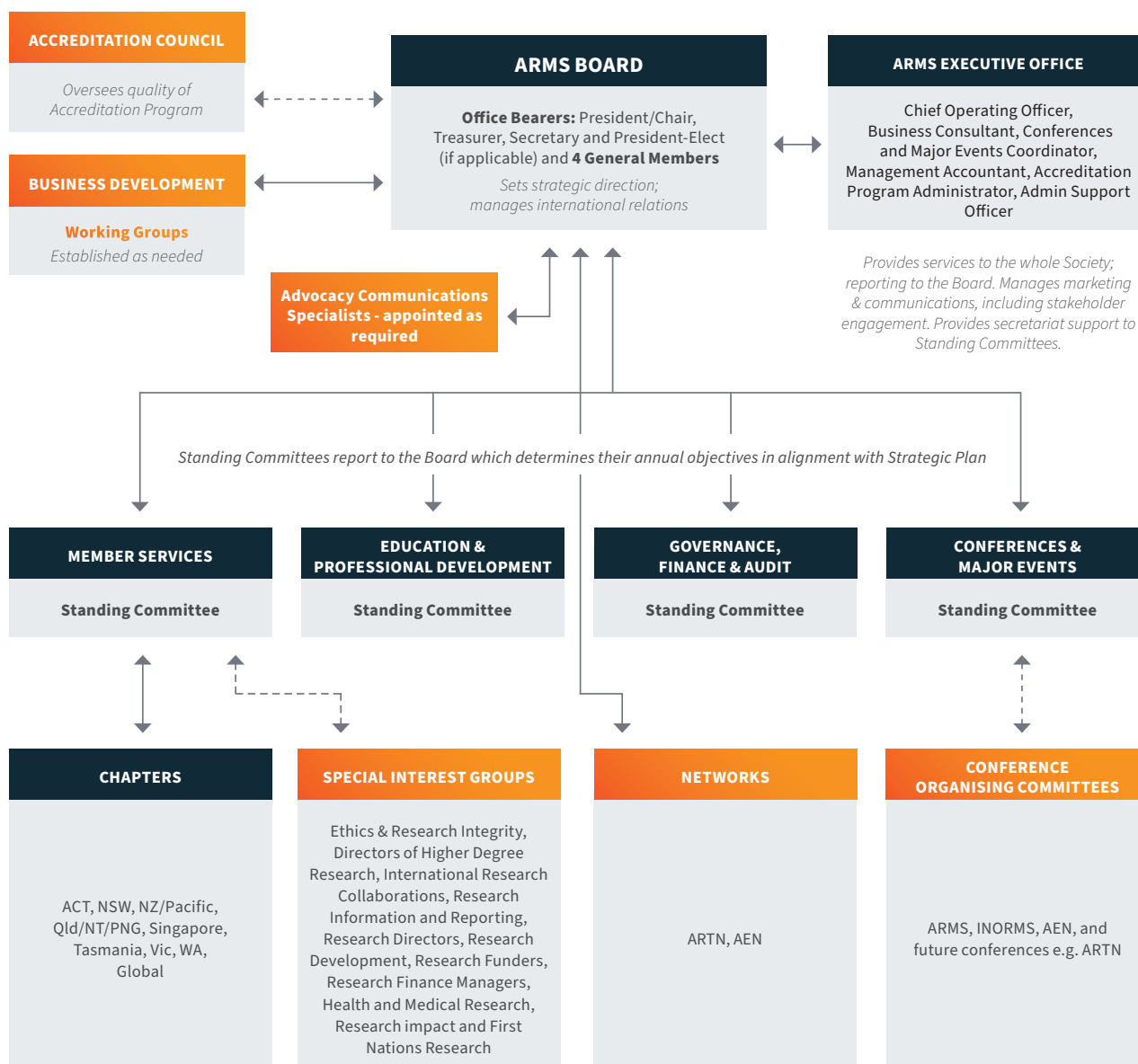
Retired Membership:

This category is designed for current members who have retired from the research management sector but wish to remain a part of the Society.

Management and Organisational Structure

ARMS is a not-for profit association formed in 1999. It is governed by an approved Constitution and operationalised by a set of by-laws. (ARBN 609 051 443).

ARMS Organisation Structure



Chapter Convenors are members of the Member Services Committee

SIGs and networks are self-organising groups of members with like interests. SIGS report to the Board via the MSC and Networks report directly to the Board

Conference Organising Committee Convenors are members of the Conferences & Major Events Standing Committee

Entities within the Society which have vested delegated authority in the ARMS governance structure, as per Constitution.



Keynote speaker session at main auditorium at the ARMS 2019 conference

Appointment of Office Bearers and Committee Members

The ARMS Board is the governing body and it controls and directs the affairs of the Society, including its committees and publications.

The Board determines the Society's promotions, policies, and strategic planning, and it evaluates the Society's progress towards achieving its mission and goals in accordance with ARMS' [Strategic Plan: Towards 2025](#). The Board has statutory responsibility for all ARMS activities.

The Board includes four office bearers - President, President-Elect, Secretary, and Treasurer including four general Committee Members. The President of the Society is the Chair of the Board. At the Annual General Meeting of ARMS in November 2020, a motion to include one additional General Committee member outside of Australia will be proposed. The results of this motion shall be published in 2020/2021 Report to Members.

The ARMS Chief Operating Officer (COO) provides strategic and operational support to the Board and leads the Adelaide based Executive Office.

All Committee positions, including the Board, are voluntary. The Society acknowledges the dedication of all its members who contribute their time on a voluntary basis and their employing organisations who support them.

Induction

All newly appointed office bearers and committee members are provided compulsory legal and financial training. They are also provided with an induction handbook which covers all governance and operational aspects of the Society. These processes are aimed at enabling the smooth transition of members into their roles.

Organisation

To further its mission, ARMS is organised into Chapters, Standing Committees, Special Interest Groups and Networks which may change over time, depending on the needs of the Society and the approval of the Board. These structures are largely directed by the strategic goals and operational principles outlined in the ARMS [Strategic Plan: Towards 2025](#).

ARMS Strategic Plan

The Strategic Plan guides culture and provides direction to decision-making and actions towards 2025 to ensure the delivery of ARMS' mission for its members. The following strategic priorities shape the programs ARMS delivers, the services it provides and the management of its business and finances to grow a sustainable and successful society.

STRATEGIC
PRIORITY

1

Excellence for the Individual

The Society provides a diverse and broadly accessible range of professional development opportunities including a high-quality accreditation program, and other resources to enable members to continually enhance their skills and expertise.

STRATEGIC
PRIORITY

2

Promotion of the Profession

ARMS works with all stakeholders and influencers to promote the research management profession. It facilitates the delivery of research management practices that support future research excellence.

STRATEGIC
PRIORITY

3

Creating Communities of Practice

Through Chapters, Special Interest Groups and Networks, ARMS provides opportunities and resources to drive the development and sharing of best practice. This fosters dialogue, accessibility, learnings and synergies amongst its members and stakeholders.

STRATEGIC
PRIORITY

4

International Excellence

ARMS is part of a global community of research management professionals that aim to develop best practice and attain excellence in research management. The Society also works with countries where research management is an emerging profession to support the awareness and practice of research management.

STRATEGIC
PRIORITY

5

Innovation in Research Management

ARMS recognises the rapidly changing landscape of the research enterprise and facilitates innovation in research management to support research excellence.

Implementation Plan

The ARMS Board also developed an Implementation Plan which sets the framework for achievement of its strategic priorities over the next triennium. The Implementation Plan took effect from January 2019 and will be monitored annually against several Key Performance Indicators (KPIs). The first review of the Implementation Plan took place in September 2019. Monitoring of the established KPIs shall continue to be a function of the Board and the Executive Office with input from the relevant Standing Committees.



Vision, Mission & Values



Our Vision

ARMS aim to create an internationally connected community of research management professionals who operate at the highest standards to influence, support and enhance the global delivery of research excellence.

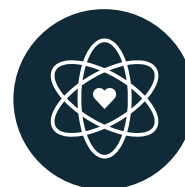


Our Mission

ARMS is dedicated to the development of research management professionals; the promotion of the profession of research management; and the advancement of the research enterprise.

The Society fulfils its mission through:

- A strong, agile and resilient network of research management professionals at all levels and in a variety of settings through personal relationships and professional collaborations, presentations, formal and information meetings and publications;
- Development and promotion of international best practice for research management in Australasia and Singapore that is responsive to the changing factors that influence the research environment; and
- Enhancement of the interface between researchers and research management professionals.



Our Values

The Society values:

- Equity and diversity in the profession of research management;
- A strong, vibrant profession;
- High standards of research governance including the uncompromising protection of the integrity and the ethics of research; and
- The profession of research management as integral to the research enterprise.

ARMS Accreditation Program

Foundation Level Accreditation Program

Since the launch of the Foundation Level Accreditation Program (FLAP) in September 2013 with eight modules, the program has continued to expand and serve the needs of the Australasian research management community with 20 modules now being available.

This has resulted in more than 4,800 unit registrations, including 933 during 2019/2020. The majority of these registrations occurred during the latter half of 2019 with no modules being delivered in face to face mode throughout 2020 due to restrictions caused by the COVID-19 pandemic. To ensure continuity of professional development and training opportunities to members, the ARMS Accreditation Council approved the delivery of several of these modules online via zoom during this period.

The Society also launched an additional module on, “An overview of the UK’s National Research and Innovation System”. This brings the suite of national research system overviews available to ARMS members to five and includes Australia, New Zealand, Singapore, Vietnam and the UK. ARMS has also been negotiating

development of a similar module for the EU and China; however, such negotiations are proceeding much more slowly than originally expected.

The Society also successfully launched its first “online module” via the Moodle platform on the *National Research and Innovation System in Australia* in mid-2020 and expects to offer two other compulsory modules in this format – *Legislation as it affects research in Australia* and *Understanding Research and Researchers*. These modules are expected to be launched in the second half of 2020.

New modules currently under development include a *Project Management module* and a *Research Integrity Advisor training module* – the latter being developed jointly with the Australian Association of Medical Research Institutes (AAMRI).

An analysis of Foundation Level module attendances indicates that the three compulsory modules continue to be the most well-attended (*National Research and Innovation System in Australia*, *Legislation as it Affects Research in Australia*, and *Understanding Research and Researchers*). The *Pre-Award and Post-Award* modules also attracted many participants, as did the *Research Data and Reporting* module.

Maintaining currency of module content is essential to ensure quality of material and so the Accreditation Council has commissioned regular reviews of all existing modules. This year has seen a major review effort with 11 of the ARMS modules being reviewed and revised, with revisions accepted by the Accreditation Council.

A further 109 persons graduated from the ARMS Foundation Accreditation Program last year – a remarkable achievement underlining the acceptance of the program within the profession. To date, the program has graduated more than 450 participants with the post-nominal Accredited Research Managers (Foundation) or ARMFs – refer to **Appendix A** of this report or visit the [ARMS website](#) for the full list of ARMFs.

Due to physical distancing restrictions, ARMS has been unable to host a face to face celebration for ARMFs and others associated with the accreditation program given the postponement of the Perth conference, nevertheless **congratulations** to all graduates of this program with celebrations delayed for a later date.



Advanced Level Accreditation Program

The Advanced Level Accreditation Program (ALAP) is a 12-month program consisting of:

- A core two-and-a-half-day program focusing on leadership management and strategic thinking;
- Two, one-day electives focusing on deep, relevant content knowledge from a selection of five specialty areas;
- A workplace activity based on core and elective modules;
- Participation in ongoing group learning activities; and
- Professional mentoring and coaching activity.

The 2019/2020 cohort saw 13 participants completing their program in 2020 (including one participant who commenced the program in 2016 and deferred). There were 12 graduates from the 2019 ALAP cohort. Refer to **Appendix B** of this Report or visit the [ARMS website](#) for full details.

As in previous years, ARMS offered several one-day electives in the ALAP program through a Winter School open to all members (and non-members). A call for new electives was made through the year with the result that the number of electives available was expanded.

There are currently seven (7) programs offered as part of the 2020 ARMS Winter School as follows:

- *Advanced Clinical Research Management*, Associate Professor Tam C Nguyen
- *Assessing the Societal Benefits of Research*, Dr Mark Hochman
- *Business Process Improvement in Research Management*, Dr Bryony Wakefield
- *Data Driven Research Improvement*, Professor Cameron Neylon
- *Development of Institutional Talent*, Professor Moira Clay
- *Managing Complex Strategic Partnerships*, Mr Mark Berlage
- *Securing International Research Funding*, Dr Rado Faletic and Dr Martin Grabert

Some of these electives are likely to be offered again as part of the inaugural Spring School in the second half of 2020.

Due to the pandemic the ALAP program was not offered in its entirety in 2020 and is expected to be further modified in 2021 in line with the Accreditation Council's approval of a new points-based accreditation program.

Accreditation Council

The Accreditation Council is an essential element in the Accreditation Program, comprising of experienced research management professionals who oversee the quality standards of all ARMS Accreditation programs.

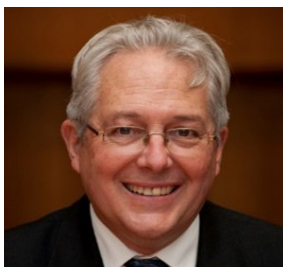
In the previous member's report, it was noted that a suitable replacement was being sourced to replace Professor Lee Astheimer who had retired from the role of Chair on the 1st of July. The Board confirmed the appointment of Professor Joe Graffam, former DVCR at Deakin University.

The Accreditation Council also noted the departure of ARMS President, Dr Campbell Thomson from the University of Western Australia who stepped down as the Board representative. Dr Ross McLennan, incoming President from Macquarie University was formally appointed as the Board representative. Ms Jodieann Dawe from the University of South Australia was also appointed as a member serving in the position of Director of a University Research Office, a position previously occupied by Dr Ross McLennan.

As well as overseeing quality of new and existing programs and assessment processes, during this last year the Accreditation Council has invested considerable time in developing a new points-based model for ARMS programs that will provide for Foundation, Established and Advanced levels of accreditation and allow flexible pathways for members to choose professional development programs that most closely align with their career development. More details will be released to the ARMS community in early 2021.

ARMS Accreditation Program

Members of the ARMS Accreditation Council



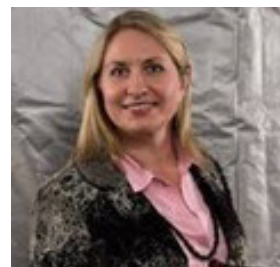
Professor Joe Graffam
retired DVCR, Deakin University (Chair)
Representing a person who has served in the position of Pro or Deputy Vice Chancellor Research
(Appointed July 2019).



Dr Ross McLennan
Macquarie University and President of ARMS
ARMS Board Representative
(Appointed September 2019).



Ms Jodieann Dawe
Director, Research and Innovation Services, University of South Australia (previously Flinders University)
Representing a member who has served in the position of Director of a University Research Office.
(Appointed October 2019).



Dr Melissa Straffon
Executive Manager, CSIRO Research
Representing a member from a key Australian Agency involved in research and innovation.
(Appointed December 2018).



Ms Kathie Dent
Acting Chief Program Officer, Australian Research Council
Representing a member from a key Australian Agency involved in research and innovation.
(Appointed December 2018).



Ms Joanne Looyen
Manager, Service Design and Reporting Ministry of Business, Innovation & Employment (MBIE).
Representing a member from a key New Zealand Agency involved in research and innovation
(Appointed June 2019).

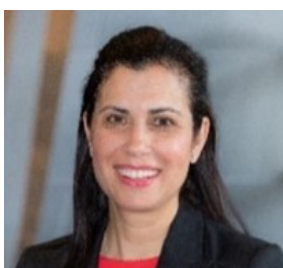


Professor Zee Upton
Executive Director, Institute of Medical Biology, Agency for Science, Technology and Research (A*STAR)
Representing a member from a key Singaporean Agency involved in research and innovation
(Appointed June 2019).



Dr Peter Wejbora
Head of Research Development and Partnerships, Children's Cancer Institute
Representing A member who has served in the position of General Manager/Chief Operating Officer of an Independent Medical Research Institute.
(Appointed December 2017).

Executive Office Staff In Attendance:



Ms Maria Zollo
ARMS Chief Operating Officer



Dr Mark Hochman
ARMS Business Consultant



Ms Dana Watts
Accreditation Program Administrator

ARMS Training Fellows

ARMS Training Fellow is a title given to an individual recognised by the Accreditation Council as having the knowledge, experience and skills to present module material for the Foundation Level Accreditation Program (FLAP).

Special acknowledgment is given to all volunteer Training Fellows who bring a wealth of experience to our programs. Refer to **Appendix C** for a full list of Training Fellows or the [ARMS website](#).

Professional Development Framework

The ARMS Professional Development Framework (PDF) was developed by the Education and Professional Development Committee (EPDC) to help members identify the skills and knowledge needed for the wide range of roles within the profession.

The PDF has six core areas of knowledge and three levels for knowledge enhancement – Foundation, Management and Leadership. Each cell describes the broad learning outcomes relevant for that core area and knowledge level. Existing ARMS programs which operate within these areas are mapped to each cell with new programs being added as they are developed.

Levels for Knowledge Enhancement

Core Areas of Knowledge	Foundation	Management	Leadership
Contextual Knowledge	<i>Where the research management professional sits in their relevant country context</i>	<i>Understands and practices principles of good supervision, management and strategy development</i>	<i>Leads institutional research policy and strategy and promotes the institutional research agenda</i>
Relational	Foundation Level Module 1.3: Understanding Research and Researchers	Advanced Level Accreditation Program Element 1: Leadership, Management and Strategic Thinking Program	Advanced Level Accreditation Program Element 1: Leadership, Management and Strategic Thinking Programs Senior Executive Forum
Technical	Foundation Level Modules 1.1: National Research and Innovation System (Australia, NZ, Singapore, UK, Vietnam) 1.2: Legislation as it affects Research (Australia, New Zealand and Singapore) <i>Other country specific modules expected to be offered include China, UK, EU and US</i>		
The Research Funding Cycle	<i>Understands and effectively manages the research cycle from inception to project closure (this should cover opportunity development right through to impact and commercialisation).</i> Foundation Level Modules 2.1 Pre-Award Grant Processes, 2.2: Post-Award Grant Processes and 2.3 Research Finance	<i>Establishes systems for research and researcher development, evaluating grant performance, identifying new funding sources.</i> Advanced Level Accreditation/ARMS Winter School Program: Securing International Research Funding Business Process Improvements in Research Management	<i>Develops and establishes institutional systems and strategies for research funding and managing large and complex grants.</i>

Professional Development Framework

Core Areas of Knowledge	Foundation	Management	Leadership
Contextual Knowledge	<i>Where the research management professional sits in their relevant country context</i>	<i>Understands and practices principles of good supervision, management and strategy development</i>	<i>Leads institutional research policy and strategy and promotes the institutional research agenda</i>
Higher Degree by Research Candidature Cycle	<p><i>Understands and effectively manages the HDR (postgraduate in NZ) candidature cycle from inquiry to graduation.</i></p> <p>Foundation Level Modules</p> <p>3.1: HDR Research Scholarships,</p> <p>3.2: HDR International Partnerships,</p> <p>3.3: HDR Candidature Management and</p> <p>3.4: HDR Admissions and Completions</p> <p>Programs offered by the Australasian Ethics Network</p>	<p><i>Establishes systems for recruitment, retention and timely completion of HDR candidates.</i></p>	<p><i>Develops and implements institutional policies and strategies at all levels of the HDR cycle. Integrates HDR management into broader research management functions and institutional strategic directions.</i></p> <p>Senior Executive Forum</p>
Programs are also under consideration by the Australasian Ethics Network			
Ethics and Integrity	<p><i>Understands and provides effective support to ethics and integrity committees and processes.</i></p> <p>Foundation Modules</p> <p>4.1: Research Ethics,</p> <p>4.2: Research Integrity</p> <p>Programs offered by the Australasian Ethics Network</p>	<p><i>Establishes and implements systems to monitor and improve effectiveness of ethics and integrity processes.</i></p> <p>Advanced Level Accreditation/ARMS Winter School/Spring School Program:</p> <p>Advanced Clinical Research Management</p>	<p><i>Develops, establishes and monitors an institutional research governance framework.</i></p>
A range of programs are also offered by the Australasian Ethics Network including a biennial AEN Conference			
Data and Information Management	<p><i>Collects and collates data to enable institutional and external reports.</i></p> <p>Foundation Level Module</p> <p>5.1: Research Information and Reporting</p>	<p><i>Monitors the effectiveness of institutional research management systems and data.</i></p> <p>Advanced Level Accreditation/ARMS Winter School Program:</p> <p>Data Driven Research Improvement</p>	<p><i>Uses data to develop and implement evidence-based strategies, monitor and benchmark institutional performance, suggest changes to strategy as needed.</i></p> <p>Senior Executive Forum*</p>

Core Areas of Knowledge	Foundation	Management	Leadership
Contextual Knowledge	<i>Where the research management professional sits in their relevant country context</i>	<i>Understands and practices principles of good supervision, management and strategy development</i>	<i>Leads institutional research policy and strategy and promotes the institutional research agenda</i>
Engagement and Impact	<p><i>Supports researchers in engagement activities with external end-users. Streamlines engagement with end-users.</i></p> <p>Foundation Level Module 6.1: Working with Industry</p>	<p><i>Implements operational plans for engagement with end-users, uses information to identify engagement opportunities. Helps researchers identify and articulate research impact.</i></p> <p>Advanced Level Accreditation/ARMS Winter School Program: Assessing the Societal Benefits of Research</p> <p>Advanced Level Accreditation/ARMS Winter School Program: Development of Institutional Talent</p> <p>Managing Complex Strategic Partnerships</p>	<p><i>Develops institutional strategies and monitors external policy environment to maximise engagement and impact with end-users.</i></p> <p>Senior Executive Forum</p>
<p>Annual Conference – ARMS offers an annual research management conference offering an array of education, training and professional development opportunities.</p> <p>Monthly webinars as part of our PD Sessions @ Zoom webinar series were also offered to members on a range of relevant research management topics.</p> <p>Senior Executive Forums are offered from time to time to members in the Leadership category on topics of relevance and interest to the profession.</p> <p><i>* A Senior Executive Forum was delivered in November 2019 on the Open Research Agenda in Australasia</i></p>			

Chapter Highlights

ACT Chapter

On the 6th of September 2019, Professor Joanne Tompkins, ARC Executive Director of Humanities and Creative Arts and Ms Cherie Atkinson, ARC Acting Director of Grant Opportunities, presented an overview of the ARC schemes to a large audience comprising research management administrators and potential academic applicants.

Following their presentation, they answered specific questions on scheme details and the overall selection process. This was followed by a presentation from Ms Misha Hutchings, Assistant Research Manager from ANU, who recently attended an NHMRC deliberation panel meeting as an observer; her insights on the selection panel but also her overall overview on the new schemes were highly appreciated.

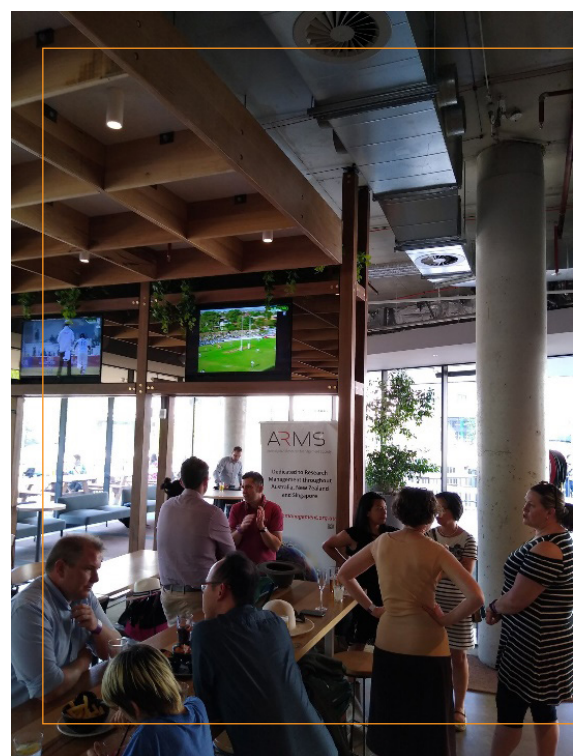
The Chapter sponsored an interactive workshop on the 9th of September 2019 facilitated by consultant Wendy Jocum on how to deal with “Difficult Conversations”. Tailored to research management professionals, Wendy’s presentation discussed communication theories as well as real case study scenarios that would be familiar to anyone working in the field, such as “how to tell an eager applicant that they are not ready to apply”; “how to announce negative results” etc. The participants not only learned from Wendy’s vast experience, but they also learned from each other—a true peer learning and sharing experience. A morning tea, co-hosted with ANU Advancement was held the 17th of October 2019. Dr Noel Chambers, CEO of the National Foundation for Medical Research and Innovation presented at this event. He highlighted the reality that philanthropic funders can take risks

where government and for-profit entities cannot or will not. Then he outlined the importance of incorporating pathways to translation in research design from early concept stages and ensuring that research plans acknowledge and align with funders’ expectations and “intent”. A second event was also held on this day, this time co-hosted with the ANU College of Asia and the Pacific and the Research for Development Impact network. The session involved a panel including Louisa Minney, United Nations Association of Australia Board Secretary; Fabia Pryor, Sustainability Manager at KeepCup; Dr Cate Rogers, Assistant Secretary of the Development Policy and Education Branch, DFAT; Dr Larissa Schneider, founder and convenor of the research network Mercury Australia; and Professor Sally Wheeler, Pro Vice-Chancellor (International Strategy) and Dean of the ANU College of Law.

On the 6th of December 2019, the past year’s ARC and NHMRC Panel Observers were joined by current ARC College of Experts members to present brief talks and answer questions about the funding schemes’ assessment processes. The Q&A was followed by networking drinks and snacks, all proudly sponsored by the Chapter.

The capstone event for 2019 was the visit of three trainers from the University of Maryland (UM), to deliver the proprietary UM Borderless Research Administration Knowledge Exchange Training over three days at ANU. ANU invited all 42 Australian universities, with 12 universities attending. Across three days, over 60 attendees in research management, finance, contracts and ethics learned together, shared their experiences and networked at after-session drinks and snacks, hosted by the Chapter.

Chapter members Marie-Helene Rousseau, Manager of ANU, Research Funding and Development Office (RFDO) and David Sprinkle, Research Coordinator, RFDO presented “Shaking Hands with Uncle Sam: a journey to increase US funding” with Paul Harris, Director of ANU, North American Liaison Office on



the 2nd of June 2020. This presentation addressed three aspects of dealing with the US Federal Funding System, from an Australian University perspective. First, it provided an overview of the current US research policy landscape, discussed recent regulatory changes by US agencies including how agencies are seeking to address foreign interference and outlined new opportunities for how Australian Universities can engage with US funding bodies.



Second, it examined some of the common challenges faced by researchers in applying for US led applications (eligibility, compliance, and systems). Third, this seminar outlined several of the basic steps undertaken to maintain US compliance including SAMs registration, OMB Uniform Guidance Annual US Audits and the need for accurate records. As a result, it was anticipated that participants would be further empowered to shake hands with Uncle Sam!

Membership of the ACT Chapter for the 2019/2020 period include:

- Dr Marie -Helene Rousseau, ANU (Co-Convenor)
- Ms Catherine Karcher, ANU (Co-Convenor)
- Ms Shubrah Roy, University of Canberra (Secretary)
- Ms Rosa Gray, ANU (Treasurer)
- Dr Hannah Clarke, ACT Health (Committee Member)
- Ms Ewa Ziolkowska, ANU (Committee Member)
- Mr Jonathan Ward, ANU (Committee Member)
- Dr Sébastien Lacrampe, ANU (Committee Member)
- Ms Suzanne Austin, ADFA ACT (Committee Member)
- Ms Mary Gray, ANU (Committee Member)
- Mr Grahame Pearson, Elsevier (Advisor).

Global Chapter

The Global Chapter of ARMS was launched in September 2019.

Dr Caryn McNamara from the Centre of Excellence in Mathematical and Statistical Sciences (CoE-MaSS), South Africa, was appointed to the role of Convenor. A call for additional committee members will occur in the second half of 2020 with events planned accordingly.

Chapter Highlights

New South Wales Chapter

The NSW Chapter Committee is focussed on delivering professional development, networking activities, peer knowledge exchange, and workshops across the state, to underpin the individual development of members and the profession in general.

Despite the interruptions caused by the pandemic, the NSW Chapter remained committed to this goal. Highlights during the reporting period include:

- Regular Chapter Committee meetings,
- NSW Chapter local educational and networking events (face to face and online) and
- Hosting ARMS Accreditation Foundational Modules.

NSW Chapter Events offered during the reporting period include:

- The NSW Chapter and Macquarie University hosted the End of Year Reflections and Networking event on 'The Art of Being a Brilliant Research Manager: Managing your career and professional development to deliver excellence and impact' in December 2019. The event featured panel discussion from experienced research managers from a variety of organisations. The interactive panel was followed by a networking session and both were positively received by members.
- A networking session for NSW members during the ARMS 'Managing through and emerging from the crisis' online event in June 2020. Led by the NSW Chapter Committee, participants shared their experience of working through COVID19 and their learnings.

The Chapter also welcomed new Committee member Qian Garrett in 2019/2020. We also welcomed back Louise Dwyer who returned from parental leave.

At the end of the financial year, the NSW Chapter were preparing to farewell Yordanka Krastev, Annette Harris and Emily Brennan in August 2020. In preparation, 3 new members were recruited ready to commence in August 2020 – Hayley See, Stephan Waibel and Tanya Karlychuk.

Current membership of the NSW Chapter (2019/2020) comprises of:

- Yordanka Krastev, Macquarie University (Co-Convenor),
- Stephanie Macmillan, University of New South Wales (Co-Convenor),
- Emily Brennan, Macquarie University (Committee Member),
- Helen Cameron, University of Newcastle (Committee Member),
- Ms Annette Harris, Charles Sturt University (Committee Member),
- James Walsh, University of Technology Sydney (Committee Member),
- Joseph Toltz, University of Sydney (Committee Member),
- Eleanor Colla, University of New England (Committee Member),
- Louise Dwyer, Macquarie University (Committee Member),
- Qian Garrett, Notre Dame University (Committee Member).

Outgoing members:

- Roshana Sultan, University of New South Wales (Committee Member)

New Zealand and Pacific Islands Chapter

As part of the Society's PD Sessions @ Zoom webinar series, the New Zealand and Pacific Island Chapter are scheduled to deliver two virtual presentations to its members in the second half of 2020 as follows:

- Paradox, dilemma & uncertainty: shaping an 'academic me' in a performance-driven research world presented by Dr Joanna Cobley (due for delivery on the 22nd of October 2020); and
- The Unique Contribution of Te Ao Māori: An Overview of New Zealand's Vision Mātauranga Policy Framework.

Current membership of the New Zealand and Pacific Island Chapter for the 2019/2020 reporting period include:

- Dr John Milnes, University of Otago (Convenor)
- Dr Simon Lovatt, University of Waikato (Treasurer)
- Mr Ian McIntosh, Victoria University of Wellington (Committee Member)
- Dr Elizabeth Visser, University of Auckland (Committee Member)
- Dr Martin Gagnon, University of Otago (Committee Member)
- Dr Maxine Bryant, Agresearch NZ (Committee Member)

Queensland, NT, PNG Chapter

The QLD/NT/PNG Chapter had a very productive year, offering an event in June 2019 entitled: Reflections: Research Engagement and Impact in the Australian Context professional development, hosted by Griffith University.

The focus of the workshop was on how the ARC's EIA would change researchers approaches to their work and the way in which institutions would frame their contributions to the community. Presenters included Leanne Olsen (Assistant Director, Research Evaluation)

and Chris Curran (ERA Director) from the Australian Research Council, as well as several senior university representatives. The workshop was well attended by 66 members and followed by a networking event.

The Chapter held its Annual General Meeting in July 2020 where the formal departure of Matthew Browne and Justin Nicholls Co-Convenors was noted. These individuals provided outstanding leadership over two terms for the Chapter. A new Chapter Committee was formed and are already developing professional development and networking event ideas for the year ahead.

Current membership of the QLD/NT/PNG Chapter committee for the 2019/2021 period include:

- Kelly Murphy, University of the Sunshine Coast– (Convenor)

- Alison Farrington, Queensland University of Technology – (Secretary)
- Lekshmi (Leks) Sobhana, Charles Darwin University – (Treasurer)
- Belinda Watanabe, Griffith University – Committee Member
- Sarah Wright, University of Southern Queensland – Committee Member
- Iftikhar Hayat, Charles Darwin University – Committee Member
- Megan Stephenson, Griffith University – Committee Member
- Ruth Kamrowski, Griffith – Committee Member
- Tinashe Chiurugwi, The University of Queensland – Committee Member
- Matthew Browne, Griffith University – Committee Member

Singapore Chapter

The Singapore Chapter in collaboration with Nanyang Technological University (NTU) hosted the ARMS Singapore Chapter Event “The Future of Research Administration” which was held on the 6th December 2019.

The event discussed the challenges that lie ahead for research administration with topics including the use of AI in research administration; capitalizing on institution's data assets; the recent change in the Singapore Human Biomedical Research Regulation and what it means for research administrators; as well as how bibliometric data analysis could aid in the maintenance of scientific research integrity. Informative and educational, the event was attendance by more than 100 attendees across various higher learning institutions and funding agencies. Twenty four (24) research management professionals in Singapore who have been accredited as ARMS Accredited Research Manager

(Foundation) were given recognition during the event.

During the reporting period, the Chapter has continued to support the delivery of Foundation Level Accreditation modules, which enable research administrators in Singapore to obtain relevant knowledge, develop and implement research management best practices in their workplaces and enables networking opportunities with fellow research administrators. Two (2) administrators from NTU were accredited in Jan 2020 and currently there are 26 accredited research administrators across Singapore.

As the world around us rapidly changes, which is further accelerated due to the impact of COVID-19 pandemic, research management has never been more agile, responsive and connected. In collaboration with the ARMS virtual event - [Managing through and emerging from the Crisis](#), the Singapore chapter hosted a virtual discussion forum “**Unbreakable during the Circuit Breaker**” on 10th June 2020 to discuss how the individuals and the respective sectors are responding to the challenges, the ups-and-downs encountered during the Circuit Breaker

period and the observations/lessons learnt while working from home.

The Singapore Chapter, sponsored by Clarivate Analytics, will be hosting a virtual sharing and networking session “**Understand what Peer Reviewing can do for YOU**” on 29th July 2020. This session is aimed to help both researchers and administrators understand the processes of peer-reviewing, as well as the “soft-skills” that one could acquire by being a peer reviewer.

Finally, the Chapter will also be hosting a seminar on the 25th September 2020 on the **role of digital tools in helping researchers accelerate their work in the era of COVID-19**. The session will feature talks by Daniel Hook, CEO of Digital Science, and David Swinbank, Chairman for Springer Nature Australia & New Zealand and Nature Index's Founder, along with a sharing session from members of NTU's trial group on using [Dimensions](#), a linked research information system from Digital Science.

The Singapore Chapter is convened by Professor Michael Khor from Nanyang Technological University.

Chapter Highlights

South Australia Chapter

During 2019/2020, the SA Chapter was pleased to be able to support its 364 South Australian members.

The highlight for the reporting period was the delivery of the **2019 ARMS Annual Conference** in Adelaide in September (see relevant section **“Celebrating 20 Years”** in this report for full details). The Conference proved to be a successful event, with engaging keynote speakers, interesting presentations and a range of enjoyable and entertaining networking activities offered.

In October 2019, the Chapter gave a well-attended seminar presented by Dr James Tickner of Crysos Corporation, titled **“What’s the alternative- research opportunities outside the hallowed halls”**. The event was kindly hosted by CSIRO at their Waite campus, and over the course of 1.5 hours, attendees heard about Dr Tickner’s experiences of launching, growing and working for a science-based spin-out. He offered many valuable insights for research-focused careers outside of the university sector and opportunities for funding projects in collaboration with business and industry. In particular, members working in the area of HDR management, development and support found this session very relevant.

The SA Chapter also hosted two PD sessions @ Zoom over the year. In November 2019, the Chapter delivered an interactive presentation on “Risk Management for Research Managers”. The session covered the process and tools for risk assessment, mitigation and ongoing management for research, and the role that research administrators can play. Next, the SA Chapter was privileged and fortunate to be able to share one of our state’s experts in “Bibliometrics for research management”. In April 2020, Adam Finch, a bibliometric analyst at CSIRO, gave an overview of how bibliometric data can support research management.

While COVID-19 has impacted the Chapter’s planned activities, in particular all face to face events in 2020, the Committee looks forward to returning to networking and learning activities in 2021. The Committee acknowledges departing member, Grainne Mullen, who has recently found a new opportunity outside of research management.

Current membership of the SA Chapter comprises of:

- Dr Louise Townsin, Torrens University Australia (Convenor)
- Kathy Mott (Treasurer)
- Julie Krech, University of South Australia
- Dr Carly Rosewarne, University of South Australia

Tasmania Chapter

The Tasmanian Chapter welcomed four new members, including new Co-Convenors and a Secretary, in 2020.

Outgoing members include Catherine Dwyer, who was Convenor until March 2020, and several representatives from the Australian Antarctic Division (AAD).

New members of the Chapter Committee include:

- Ms Denise Barker, University of Tasmania
- Dr Chloe Bibari, University of Tasmania (Secretary)
- Dr Amy Harington, University of Tasmania (Co-Convenor)
- Ms Lorraine Ingham, University of Tasmania (Co-Convenor)

Between 1 July 2019 – 30 June 2020, the Chapter ran the following activities:

- August 2019 – PD @ Zoom Session on Job Interviews – Presented by Mr Nigel Blundell, University of Tasmania
- September 2019 – Research Administrators Day/Post-conference wrap-up
- November 2019 – ARMS-sponsored Quiz Night
- In the first half of 2020, activities slowed down due to disruptions caused by the pandemic. However, the Chapter Committee has planned two events for late 2020: a workshop on mental health and wellbeing and an end-of-year social event. The Tasmanian Chapter also ran the popular PD @ Zoom session *“Writing a strong job application for the research administration sector”* presented by Dr Regina Magierowski on 26 August 2020.

Victoria Chapter

The 2019-2020 period saw major changes and disruptions caused by the lockdown in Victoria during this period.

Long serving Convenor Marco Krischer stepped down and was replaced by Co-Convenors Faye Zaibak and Fraser Rogerson.

The Committee also welcomed four new members in early 2020: Amy Kong (La Trobe University), Athena Bangara (Monash University), Lachlan Doughney (Swinburne University of Technology) and Ryan Wendt (RMIT University). They replace Anh Chau, Emma Hegarty, Fiona Cromarty and Raimond Placidi, who completed their four years of service. The current committee thanks all retiring members for their many contributions.

Despite interruptions caused by the pandemic, the Chapter contributed to the highly successful [PD Sessions @ Zoom](#), delivering a virtual event on **'Everyone' is Declaring a Climate Emergency: What Can We Do?** Presenter - Dr Simon Kerr (La Trobe) with climate resilience expert A/Prof Lauren Rickards (RMIT) held on the 17th of June 2020.

The Chapter is also planning to deliver another online program as part of the PD Sessions @ Zoom webinar series on the 3rd of August 2020 on **Fifty shades of Epidermis: Diversity beyond gender** by presenters Ms Yuen Chang from Murdoch Children's Research Institute and Ms Tania Tambiah from RMIT University.

The Victoria Chapter is also planning an end-of-year function on 13 December 2020 at RMIT University. The event will include presentations on the topic of research impact and engagement from Dr David Abbott (MRFF), Dr David Phillips (NHMRC) and Dr Tamika Heiden (The Research Impact Academy), followed by networking drinks.

The committee helped organise ARMS Accreditation modules on the *National Research & Innovation System in Australia, Understanding Research & Researchers, Post-Award Grants Processes, Research Finance, Legislation as it affects Research in Australia, Research Ethics- Human and Animal and Research Integrity*.

Unfortunately, the committee's plans for the first half of 2020 were postponed by the lockdown in Victoria.

Western Australia Chapter

Despite the disruption of COVID-19, the Chapter has been very active delivering events to members in its regions. These include:

- Two professional development events: "Fast Track Your Research" in August and the "UK Knowledge Exchange Study Tour Panel Discussion" in September.
- Our annual Networking Breakfast at Zamia Café with about 30 of us from across the sector meeting for an informal breakfast and catch up.
- A PD @Zoom event - "The upside of COVID-19 – flipping our mindsets away from 'crisis and challenges' to 'adaption and opportunity'" presented by Andy Lamb.

The Committee has also made content contributions to the November virtual workshop, **"Never Waste a Good Crisis: Lessons Learned"**.

The Chapter is moving forward in creating new events for our members and extends its sincere gratitude to departing WA Chapter Committee members, Tara McLaren (Co-Convenor), Laila Simpson, Leylani Taylor and Robyn Kenneally. Their contributions have been invaluable to creating highly relevant and engaging events for members in the WA region.

Standing Committee Highlights



Main auditorium at the ARMS 2019 Conference



Conferences and Major Events Committee (CMEC)

The Committee was established in 2017 to advise on and oversee major events including the annual Society conference, the biennial Australasian Ethics Network (AEN) conference and, when necessary, the International Network of Research Management Societies (INORMS) Congress, as well as any other major events held by or in association with the Society from time to time (e.g. the Australasian Research Training Network events).

Delivery of the *ARMS 2019 Conference* in Adelaide (17-20 September 2019) as well as planning for the Virtual Event "*Never Waste a Crisis: Lessons Learned*" (26-30 November 2020) were the key highlights for the CMEC during the reporting period.

The membership of the CMEC for the reporting period:

- Dr Hannah Clarke, ACT Health appointed to replace Dr David Huang who stepped down May 2019.
- Dr Maxine Bryant, Agresearch NZ appointed as the Board Liaison for the CMEC
- Dr Sianna Panagiotopoulos, Austin Health
- Professor Michael Khor, Nanyang Technological University, Singapore.

Education and Professional Development Committee (EPDC)

The Committee was established in 2017 to oversee the development, promotion, operational management and delivery of the Society's Accreditation Program (Foundation and Advanced) and other professional development activities to serve the needs of the members.

The membership of the EPDC for the reporting period:

- Dr Colm Halbert, UTS (Convenor)
- Dr Johanna Barclay, Victor Chang Institute (ARMS Board Liaison)
- Dr Tania Bezzobs (ARMS Board Liaison), Swinburne University of Technology
- Mr Christopher Morrissy, CSIRO
- Ms Heather Thomas, University of Canterbury.
- Ms Monique O'Callaghan, University of Melbourne.

Key highlights for the EPDC include:

- An extensive review of the Advanced Level Accreditation Program (ALAP) and call for tender for Service Providers to deliver elements of the program;
- Identification of suite of 7 electives for online delivery in 2020 (refer to section **ARMS Accreditation Program**); and
- Review of the Education and Professional Development Framework (refer to section **Professional Development Framework**).

Governance, Finance and Audit Committee (GFAC)

The Committee was established in 2017 to support the Board with maintaining its By-Laws and reviewing or developing other policies as necessary.

The GFAC also oversees the rigour and independence of the election processes as well as assisting the Board in fulfilling its financial responsibilities by overseeing the development and review of financial reports, assessing systems of internal controls and adequacy of risk management as well as facilitating auditing processes.

Key highlights for the GFAC include a review of:

- The Society's Risk Register;
- A Continuity Plan in response to the current COVID-19 pandemic; and
- Proposed changes made by the Legal Counsel and the ARMS Board to the Constitution for formal ratification at the Annual General Meeting of ARMS in November 2020.

During its deliberations, the GFAC strongly recommended to the ARMS Board that a Corporate Social Responsibility Policy be developed. This recommendation was approved by the Board and it is anticipated that the CSR Policy will be launched in the first quarter of 2021.

The GFAC welcomed three new members on the GFAC during the reporting period:

- Ms Anna Coppel, University of Melbourne (Convenor) – newly appointed;
- Professor Margaret Jones, Edith Cowan University – newly appointed;
- Ms Elise Jione, University of the Sunshine Coast;
- Ms Connie Killey, Deakin University (ARMS Treasurer);
- Associate Professor Gayle Morris, Gayle Morris Consulting; and
- Ms Jodie Parkinson, Federation University.

Standing Committee Highlights

The Member Services Committee was established in 2017 and is responsible for overseeing and facilitating the development and delivery mechanisms for services to members of the Society including awards and scholarships.

Member Services Committee (MSC)

The Committee is a formal channel of communications between the Society and its Chapters, and facilitates connectedness and the sharing of ideas.

The key highlight during the reporting period was the online delivery of the highly successful PD Sessions @ Zoom, a series of one hour professional development workshops delivered online via Zoom. Workshops offered throughout the reporting period included:

- **Importing Theories to Enable Collaborative Work in Higher Education**, Presented by David Huang, National Institute of Education Singapore, **26 JULY 2019**.
- **Job Interview Tips for Positions in the Research Management Sector**, Presented by Nigel Blundell, University of Tasmania, **30 AUGUST 2019**.
- **Highlights from the ARMS 2019 Conference**, Presented by Sandrine Kingston-Ducrot, Kelly Corry and melroy Almeida, **26 SEPTEMBER 2019**.
- **Research Governance in Centres and Institutions**, presented by J-L Heylen, Macquarie University, **25 OCTOBER 2019**.
- **Risk Management for Research Managers**, Presented by Kathy Mott, Louise Townsin and Jeff Kasparian, **29 NOVEMBER 2019**.
- **Mental Health and Relation Safety in a Covid-19 World**, Presented by Nicholas Procter, RN MBA PhD. Nicholas is Chair: Mental Health Nursing and leader of UniSA's Mental Health and Suicide Prevention Research Group, **9 APRIL 2020**.
- **Bibliometrics for Research Management and Evaluation**, Presented by Adam Finch, CSIRO, **28 APRIL 2020**.
- **SMART Work at Home**, Presented by Sharon Parker, **5 MAY 2020**.
- **The Upside of COVID-19 - Flipping our Mindsets Away from 'Crisis & Challenges' to 'Adaption & Opportunity'**, Presented by Andy Lamb, Co-Hosts - Ash Roberts and Tara McLaren, **7 MAY 2020**.
- **Future Research Management Leaders Webinar**, Facilitated by Mr Steve Hannan, University of Newcastle, Panel Session including: Professor Zee Upton, Dr Campbell Thomson, Dr Maxine Bryant, Dr Alistair Duncan, **13 MAY 2020**.
- **Shaking Hands with Uncle Sam: A Journey to Increase US Funding**, Presented by Paul Harris, Marie-Helen Rousseau, and David Sprinkle, ANU Research Funding and Development Office, **2 JUNE 2020**.
- **Everyone' is Declaring a Climate Emergency: What Can We Do?**, Presented by Dr Simon Kerr (La Trobe) with climate resilience expert A/Prof Lauren Rickards (RMIT), **17 JUNE 2020**.
- **Removing the Anxiety Around Indigenous Engagement and Conversations**, Presented by Ms Jaylene Wehipeihana, University of Auckland and Dr Faith Welch, University of Auckland, **14 JULY 2020**.

Other sessions scheduled for delivery in the second half of 2020 include:

- **Fifty shades of Epidermis: Diversity beyond gender, Presented by** Ms Yuen Chang, Murdoch Children's Research Institute and Tania Tambiah, RMIT University, **3 AUGUST 2020.**
- **Writing a Strong Job Application for the Research Administrator Sector,** Presented by Dr Regina Magierowski, University of Tasmania, **26 AUGUST 2020.**
- **Mental Health Management for Research Administrators and Managers,** Presented by Dr Denise Riordan, ACT Chief Psychiatrist, **10 SEPTEMBER 2020.**
- **Australia 2030! - How do we feel about the decade ahead?** Presented by Mr Rocky Scopelliti, **21 SEPTEMBER 2020.**
- **Grantsmanship on a Shoestring: A Time-Efficient Approach,** Presented by Dr Thorsten Kostulski and Dr James Walsh, UTS Research Capability and Development Team, **13 OCTOBER 2020.**
- **Paradox, dilemma & uncertainty: shaping an 'academic me' in a performance-driven research world,** Presented by Dr Joanna Copley, University of Canterbury, **22 OCTOBER 2020.**
- **Pushing on Through the Pandemic: The Challenges, Successes and Strategies of Regional Universities,** Presented by Prof Susan Kinnear, Dr Andrew Johnson, A/Prof Jason White and Dr Steven Rogers, **Facilitated by Dr Sarah Wright, 28 OCTOBER 2020.**

In addition, the MSC noted multiple Special Interest Groups have been established and suggested that an event be offered to enable members to learn more about the range of communities of practice on offer. This led to the recommendation to deliver ARMS' inaugural *SIGFEST 2020*. Planning is underway for delivery of this event from 1-3 December 2020.

Membership of the MSC for the reporting period:

- ACT Chapter: Dr Marie-Helene Rousseau, ANU (Convenor of the MSC)
- Dr Stephen Hannan (ARMS Board Liaison), The University of Newcastle
- NSW Chapter: Dr Yordanka Krastev, Macquarie University
- Qld/NT & PNG: Matthew Browne, Griffith University/Kelly Murphy, University of the Sunshine Coast
- South Australia: Dr Louise Townsin, Torrens University
- Singapore: Professor Michael Khor, Nanyang Technological University
- NZ/Pacific Island: John Milnes, The University of Otago
- Tasmania Chapter: Dr Catherine Dwyer, UTAS/ Lorraine Ingham and Amy Harrington, UTAS
- Victoria Chapter: Marco Krischer, Swinburne University / Fraser Rogerson, RMIT University /Faye Zaibak, Baker Institute
- Western Australia: Tara McLaren, Telethon Kids/Ashleigh Roberts, Curtin University

Special Interest Groups

Special Interest Groups (SIGs) are responsible for developing and maintaining a network of members sharing a common area of practice or application. Eleven SIGs operated during the reporting period.

Directors of Higher Degree Research

The Directors of Higher Degree Research SIG is a professional network for Directors and Managers of Graduate Research Centres and Schools or those responsible for the management of research degrees in their university. It is anticipated that a new Convenor shall be appointed shortly.

Ethics and Research Integrity

The Ethics and Research Integrity SIG continued to promote platforms of knowledge exchange and networks across universities and research institutes. The planned AEN biennial conference in Melbourne in November 2020 was postponed due to the pandemic and the extended Government lockdown in the region. To ensure that the SIG have an opportunity to network, the AEN has planned the delivery of a webinar, suitably entitled "Research Ethics in a Covid-19 World" for delivery in the latter half of 2020.

The SIG Co-Convenors are Dr Ted Rohr from UNSW and Dr Kandy White from Macquarie University.

First Nations Research

In mid-June 2020, the ARMS Board considered a proposal for the establishment of a new First Nations Research Special Interest Group. The ultimate aim of the SIG is to embed a positive and inclusive first nations research culture within Australasia. The SIG is expected to be launched formally at SIGFEST2020 in December.

The SIG Co-Convenors are Ms Jaylene Wehipeihana, Research Manager - Vision Mātauranga and University of Auckland and Ms Mandy Downing, Research Development Advisor, Curtin University.

Health and Medical Research

The Health and Medical Research Special Interest Group was formally launched at the September 2019 ARMS conference. The SIG provides an international platform for healthcare/ biomedical research-related managers to influence and curate programs that better align with the specific interest and needs of this niche community in particular up to date policies, legislation changes and best research management practice. The SIG is planning to deliver a webinar entitled "Mental Health Management for Research Administrators and Managers", presented by Dr Denise Riordan, scheduled for 10 September 2020 to coincide with RUOK? day.

The SIG Co-Convenors are Dr Hannah Clarke, ACT Health and A/Professor Tam Nguyen from St Vincent's Hospital, Melbourne.

International Research Collaborations

International Research Collaborations facilitates information sharing through various means including a forum and other professional development activities. New Convenors are currently being appointed and it is anticipated that the SIG will be relaunched at the inaugural SIGFEST 2020 scheduled for December 2020.

Research Development

Research Development seeks to provide support for research managers and administrators undertaking research development activities within and across Universities through networking and sharing of best practice. New Convenors are currently being appointed and it is anticipated that the SIG will be relaunched at the inaugural SIGFEST 2020 scheduled for December 2020.

Research Finance Managers

The Research Finance Managers SIG met in person in conjunction with the ARMS Conference in Adelaide in September 2019. The meeting was productive, with the action items being to continue work on a standard shared grant template for the Australian universities, and to liaise with the ARC and NHMRC to each run a finance-specific workshops. The ARC workshop was held at Monash College in the Melbourne CBD in December 2019, and around 90 ARMS members attended, with very positive feedback provided.

The NHMRC had committed to running a workshop in 2020, however, disruptions caused by the pandemic had meant that this workshop was postponed. The template also hit a roadblock, as SIG members were busy with the various COVID-19 response programs in their own institutions, however, work is expected to recommence. It is hoped that the remainder of 2020 and 2021 will see a refreshed and reinvigorated group.

The Research Finance Managers SIG is convened by Ms Connie Killey from Deakin University.

Research Funders

The Research Funders SIG is a platform to share information on developing and managing funding schemes; to benchmark best practice governance and procedures; to discuss key issues; and to identify relevant training and career development opportunities that would enhance the ARMS accredited training offerings. It is anticipated that the SIG will be relaunched at the inaugural SIGFEST 2020 scheduled for December 2020.

The Research Funders SIG is Co-Convened by Jane Hobson, Cancer Council NSW and Merrilyn Lárusson from CSIRO.

Research Impact

The Research Impact SIG (RI-SIG) provides support for research managers involved in developing an impact culture, embedding impact strategies, engaging with end-users or playing any other role with an aim to assist researchers to maximise the impact of their research. In 2020, the SIG ran several webinars. Building on the interests and requests from the membership, the topics covered in the 2020 webinars included “Connecting the library with impact” where a panel of librarians discussed what they are seeing and how they are helping researchers and research managers with impact activities, and “Organisational approach to supporting research impact” where research managers in different fields and contexts outlined how they support researchers within their organisations.

The Research Impact SIG would formally like to thank Jace Carson for stepping in as Co-Convenor for much of 2020. Ongoing, the SIG shall be convened by Dr Faith Welch from the University of Auckland and Dr Tamika Heiden, Research Impact Academy.

Research Information and Reporting

The Research Information and Reporting Special Interest Group (RIR SIG) organises activities to facilitate member collaboration in common areas of interest, including research information management, research performance indicators and reporting, and the systems that underpin these processes. The RIR SIG was very active this year, facilitating a number of initiatives and videoconference meetings. A Research Systems Best Practice Community Group was launched in August 2018 to discuss and share current and planned system development activities; so far more than 20 universities have signed on to participate. Various sessions have been held for members to discuss changes to the ERA (Excellence in Research for Australia) initiative and its new companion ‘Engagement and Impact’

(EI) exercise, as well as a session held in January 2019 to consider and contrast a new citation index (Dimensions). A member of the SIG Convening Committee is also the ARMS representative on the INORMS International Research Evaluation Working Group with feedback being sought from ARMS members on a draft list of characteristics of fair and responsible university rankings. The SIG has also ensured members were made aware of and invited to participate in other international activities of relevance including the OCLC Research/euroCRIS Research Information Management Practices Survey.

RIR SIG Convening Committee:

- Michelle Duryea, Edith Cowan University
- Adam Finch, CSIRO (Bibliometricians Network Lead)
- Elizabeth Przywolnik, Curtin University
- Gary Long, Western Sydney University
- Jeremy Gibson, Queensland University of Technology (Research Systems Best Practice Community Lead)
- Judy Alexander, University of Newcastle
- Justin Shearer, University of Melbourne (International Research Evaluation Working Group Representative)
- Peter Barnard, Southern Cross University
- Raimond Placidi, Federation University
- Stephen Hannan, University of Newcastle (Australian ORCID Advisory Group Representative)

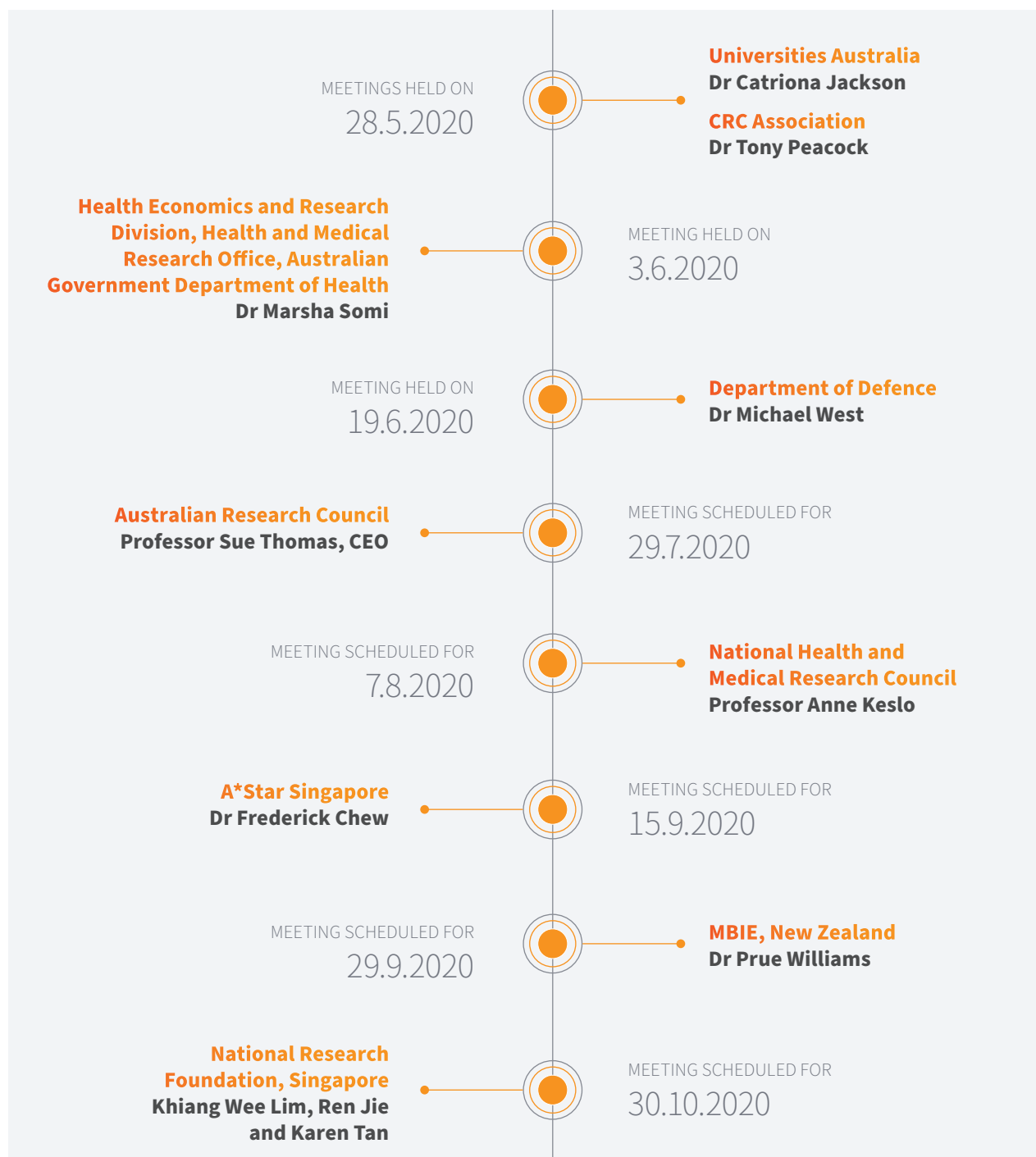
The Research Information and Reporting SIG is convened by Michelle Duryea from Edith Cowan University.

Research Office Directors

Research Office Directors’ SIG is led by Convenors Ms Donna Hannan from Victoria University, Ms Sharon Martin from the University of Wollongong and Mr Andrew Johnson from the University of New England. With travel restrictions caused by the COVID-19 pandemic, the ARMS Directors’ Special Interest Group (SIG) agreed to meet virtually on a 6-week rotation.

Stakeholder Engagement

The continual promotion of the profession of research management is a key strategic priority of ARMS. Despite travel restrictions caused by the current pandemic, Dr Ross McLennan (ARMS President) and Ms Maria Zollo (ARMS COO) coordinated a number of virtual meetings with a range of key stakeholders from across the broad remit of ARMS. These virtual meetings include:



The purpose of these meetings is to make new connections and to further explore ways the Society can engage actively and productively with key stakeholders across the geographical remit of ARMS.

ARMS Awards

The Society supports and celebrates the professional development achievements of its members through a range of awards. Award recipients were formally recognised at an award ceremony held at the ARMS 2019 Conference Gala Dinner on Thursday the 19th of September 2019.

Janet Dibb-Leigh Award for Distinguished Service to Research Management

This award recognises an individual who has made an outstanding contribution to the enhancement of the research management sector throughout Australasia and Singapore. In 2019, this award was given to the late **Dr Paul Taylor from RMIT University**. Dr Taylor's prize was accepted by his parents, Pam and John Taylor.



(L-R) Jane Holt, Pam and John Taylor (parents), Janet Dibb-Leigh at the Gala Dinner Award Ceremony.

Fellows of ARMS

Fellows of ARMS is a program which acknowledges individuals who have made an enduring and substantial contribution to research management as a practitioner, mentor, trainer or advocate in the research management profession.

We congratulate our 2019 Fellows:

- Janice Besch, NHMRC National Institute for Dementia Research
- Ms Michelle Duryea, Edith Cowan University
- Ms Rochelle Finlay, JCU Connect
- Professor Gayle Morris, UniSA (Adjunct)/ Gayle Morris Consulting



(L-R) Rochelle Finlay, Gayle Morris, Ross McLennan, Janice Besch, Michelle Duryea

ARMS Awards

CSIRO Awards for Excellence in Research Management Practice

ARMS acknowledge the support of CSIRO as the official sponsor for this award. The CSIRO awards for Excellence in Research Management Practice recognise outstanding contributions by an individual or team that have enhanced the profession of research management and administration, and that reflect the goals of ARMS.



(L-R) Ross McLennan, Tobias Schoep, Tara McLaren and Merrillyn Lárusson from CSIRO

We congratulate our 2019 recipients:

Recipient #1 – Tobias Schoep, Tara McLaren and Paul Watt from the Telethon Kids Institute, WA for team award in category Innovation in Research Management

Recipient #2 – QUT Research Management Systems Upgrade Program – Janne Barnes, Jeremy Gibson, Melissa Page, Janani Eswaran, Miranda Sawyer, Sheeja Kambil, Rebecca Stepanas for team nomination in category Innovation in Research Management.



Prize accepted by Dr Michael McArdle on behalf of QUT Research Management Systems Upgrade Program Team

RMIT Paul Taylor Travel Scholarship

We wish to acknowledge the generous contributions of RMIT University who created this Travel Scholarship to honour the life of an exemplary, well regarded and inspiring leader, Dr Paul Taylor who passed away unexpectedly in November 2018. This travel scholarship was made available to one eligible Accredited Research Manager (Foundation).

We congratulate our 2019 awardee, **Dr Sandrine Kingston-Ducrot** from the University of Queensland.



(L-R) Ross McLennan, Sandrine Kingston-Ducrot and Jane Holt.

University Office Travel Award

ARMS acknowledge the support of our Gold Corporate Partner, University Office for providing this annual award to enable an ARMS Foundation Level Accreditation Program graduate to attend the annual conference.

We congratulate **Christina Spargo** from the Menzies School of Health Research as the 2019 recipient.



(L-R) Christina Spargo and Clayton Powell from University Office

ARMS Awards

ARMS Chapter Travel Awards

Chapter Travel Awards are provided to support the cost of attending and participating in the ARMS annual conference. Our 2019 recipients are listed below:

Chapter	Awardee	Organisation
ACT	Catherine Karcher	Australian National University
ACT	Danuta Pniewski	Australian National University
NSW	Penny Chapman	University of Newcastle
NSW	Gareth Patterson	University of Newcastle
NZ	Denice Belsten	The University of Auckland
QLD	Laura Carrascosa	Mater Research Institute- The University of Queensland
QLD	Christine Hanley	Central Queensland University
SA	Marissa Lumasag	The University of Adelaide
SA	Paula Rosenbauer	The University of Adelaide
SA	Rupali Saikia	Flinders University
SING	Huijuan Zhang	Singapore Management University
TAS	Leslie Watson	University of Tasmania
VIC	Astrid Nordmann	Swinburne University of Technology
VIC	Kerryn Westcott	Olivia Newton-John Cancer Research Institute
WA	Jessica Derrett	Murdoch University
WA	Kylie Rudrum	Edith Cowan University

Celebrating 20 Years of Research Management Excellence

Location:

Adelaide Convention Centre

Date:

17-20 September 2019

Theme:

Research management excellence and impact: It's our business

Delegates:

588



The Annual ARMS Conference in Adelaide celebrated the Society's 20th year of serving the professional development needs of research management professionals across the Australasian region, including Australia, New Zealand and Singapore.

The event was well attended by 588 delegates from across 15 countries including Australia, Canada, Chile, Hong Kong, Japan, Malaysia, Netherlands, New Zealand, Oman, Saudi Arabia, Singapore, South Africa, United Kingdom, United States and Vietnam.

The program included plenary presentations, pre-conference workshops, Foundation Level Accreditation Modules, oral and poster presentations, as well as opportunities for delegates to network in a social setting and to enjoy a range of birthday celebrations.

The conference attracted a broad range of high-calibre international Keynote Speakers and Invited Speakers as follows:

Keynote Speakers

- Heather D'Antoine, *Division Leader of Education and Capacity Building and Associate Director for Aboriginal Programs, Menzies School of Health Research*
- Catherine Wood, *Chief Executive Officer/ Chief Investment Officer, ARK Invest*
- Sue MacLeman, *Chair and Non-Executive Director, MTPConnect*
- Professor Lisa Bero, *Chair of Medicines Use and Health Outcomes, Charles Perkins Centre, The University of Sydney*
- Dr Andy Cope, *Art of Brilliance UK*

Invited Speakers

- Professor Gary Evans, *Chief Science Advisor, Ministry of Business, Innovation & Employment*
- Janet Dibb-Leigh, *Past ARMS President*
- Dr Ross McLennan, *Director of Research and Innovation Services, University of South Australia*
- Dr Mark Hochman, *ARMS Business Consultant, Australasian Research Management Society*
- Professor Pat Buckley, *Dean of Graduate Studies, University of South Australia*
- Professor Joe Luca, *Dean, Graduate Research School, Edith Cowan University*
- Dr Cathy Foley, *CSIRO Chief Scientist*



Celebrating 20 Years of Research Management Excellence

The Society acknowledges the substantial support of all sponsors (Table 1) and exhibitors (Table 2) for this event as follows:

Table 1: ARMS 2019 Conference Sponsors

F1Solutions Platinum Partner
ResearchMaster Gold Partner
The University of Melbourne Gold Partner
Australian Research Council Bronze Partner
Deakin University Bronze Partner
Western Sydney University Name Badge and Lanyard Partner
Macquarie University Session Partner
Nanyang Technological University Full Page Advertisement
Grow Kudos Pre-Conference E-blast

Table 2: ARMS 2019 Conference Exhibitors

F1Solutions
University Office
InfoEd Global
Research Professional
Nature Research
Emerald Publishing
Web of Science Group
ResearchMaster
Endpoint IQ
Elsevier
Grow Kudos
Process Pathways
Epigeum – part of Oxford University Press
The GrantEd group
Vertigo Ventures
Infonetica
Outside Opinion
Haplo
Australian New Zealand Clinical Trials Registry (ANZCTR)
Digital Science
SkillsForge
INORMS 2020 Congress

We sincerely thank the Organising and Program Committees for their tremendous support in coordinating and delivering a highly relevant, engaging and successful event.

ARMS 2019 Organising Committee

- Dr Hannah Clarke, ACT Health (Organising Committee Chair)
- Dr Louise Townsin, Torrens University
- Ms Tara McLaren, Telethon Kids Institute
- Ms Michelle Duryea, Edith Cowan University
- Ms Khloe Xu, University of Adelaide
- Ms Jodieann Dawe, University of South Australia (previously Flinders University)

ARMS 2019 Program Committee

- Mr Andrew Beveridge, UniSA (Program Committee Chair)
- Ms Marilyn Lárusson, CSIRO
- Dr Tam Nguyen, St Vincent's Hospital Melbourne
- Dr Megan Dean, University of Tasmania
- Ms Denise Greenwood, Auckland University
- Dr Ted Rohr, UNSW



(L-R) Wayne Harvey, Janet-Dibb-Leigh, Mark Hochman, Campbell Thomson, Ross McLennan, Jodieann Dawe and Simon Brennan
– panellists at the Great Debate: “Research Management was harder now than way back when...”



Major Achievements

Our major achievements and highlights for the period as they align with ARMS' Strategic Priorities:

Excellence of the Individual





- | | |
|---|---|
|  20 Foundation Level Accreditation Modules now offered to members |  1 Awardee received the inaugural RMIT Paul Taylor Travel Scholarship |
|  1 Australian specific Foundation Level Accreditation module now available as an online program with a 2nd and 3rd expected in the second half of 2020. |  7 new Advanced Level Accreditation Program electives now available to be offered as part of the 2020 Winter School |
|  933 unit registrations delivered for our Foundation Level Accreditation Program |  1 Senior Executive Forum on the Open Research Agenda in Australasia, <i>December 2019</i> |
|  2 CSIRO Awards for Excellence in Research Management Practice awarded, <i>September 2019</i> |  Development of a new module for Research Integrity Advisors in collaboration with AAMRI |
|  16 Chapter Travel Awards allocated to members to attend the flagship conference, <i>September 2019</i> |  Plans to develop a toolkit on Open Research in collaboration with CAUL |
|  1 ARMS-University Office INORMS Travel Award allocated to attend the flagship conference, <i>September 2019</i> | |








Promotion of the Profession

-  **9** virtual meetings arranged with a variety of key stakeholders
-  Delivered a successful conference in Adelaide with over 550 delegates, *September 2019*
-  Graduated a further **109** Accredited Research Managers (Foundation) bringing the total to **472** ARMFs
-  Graduated a further **12** Accredited Research Managers (Advanced) bringing the total to **41** ARMAs




International Excellence

-  Continual engagement with the International Network of Research Management Societies (INORMS)
-  Delivery of our new UK module on the National Research and Innovation Systems in this region
-  Delivery of webinar on BREXIT and its impact on research
-  Strengthening our engagement with the newly formed Malaysian Association, MYRM

Creating Communities of Practice

-  Launch of the new Health and Medical Research Special Interest Group at the ARMS 2019 Adelaide Conference
-  Planned launch of the First Nations Research in the latter half of 2020
-  Stronger presence of the Directors of Research Special Interest Group meeting every six weeks
-  Planned delivery of **15** webinars as part of the new PD Sessions @Zoom series
-  Planned delivery of an inaugural SIGFEST, *December 2020*

Innovation in Research Management

-  Delivery of two panel sessions in June 2020 on “Managing and Emerging from the Crisis” – one with funding agencies and the second with DVCRs (or equivalent)
-  Planned delivery of a webinar in conjunction with the Australasian Ethics Network (AEN) on Research Ethics in a Covid-19 World
-  Planned delivery of ARMS 2020 virtual conference “Never Waste a Crisis: Lessons Learned” in response to the pandemic, *November 2020*

Strategic Partnerships

The society continues to maintain and form new partnerships with other like-minded research management professionals across the research and innovation sector. Below is a snapshot of all existing and new collaborations formed during the reporting period.

Australasian Ethics Network (AEN)

ARMS has had a long-term affiliation with the Australasian Ethics Network (AEN) as a stream of the ARMS Ethics and Integrity Special Interest Group. During the reporting period, an AEN Conference was planned for delivery in Melbourne but subsequently postponed due to a pandemic lockdown in the region. Therefore, in lieu of the biennial conference a shorter webinar was arranged for delivery – refer to the **Integrity Special Interest Group** section of this report for further details.

Australasian Research Training Network (ARTN)

The ARTN has also had a long-term affiliation with ARMS, developing and delivering a suite of Higher Degree Foundation Level Accreditation modules as follows:

- Module 3.1 Higher Degree by Research Scholarships
- Module 3.2 Higher Degree by Research International Partnerships
- Module 3.3 Higher Degree by Research Candidature Management
- Module 3.4 Higher Degree by Admissions and Completions

Association of Australian Medical Research Institutes (AAMRI)

ARMS and AAMRI formed a new collaboration with an agreement to develop jointly a training module tailored for Research Integrity Advisors (RIA). During the reporting period, a writing group was established with representatives from each association which included regular Zoom meetings to discuss the content for the training module. Chaired by Dr Douglas Robertson from ANU, members of the writing group were each assigned a chapter to develop and write. It is anticipated that a penultimate draft of the module will be completed by the end of 2020/early 2021 and that it will then be assigned to a separate reading groups for further editorial input. We acknowledge the tremendous work of all members of our writing group, specifically:

- Dr Douglas Robertson (Chair), Australian National University
- Dr Daniel Barr, The Royal Melbourne Institute of Technology (RMIT)
- Dr Eva Baxter, Queensland Institute of Medical Research (UQ)
- Dr Leonie Cullen, Baker Institute

- Dr Julianna Dawidowicz, University of Southern Queensland (USQ)
- Dr Mark Gummer, Telethon Kids
- Dr Lowenna Holt, Garvan Institute of Medical Research
- Dr Peta Lisle, University of New England
- Dr Rob McDowell, CSIRO
- Dr Peter Thomas, AAMRI

Council of Australian University Librarians (CAUL)

ARMS, in partnership with the Council of Australian University Librarians (CAUL), delivered a Senior Executive Forum on the topic of *“The Open Research Agenda in Australasia”*. This one-day program held in Sydney on the 11th of December 2019 was aimed at Directors (or equivalent) of Research Offices and Libraries, as well as executive leaders in universities such as Deputy Vice-Chancellors (Research) who were wanting to learn more about ‘Plan S’, ORCID and the draft joint ARC/NHMRC statement on Management of Data and Information in Research.

The keynote speakers at this event were:

- Dr Julia Tresidder, Director A/g, Research Sector and Data Policy, NHMRC
- Ms Kylie Emery, Branch Manager, Policy and Strategy, ARC
- Eleina Filippi, Chief Operating Officer, and Melroy Almedia ORCID- Technical Support Analyst, Australian Access Federation

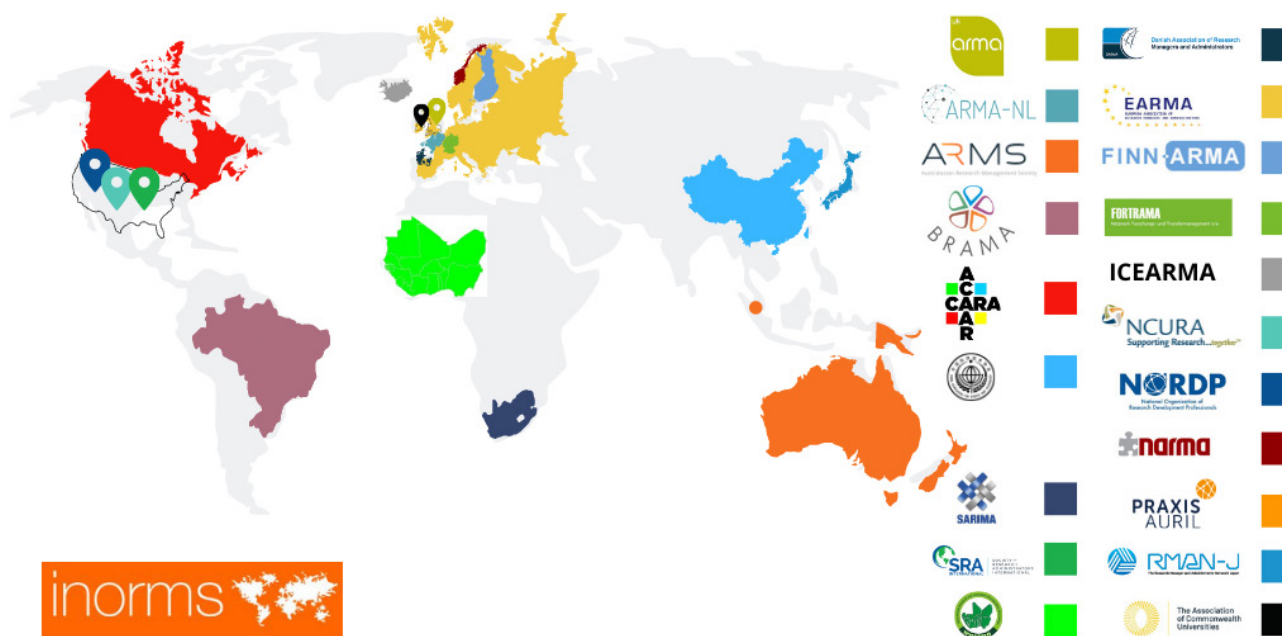
Following the success of this event, both parties agreed to continue to work jointly throughout 2020 on the preparation of an *Open Research Toolkit*. A reference group was finalised at the end of June 2020 with membership comprising:

- Adam Chapman, NHMRC
- Semira Dautovic, Macquarie University
- Mark Gahegan, University of Auckland
- Felicity Jones, NHMRC
- Dr Keith Russell, ARDC
- Mark Sutherland, CAUL
- Dr Amberlyn Thomas, University of Queensland
- Jason White, Charles Sturt University (Co-Convenor)
- Dr Justin Withers, NHMRC
- Sian Woolcock, UniSA (Co-Convenor)

A number of zoom meetings are planned for the remainder of 2020. Further updates will be provided to the membership via the e-newsletter with a more comprehensive update in the 2020/2021 Report to Members.

International Engagement

International Network of Research Management Societies (INORMS)



ARMS is a member of INORMS, a network formed in 2001 to bring together research management societies and associations from across the globe. Its purpose is to enable interactions, sharing of good practice, and joint activities between the member societies, to the benefit of their respective members.

The network enables the officers of its member associations to compare their national, international or regional issues, and to learn from each other. Each member association has its own distinct remit, constitution, membership and geographical base, but all face similar issues.

Through INORMS, member associations are able to transfer training course structure and content, adopt comparable support mechanisms, jointly develop training materials, and jointly influence policy.

The network is managed by a Council which comprises the current Presidents/Chairs of Associations from around the world. Refer to diagram above for full listing and geographical locations of all INORMS member associations.

Our Finances

To say a lot has happened since the last financial year would be quite an understatement.

Last year I reported that we had made the changes to our reserves policy based on the feedback at the 2018 AGM. This year I can say that I am thankful that ARMS has been so proactive with our reserves policy. Unlike many NFP's in this volatile time, we have been able to continue with the comfort of knowing that we have adequate reserves to deliver professional development to our members at a time when it is so desperately needed.

Like most of the sector, we record an operating loss for 2019/2020 financial year. For ARMS, it has been several years since this has been the case. Unfortunately, we expect there to be an even greater negative budget impact in the 2020/2021 financial year.

We were fortunate in the first half of the 2019/2020 financial year that the society performed well against budget. Like most organisations in the sector, ARMS has been agile, and quickly adapted many of the professional development programs to an online format, and registrations for these have remained strong. There were also savings from reduced expenses, including freezing the recruitment. So, while we have experienced an operating loss, it is not to the degree we had anticipated.

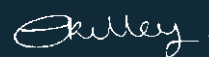
With conferences providing a significant proportion of funding for the society, the cancellation of the 2020 Perth conference will of course mean that there will be significantly reduced revenue in the 2020/21 financial year. We are pleased with the number of registrations to date for the virtual conference, and in response to the financial restraints being experienced by our members, we have drastically reduced our registration fees. We obviously recognise that the cost of producing the virtual conference will also be lower, however there are still significant costs involved in order to provide a quality experience, and we do expect numbers to be lower than usual.

With the number of members still engaging with our professional development programs remaining stronger than anticipated, the need to draw on our reserves has been delayed to early 2021.

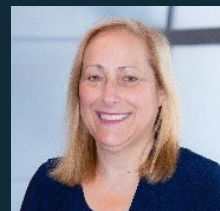
On a more positive note, the Board remains committed to working with our investment broker, Stanford Brown, to gradually move across to a green and socially responsible investment portfolio, and doing so in a way that does not place the society's funds at risk.

I would like to congratulate the ARMS Executive Office, led by Maria Zollo, and also to acknowledge the work of Brett Dobson, ARMS Management Accountant. Both Maria and Brett have done an outstanding job in responding to this crisis, and in supporting me in my role as Treasurer.

While it has been a challenging year, I have again felt privileged to serve on the ARMS Board and I also extend my thanks to Dr Ross McLennan for his leadership and support.



Connie Killey
ARMS Treasurer



Audited Financial Statements For the Year Ended 30 June 2020

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Committee's Report

The Committee members present the financial report for the Australasian Research Management Society Inc (the Society) for the year ended 30 June 2020.

COMMITTEE MEMBERS

The names of the Committee members throughout the year and at the date of this report are:

Campbell Thompson (President - resigned 20/9/19)	Bryony Wakefield (resigned 20/9/19) Ian
Ross McLennan (President Elect)	McIntosh (resigned 20/9/19)
Connie Killey (Treasurer)	Tania Tambiah (resigned 20/9/19)
Misty-Lee Palmer (Secretary)	Johanna Barclay
Stephen Hannan (appointed 20/9/19)	Maxine Bryant (appointed 20/9/19)
Tania Bezzobs (appointed 20/9/19)	

PRINCIPAL ACTIVITIES

The principal activities of the Society during the financial year were:

- to encourage the professional development of research managers and research administrators
- to promote the profession of research management and enhancement of the research enterprise
- to establish a strong and effective professional network of research managers and research administrators at all levels and based on a verity of setting through personal relationships, presentations, formal and informal meetings and publications
- the development and promotion of professional standards for research management and research administration throughout Australasia consistent with international best practice.

SIGNIFICANT CHANGES

No significant change in the nature of these activities occurred during the year.

OPERATING RESULT

The loss for the year after providing for income tax amounted to \$97,930 (2019: \$252,434 profit). Since March 2020, the consequences of the COVID 19 pandemic have adversely affected the Society's ability to provide its full range of conferences and services and therefore its operating results have been negatively impacted. The ongoing impact of the pandemic on the Society continues to be managed by the Committee and management.

LIKELY DEVELOPMENTS

The Committee has determined that there are no likely development that would affect the operations of the Society in future years.

Signed in accordance with a resolution of the council members of the Society.



President



Treasurer

Dated this 10th day December 2020

Statement by Members of the Committee

The statements attached to this certificate give a true and fair view of the financial position and performance of Australasian Research Management Society Inc during and at the end of the financial year of the association ending 30 June 2020



President



Treasurer

Dated this 10th day December 2020

Statement of Profit or Loss and Other Comprehensive Income

	Note	2020 AU\$	2019 AU\$
Revenue	4	1,251,396	1,613,198
Other Income	4	(36,318)	83,591
		1,215,078	1,696,789
Operating Expenses			
Administrative officer		55,133	103,141
Chapter expenses		10,420	14,589
Executive expenses		26,396	46,819
Chief operating officer		187,589	177,326
Professional Development Manager		95,389	78,334
Accreditation Program Administrator		127,677	-
Finance Officer		89,680	76,957
Conference and Major Events Coordinator		134,584	98,717
Conference expense		430,163	516,341
Award expense		20,557	19,727
Sub-committee expenses		1,927	5,273
Marketing and Communications Expense		-	1,787
Special interest groups		6,503	4,931
Administrative expenses		43,009	49,044
Sponsorship expenses		6,364	5,236
Depreciation		10,703	10,570
Website		4,246	719
Total ordinary expenses		1,250,340	1,209,511
Profit from ordinary activities		(35,262)	487,278
Expenses - special initiatives			
PD Consultancy		-	-
Accreditation expenses		62,448	140,066
Vietnam Module Development		-	294
Study Tour expenses		220	91,757
International Exchange Fellowships		-	2,727
Total expenses - special initiatives		62,668	234,844
Profit/ (loss) before income tax		(97,930)	252,434
Income tax benefit/ (expense)		-	-
Profit/ (loss) for the year after Income tax		(97,930)	252,434
Other comprehensive income for the year			
Items that will be reclassified subsequently to profit or loss:			
Other comprehensive income for the year after tax		-	-
Total comprehensive income for the year		(97,930)	252,434

The above statement of profit or loss and other comprehensive income should be read in conjunction with the accompanying notes.

Statement of Financial Position

ASSETS

CURRENT ASSETS

Cash and cash equivalents

Trade and other receivables

Other current assets

Investments

TOTAL CURRENT ASSETS

NON-CURRENT ASSETS

Plant & equipment

TOTAL NON-CURRENT ASSETS

TOTAL ASSETS

LIABILITIES

CURRENT LIABILITIES

Trade and other payables

TOTAL LIABILITIES

NET ASSETS

EQUITY

Retained Earnings

Total equity

Note	2020 AU\$	2019 AU\$
6	140,791	747,931
7	190,678	87,937
8	66,652	122,460
9	1,025,887	1,077,272
	<u>1,424,008</u>	<u>2,035,600</u>
10	140,366	67,572
	<u>140,366</u>	<u>67,572</u>
	<u>1,564,373</u>	<u>2,103,172</u>
11	342,736	783,605
	<u>342,736</u>	<u>783,605</u>
	<u>1,221,637</u>	<u>1,319,567</u>
	1,221,637	1,319,567
	<u>1,221,637</u>	<u>1,319,567</u>

The above statement of financial position should be read in conjunction with the accompanying notes.

Statement of Cash Flows

	Note	2020 AU\$	2019 AU\$
CASH FLOWS FROM OPERATING ACTIVITIES			
Members' & customers' receipts		1,018,031	1,846,362
Payments to suppliers		(1,516,212)	(1,785,554)
Interest received		519	779
NET CASH INFLOW FROM OPERATING ACTIVITIES		(497,662)	61,587
CASH FLOWS FROM INVESTING ACTIVITIES			
Purchase of financial assets		(347,640)	(696,833)
Proceeds from sale of financial assets		321,646	469,580
Purchase of plant & equipment		(83,484)	(66,633)
Net cash inflow/(outflow) from investing activities		(109,478)	(293,886)
Net increase/(decrease) in cash and cash equivalents		(607,140)	(232,299)
Cash and cash equivalents at beginning of period		747,931	980,230
Cash and cash equivalents at end of period	6	140,791	747,931

The above statement of cash flows should be read in conjunction with the accompanying notes.

Statement of Changes in Equity

	Retained Earnings \$	Financial Asset Reserve \$	Total \$
At 1 July 2018	979,398	87,735	1,067,133
Transfer on initial adoption of AASB 9	87,735	(87,735)	-
Adjusted balance at 1 July 2018	1,067,133	-	1,067,133
Profit for the year	252,434	-	252,434
Other comprehensive income	-	-	-
Total comprehensive income for the year	252,434	-	252,434
At 30 June 2019	1,319,567	-	1,319,567
Profit for the year	(97,930)	-	(97,930)
Other comprehensive income	-	-	-
Total comprehensive income for the year	(97,930)	-	(97,930)
At 30 June 2020	1,221,637	-	1,221,637

The above statement of changes in equity should be read in conjunction with the accompanying notes.

Notes to the Financial Statements

For the Year Ended 30 June 2020

NOTE 1 CORPORATE INFORMATION

This financial report covers the Australasian Research Management Society Inc. (the Society) as an individual entity. The Society is incorporated in Victoria under the Association Incorporation Reform Act Vic 2012.

The financial statements are presented in the Australian currency.

The address of the Society's registered office and principal place of business is C/- Flinders University, Sturt Road, Bedford Park, SA, 5042

NOTE 2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

(a) Basis of Preparation

The Society applies Australian Accounting Standards - Reduced Disclosure Requirements as set out in AASB 1053: *Application of Tiers of Australian Accounting Standards*.

The financial statements are general purpose financial statements that have been prepared in accordance with Australian Accounting Standards - Reduced Disclosure Requirements of the Australian Accounting Standards Board (AASB) and the Associations Incorporation Reform Act 2012. The Society is a not-for-profit entity for the financial reporting purposes under Australian Accounting Standards.

Australian Accounting Standards set out accounting policies that the AASB has concluded would result in financial statements containing relevant and reliable information about transactions, events and conditions. Material accounting policies adopted in the preparation of the financial statements are presented below and have been consistently applied unless stated otherwise.

The financial statements, except for the cash flow information, have been prepared on an accrual basis and are based on historical costs, modified, where applicable, by the measurement at fair value of financial assets. The amounts presented in the financial statements have been rounded to the nearest dollar

(b) Revenue Recognition

Membership revenue is measured at the fair value of the consideration received and is brought to account as revenue in the year it relates. The membership period covers 1 July to 30 June each year.

Interest

Interest revenue is recognised as interest accrues using the effective interest method. The effective interest method uses the effective interest rate which is the rate that exactly discounts the estimated future cash receipts over the expected life of the financial asset.

(c) Goods and Services Tax (GST)

Revenues and expenses are recognised net of GST except where GST incurred on a purchase of goods and services is not recoverable from the taxation authority, in which case the GST is recognised as part of the cost of acquisition of the asset or as part of the expense item.

Receivables and payables are stated with the amount of GST included. The net amount of GST recoverable from, or payable to, the taxation authority is included as part of receivables or payables in the statement of financial position.

Cash flows are included in the statement of cash flows on a gross basis and the GST component of cash flows arising from investing and financing activities, which is recoverable from, or payable to, the taxation authority are classified as operating cash flows.

Commitments and contingencies are disclosed net of the amount of GST recoverable from, or payable to, the taxation authority.

(d) Income Tax

The Society has self-assessed itself to be an income tax exempt entity on the basis that it is a non-profit scientific organisation

(e) Impairment of Assets

At the end of each reporting period, the Society assesses whether there is any indication that individual assets are impaired. Where impairment indicators exist, recoverable amount is determined and impairment losses are recognised in profit or loss where the asset's carrying value exceeds its recoverable amount. Recoverable amount is the higher of an asset's fair value less costs to sell and value in use. For the purpose of assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset.

Where it is not possible to estimate recoverable amount for an individual asset, recoverable amount is determined for the cash-generating unit to which the asset belongs.

(f) Cash and Cash Equivalents

For the purposes of the Statement of Cash Flows, cash and cash equivalents includes cash on hand and at bank, deposits held at call with financial institutions, other short term, highly liquid investments with maturities of three months or less, that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value and bank overdrafts.

(g) Trade Receivables

Receivables are recognised and carried at original invoice amount less any allowance for expected credit losses. All trade and other receivables are non interest bearing.

(h) Property, Plant and Equipment

Plant and equipment is stated at historical cost, including costs directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management, less depreciation and any impairments.

The carrying amount of plant and equipment is reviewed annually by the Committee to ensure it is not in excess of the recoverable amount from these assets. The recoverable amount is assessed on the basis of the expected net cash flows that will be received from the assets' employment and subsequent disposal. The expected net cash flows have been discounted to their present values in determining recoverable amounts.

The depreciable amount of all fixed assets is depreciated on a straight line basis over the asset's useful life to the Society commencing from the time the asset is held ready for use. The following estimated useful lives will be used in the calculation of depreciation:

- Software 4 years

The assets' residual values and useful lives are reviewed and adjusted, if appropriate, at the end of each reporting period.

Gains and losses on disposals are calculated as the difference between the net disposal proceeds and the asset's carrying amount and are included in profit or loss in the year that the item is derecognised.

(i) Trade and Other Payables

Trade and other payables represent liabilities for goods and services provided to the Society prior to the year end and which are unpaid. These amounts are unsecured and are usually paid within 30 days of recognition.

All trade and other payables are non interest bearing.

(j) Financial Assets

Investments and other financial assets are initially measured at fair value. Transaction costs are included as part of the initial measurement, except for financial assets at fair value through profit or loss. Such assets are subsequently measured at either amortised cost or fair value depending on their classification. Classification is determined based on both the business model within which such assets are held and the contractual cash flow characteristics of the financial asset unless, an accounting mismatch is being avoided.

Financial assets are derecognised when the rights to receive cash flows have expired or have been transferred and the consolidated entity has transferred substantially all the risks and rewards of ownership. When there is no reasonable expectation of recovering part or all of a financial asset, its carrying value is written off.

Financial assets at fair value through profit or loss

Financial assets not measured at amortised cost or at fair value through other comprehensive income are classified as financial assets at fair value through profit or loss. Typically, such financial assets will be either: (i) held for trading, where they are acquired for the purpose of selling in the short- term with an intention of making a profit, or a derivative; or (ii) designated as such upon initial recognition where permitted. Fair value movements are recognised in profit or loss.

Notes to the Financial Statements For the Year Ended 30 June 2020

(k) Accounting Standards Issued But Not Yet Effective

Certain new accounting standards and interpretations have been published that are not mandatory for reporting periods ending 30 June 2020.

At the date of authorisation of the financial statements, the Standards and Interpretations in issue but not yet effective or adopted were not expected to have a material impact.

(l) Application of new and revised Accounting Standards

The Society has adopted all of the new, revised or amending Accounting Standards and Interpretations issued by the Australian Accounting Standards Board ('AASB') that are mandatory for the current reporting period. There was no impact on application.

(m) Comparative Figures

When required by accounting standards, comparative figures have been adjusted to conform to changes in presentation for the current year.

NOTE 3 ACCOUNTING ESTIMATES AND JUDGEMENTS

The Committee evaluate estimates and judgments incorporated into the financial statements based on historical knowledge and best available current information. Estimates assume a reasonable expectation of future events and are based on current trends and economic data, obtained both externally and within the Society.

Key Estimates - Impairment

The Society assesses impairment at the end of each reporting period by evaluating conditions and events specific to the Society that may be indicative of impairment triggers. Recoverable amounts of relevant assets are reassessed using value-in-use calculations which incorporate various key assumptions.

No impairment has been recognised in respect of any assets at the end of the reporting period.

NOTE 4 REVENUE AND OTHER INCOME**Revenue**

	2020 AU\$	2019 AU\$
Membership	168,468	168,226
Conference	780,209	910,245
Accreditation	259,014	381,539
Study Tours	4,469	106,818
Sponsorship	35,372	40,804
Advertising	3,865	5,566
Chapter income	-	-

	1,251,397	1,613,198
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Other Income

Interest	519	779
Managed Funds Distributions received	40,542	16,334
Fair Value Movement on Financial Assets at Fair Value through Profit or Loss	(77,379)	66,478
	(36,318)	83,591

NOTE 5 KEY MANAGEMENT PERSONNEL COMPENSATION

The totals of remuneration paid to key management personnel (KMP) of the Society during the year are as follows;

Key management personnel compensation	282,978	255,660
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The compensation disclosed in this note includes compensation paid to key management personnel on behalf of the Society.

NOTE 6 CASH AND CASH EQUIVALENTS

Cash at bank - cheque accounts - unrestricted	138,737	745,831
Cash at bank - reserve accounts - unrestricted	2,054	2,100
	140,791	747,931

NOTE 7 TRADE AND OTHER RECEIVABLES

Trade receivables	164,040	114,775
Other receivables	1,100	-
GST receivable	25,538	(43,224)
Accrued Income	-	16,386
	190,678	87,937

NOTE 8 OTHER CURRENT ASSETS

Prepayments	66,652	122,460
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Notes to the Financial Statements

For the Year Ended 30 June 2020

NOTE 9 INVESTMENTS

Financial Assets at Fair Value Through Profit or Loss (2018: Available-for-sale financial assets)

Available for sale financial assets comprise

- Units in unlisted managed funds

- Shares in listed corporations

	2020 AU\$	2019 AU\$
Financial Assets at Fair Value Through Profit or Loss (2018: Available-for-sale financial assets)	1,025,887	1,077,272
Available for sale financial assets comprise		
- Units in unlisted managed funds	1,025,887	1,077,272
- Shares in listed corporations	-	-
	1,025,887	1,077,272

NOTE 10 PLANT AND EQUIPMENT

Software

At cost

Accumulated depreciation

Reconciliation of Plant and equipment

Balance at the beginning of the year

Transfers from WIP

Additions

Depreciation expense

Closing carrying value

Capital WIP

At cost

Total Plant and Equipment

Software		
At cost	126,505	53,545
Accumulated depreciation	(9,764)	(52,606)
	116,741	939
<i>Reconciliation of Plant and equipment</i>		
Balance at the beginning of the year	939	11,509
Transfers from WIP	66,632	
Additions	59,873	-
Depreciation expense	(10,703)	(10,570)
Closing carrying value	116,741	939
<i>Capital WIP</i>		
At cost	23,625	66,633
Total Plant and Equipment	140,366	57,002

NOTE 11 TRADE AND OTHER PAYABLES

CURRENT

Accounts Payable

Accrued Expenses

Deferred income

Accounts Payable	15,904	78,712
Accrued Expenses	9,233	9,541
Deferred income	317,599	695,352
	342,736	783,605

No collateral has been pledged for any of the trade and other payables balances

NOTE 12 CONTINGENT LIABILITIES

The Society is not aware of any contingent liabilities that are in existence at the date of the signing of the report.

NOTE 13 EVENTS AFTER THE REPORTING PERIOD

There has not arisen in the interval between the end of the financial period and the date of this report any item, transactions or event of a material or unusual nature, which in the opinion of the Committee of the Society, will significantly affect the operations of the Society, the results of those operations or the state of affairs of the Society in future financial years.

NOTE 14 FINANCIAL RISK MANAGEMENT

The Society's financial instruments consist mainly of deposits with banks, short term investments, accounts receivable and payable

The carrying amount for each category of financial instrument, measured in accordance with AASB 139: *Financial Instruments: Recognition and Measurement* as detailed in the accounting policies to these financial statements, are as follows;

	Note	2020 AU\$	2019 AU\$
FINANCIAL ASSETS			
Cash and cash equivalents	6	140,791	747,931
Accounts receivable	7	164,054	114,775
Financial Assets at Fair Value through Profit or Loss	9	1,025,887	1,077,272
TOTAL FINANCIAL ASSETS		1,330,732	1,939,978
FINANCIAL LIABILITIES			
Accounts payable	11	15,904	78,712
TOTAL FINANCIAL LIABILITIES		15,904	78,712

Refer to Note 15 for detailed disclosures regarding the fair value measurement of the Society's financial assets.

NOTE 15 FAIR VALUE MEASUREMENTS

The Society has the following assets, as set out in the table below, that are measured at fair value on a recurring basis after initial recognition

The Society does not subsequently measure any liabilities at fair value on a recurring basis, or any assets or liabilities at fair value on a non-recurring basis.

RECURRING FAIR VALUE MEASUREMENTS*Financial Assets*

Available-for-sale financial assets	9	1,025,887	1,077,272
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INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF AUSTRALASIAN RESEARCH MANAGEMENT SOCIETY

Report on the Audit of the Financial Report

Opinion

We have audited the financial report of Australasian Research Management Society (the Entity), which comprises the statement of financial position as at 30 June 2020, the statement of profit or loss and other comprehensive income, the statement of changes in equity and the statement of cash flows for the year then ended, and notes to the financial report, including a summary of significant accounting policies, and the responsible entities' declaration.

In our opinion the accompanying financial report of Australasian Research Management Society:

- (i) Giving a true and fair view of the registered entity's financial position as at 30 June 2020 and of its financial performance for the year then ended; and
- (ii) Complying with Australian Accounting Standards - Reduced Disclosure Requirements

Basis for opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the Financial Report* section of our report. We are independent of the registered entity in accordance with the auditor independence requirements the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other information

Those charged with governance are responsible for the other information. The other information obtained at the date of this auditor's report is information included in Committee's report, but does not include the financial report and our auditor's report thereon.

Our opinion on the financial report does not cover the other information and accordingly we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial report, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed on the other information obtained prior to the date of this auditor's report, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.



Responsibilities of responsible entities for the Financial Report

The responsible entities of the registered entity are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards - Reduced Disclosure Requirements and the *Associations Incorporation Reform Act 2012*, and for such internal control as the responsible entities determine is necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error.

In preparing the financial report, responsible entities are responsible for assessing the registered entity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the responsible entities either intends to liquidate the registered entity or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the registered entity's financial reporting process.

Auditor's responsibilities for the audit of the Financial Report

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

A further description of our responsibilities for the audit of the financial report is located at the Auditing and Assurance Standards Board website (<http://www.auasb.gov.au/Home.aspx>) at: http://www.auasb.gov.au/auditors_responsibilities/ar4.pdf

This description forms part of our auditor's report.

BDO Audit (SA) Pty Ltd

Andrew Tickle
Director

Adelaide, 11 December 2020

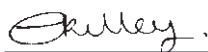
Certificate by Members of the Committee

I, Dr Ross McLennan of Macquarie University and
I, Connie Killey of Deakin University
certify that

- a We are members of the Committee of Australasian Research Management Society Inc
- b We attended the annual general meeting of the Society held on
- c We are authorised by the attached resolution of the Committee to sign this certificate
- d This annual statement was submitted to the members of the Society at its annual general meeting



President



Treasurer

Dated this 10th day December 2020

Appendix A: Accredited Research Manager Foundation (ARMF)

An ARMS Accredited Research Manager (Foundation) is someone who has completed a minimum of five module workshops (three compulsory and two electives), has achieved a minimum score of 75% to pass the assessment of each workshop and successfully completed a Case Study.

For this reporting period, there were an additional 109 candidates that have achieved the status as an ARMS Accredited Research Manager (Foundation), bringing the total number of ARMFs to 472.

Name	Institution	Date accredited
Andrew Schrader	Australian Catholic University	Nov-17
Catherine Mathews	Australian Catholic University	Jan-20
Janet Wilks	Australian Catholic University	Nov-17
Julie Thorpe	Australian Catholic University	May-14
Lihong Kong	Australian Catholic University	Dec-14
Heidi Worsley	Australian Catholic University/Macquarie	Mar-18
Chung Yan (Cherry) Yu	Baker IDI Heart and Diabetes Institute	Dec-15
Rebecca Erlich	Baker IDI Heart and Diabetes Institute	Aug-15
Lyndsey Wright	Bushfire Cooperative Research Centre	May-14
Ann Smith	Central Queensland University	Jan-20
Christine Hanley	Central Queensland University	Oct-19
Kelly Corry	Central Queensland University	Oct-18
Lynette Browning	Central Queensland University	May-14
Lisa Poggiali	Charles Darwin University	Jan-20
Shara Close	Charles Darwin University	Jan-20
Elizabeth Bird	Charles Darwin University	Mar-19
Eve-Marie Cranmer	Charles Darwin University	Mar-19
Fiona Quintner	Charles Darwin University	Mar-19
Hemali Seneviratne	Charles Darwin University	Mar-19
Kazi Naimal Bari	Charles Darwin University	Mar-19
Lekshmi Sobhana	Charles Darwin University	Mar-19
Roanne Ramsey	Charles Darwin University	Mar-19
Tanya Kalinowsky	Charles Darwin University	Mar-19
Vlasta McCartney	Charles Darwin University	Mar-19
Analyn Vargas	Charles Darwin University	Nov-17
Rebecca Fauntleroy	Charles Darwin University	Nov-17
YuHui Hui (Mark) Li	Charles Darwin University	Nov-17
Olivia Richardson	Charles Darwin University	Mar-17

Appendix A: Accredited Research Manager Foundation (ARMF)

Name	Institution	Date accredited
Kate Organ	Charles Sturt University	Jan-20
Leanne Phillips	Charles Sturt University	Oct-19
Linda Hourn	Charles Sturt University	Oct-19
Melanie Snell	Charles Sturt University	Oct-19
Nick Morgan	Charles Sturt University	Oct-19
Amanda Shepherd	Charles Sturt University	Mar-19
Leonie Worley	Charles Sturt University	Mar-19
Chontelle Dailey	Charles Sturt University	Oct-18
Elizabeth Dunlop	Charles Sturt University	Oct-18
Sharon Geltch	Charles Sturt University	Oct-18
Annette Harris	Charles Sturt University	Mar-18
Amanda Moseley	Charles Sturt University	Nov-17
Deborah Munns	Charles Sturt University	Nov-17
Michelle Hooper	Charles Sturt University	Nov-17
Rebecca Penny	Charles Sturt University	Nov-17
Lisa McLean	Charles Sturt University	Mar-17
Alice Henderson	CSIRO	Jan-20
Nerida Gibb	CSIRO	Jan-20
Merrilyn Lárusson	CSIRO	Mar-19
Susan Soleil	CSIRO	Mar-17
Catherine Barkley	CSIRO	Dec-15
Wayne Robertson	CSIRO	Dec-14
Ashley Golightly	Curtin University	Sept-20
Alina Dmitrieva	Curtin University	Jan-20
Dhwani Patel	Curtin University	Jan-20
Dhruv Shah	Curtin University	Oct-19
Natalie Filipek	Curtin University	Oct-19
Tina Salisbury	Curtin University	Oct-19
Chris Pestell	Curtin University	Mar-19
Madeline Roe	Curtin University	Mar-19
Tanha Mahjabeen	Curtin University	Mar-19
Pamela Lee	Curtin University	Oct-18
Peter Hirschi	Curtin University	Oct-18
Cindy Liew	Curtin University	Nov-17
Jiji George	Curtin University	Nov-17
Teena Bowman	Curtin University	Nov-17

Name	Institution	Date accredited
Stuart Clarke	Curtin University	Aug-17
Melanie Griffith	Curtin University	Mar-17
Belinda Northeast	Curtin University	Dec-15
Christopher Pryor	Curtin University	Dec-15
Catherine Gangell	Curtin University	Dec-15
Jennifer Liddle	Curtin University	Dec-15
Mun Yin Cheong	Curtin University	Dec-15
Richard Pokonski	Curtin University	Dec-15
Melissa Carrol	Curtin University	Dec-15
Grace Lamont	Curtin University	Apr-15
Carly Fleming	Curtin University	Dec-14
Khyati Ananthram	Curtin University	Dec-14
Shuie Liu	Curtin University	Dec-14
Tanya Chambers	Curtin University	Dec-14
Jananee Raguragavan	Curtin University	Mar-17
Anneli Robbshaw	Curtin University	Dec-15
Deepa Sharma Acharya	Curtin University	Dec-15
Amanda Notini	Deakin University	Sept-20
Helen Walker	Deakin University	Oct-19
Tracey McInerney	Deakin University	Oct-18
Amanda Williams-Constantinou	Deakin University	May-14
Anne Brocklebank Proud	Deakin University	Dec-14
Peta Maidens	DES	Oct-19
Claire Blankley	Edith Cowan University	Dec-15
Kylie Rudrum	Edith Cowan University	Dec-15
Nichole Kemp	Edith Cowan University	Dec-15
Sandra Green	Edith Cowan University	Dec-15
Joyce De Lucia	Edith Cowan University	Dec-14
Lorraine Dunbar	Edith Cowan University	Dec-14
Sallyann Webster	Edith Cowan University	Dec-14
Sharon Middleton	Edith Cowan University	Dec-14
Helen Wade	Federation University of Australia	Mar-19
Rebekah Bailey	Federation University of Australia	Mar-19
Jodie Parkinson	Federation University of Australia	Nov-17
Tina D'Urbano	Federation University of Australia	Aug-17
Joanne Davis	Federation University of Australia	Mar-17

Appendix A: Accredited Research Manager Foundation (ARMF)

Name	Institution	Date accredited
Jill Boatman	Federation University of Australia	Mar-17
Louise Drohan	Federation University of Australia	Dec-16
Jane Eltringham	Federation University of Australia	Sep-14
Elanor Mahon	Federation University of Australia	May-14
Suzanne Read	Federation University of Australia	May-14
Katie Donnelly	Federation University of Australia	May-14
Raimond Placidi	Federation University of Australia	May-14
Thembehle Dube	Federation University of Australia	May-14
Natalie Norton	Flinders University	Jan-20
Anne Cazneau	Flinders University	Mar-19
Elizabeth Weeks	Flinders University	Mar-19
Rebecca Vaughan	Flinders University	Mar-19
Sally Mathews	Flinders University	Mar-18
Katherine Willson	Flinders University	Dec-16
Mary Lyons	Flinders University	Apr-16
Karen Lang	Flinders University	Dec-15
Marina Delpin	Flinders University	Dec-15
Raymond Tham	Flinders University	May-14
Alex Noblet	Flinders University	May-14
Nima Nezhad	Flinders University	May-14
Linn Kaing	Flinders University	May-14
Fiona Purkiss	Griffith University	Sept-20
Serena Gent	Griffith University	Jan-20
Roy Sneddon	Independent Freelance Research Administrator	Mar-17
Tina Stubenrauch	Individual	Jan-20
Lowena Holt	Individual member	Sept-20
Gerrie Kow	Individual member	Jan-20
James Nicholson	Individual member	Jan-20
Sneha Abraham	Individual member	Nov-17
Vivienne Pearson	Institute for Breathing and Sleep, Austin Hospital	Aug-15
Dee-Ann Dunsworth	James Cook University	Sept-20
Denise Dillon	James Cook University	Jan-20
Emma Griffiths	James Cook University	Jan-20
Rob Smail	James Cook University	Oct-19
Yvette Williams	James Cook University	Oct-19
Trudi Raptis	James Cook University	Mar-19

Name	Institution	Date accredited
Kristin Nunn	James Cook University	Mar-18
Susan McGrath	James Cook University	Aug-17
Christine Atzis	La Trobe University	Jan-20
Phil Tang	La Trobe University	Jan-20
Allison Maplesden	La Trobe University	Mar-19
Justin Manzano	La Trobe University	Mar-19
Lindus Conlan	La Trobe University	Mar-19
Rosa Ward	La Trobe University	Mar-19
Sejal Kendal	La Trobe University	Mar-19
Ann Pearson	La Trobe University	May-14
Kerryn Westcott	Ludwig Institute for Cancer Research	Sep-14
Anita Quinn	Macquarie University	Mar-19
Frances Thorp	Macquarie University	Aug-17
Lynne Cousins	Macquarie University	Aug-17
Ruolan Lan	Macquarie University	Dec-14
Angela Magira	Melbourne Health	Apr-16
Carla Venturin	Menzies	Sept -20
Christina Spargo	Menzies	Mar-19
Hannah Reedy	Menzies	Mar-19
Jasmina Sesar	Menzies	Mar-19
Jennifer Girling	Menzies	Mar-19
Jodie Ellis	Menzies	Oct-18
Jennifer Wong	Menzies	Oct-18
Adam Brotchie	Monash University	Sept-20
Glenn Papworth	Monash University	Jan-20
Kristy Davidson	Monash University	Jan-20
Lisa Lavey	Monash University	Jan-20
Reeta Kumar	Monash University	Jan-20
Sharon Aburn	Monash University	Jan-20
Shelley Lyon	Monash University	Jan-20
Davina Dadley-Moore	Monash University	Oct-19
Jessica Despard	Monash University	Mar-19
Shirin Jambhulkar	Monash University	Mar-19
Gabriela Khoury	Monash University	Oct-18
Anh Chau	Monash University	Mar-18
Athena Bangara	Monash University	Nov-17

Appendix A: Accredited Research Manager Foundation (ARMF)

Name	Institution	Date accredited
Jennifer Steen	Monash University	Nov-17
Jessica Wisniewski	Monash University	Nov-17
Jessica Walker	Monash University	Nov-17
Katharine Cox	Monash University	Nov-17
Marilyn Stendera	Monash University	Nov-17
Paul Daniels	Monash University	Nov-17
Vanalisa Ly	Monash University	Nov-17
Wade Moore	Monash University	Nov-17
Jarrad Cogle	Monash University	Nov-17
Sarah Oliver	Monash University	Dec-16
Luke McAvaney	Monash University	Sep-14
Saman Fernando	Monash University	Nov-17
Michelle Armstrong	Monash University	Aug-17
Christine Farmer	Monash University	Sep-14
Nicole Donker	Murdoch Children's Research Institute	Mar-19
Silvia Vargiu	Murdoch Children's Research Institute	Mar-19
Chrissandra Zagami	Murdoch Children's Research Institute	May-14
Marianne Ciavarella	Murdoch Children's Research Institute	May-14
Kim Hutchins	Murdoch University	Sept-20
Carla De Gois	Murdoch University	Aug-17
Jessica Derrett	Murdoch University	Aug-17
Jennifer Radford	Murdoch University	Aug-17
Kate Brooks	Murdoch University	Aug-17
Siobhan Hodge	Murdoch University	Aug-17
Janine Blake	Murdoch University	Dec-15
Hinke Gelder	Murdoch University	Dec-15
Nicola Barlow	Murdoch University	Dec-15
Adrian Cheng	Murdoch University	Dec-14
Naomi Arbon	Murdoch University	Dec-14
Kiloshni Hahn	Murdoch University	Dec-14
Misty-Lee Lee Palmer	Murdoch University	May-14
Seah Fang Ang	Nanyang Technological University	Jan-20
Yennie Kadarusman	Nanyang Technological University	Jan-20
Daphne Wai Lin Su	Nanyang Technological University	Oct-19
Isabelle Yu Cui Zhang	Nanyang Technological University	Oct-19
Sheryl Yong Puay Fen	Nanyang Technological University	Mar-19

Name	Institution	Date accredited
Tan Ching Ong	Nanyang Technological University	Mar-19
Anna Chan	Nanyang Technological University	Oct-18
Christina Liaw	Nanyang Technological University	Oct-18
Huey Shan Lew	Nanyang Technological University	Oct-18
Jie Ying Au Yong	Nanyang Technological University	Oct-18
Juan Mei Lim	Nanyang Technological University	Oct-18
Poh Ling Chiam	Nanyang Technological University	Oct-18
Valerie Wai Kuan Loh	Nanyang Technological University	Oct-18
Wei Chin Wang	Nanyang Technological University	Oct-18
Xiaoping Chen	Nanyang Technological University	Oct-18
Joycelyn Tang	Nanyang Technological University	Nov-17
Ambar Widiastuti	Nanyang Technological University	May-16
Cheng Peng Woon	Nanyang Technological University	May-16
Amarnisha Mohd	Nanyang Technological University	May-16
Bee Quek Tan	Nanyang Technological University	May-16
Krisnan Kumutha	Nanyang Technological University	May-16
Riduan Bin Mazlan	Nanyang Technological University	May-16
Shirley Ho	Nanyang Technological University	May-16
Vincent Sung	Nanyang Technological University	May-16
Yvonne Ng	Nanyang Technological University	May-16
Musfirah Musa	National Institute of Education	Jan-20
Zahra Hassim	National Institute of Education	Oct-18
Amanda Robertson	Queensland University of Technology	Jan-20
Jon Hu	Queensland University of Technology	Jan-20
Gail Kenny	Queensland University of Technology	Mar-19
Louise Barnsbee	Queensland University of Technology	Mar-19
Carla Shield	Queensland University of Technology	Mar-18
Alison Farrington	Queensland University of Technology	Nov-17
Stefanie Johnstone	RMIT University	Jan-20
Boris Sarcevic	RMIT University	Nov-17
Fraser Rogerson	RMIT University	Nov-17
Rachael Dunstan	RMIT University	Nov-17
Rachel Nowotnik	RMIT University	Nov-17
Emma Hegarty	RMIT University	Aug-17
Catherine Standing	Royal District Nursing Service	Aug-17
Karin Wiltshire	Southern Cross University	Jan-20

Appendix A: Accredited Research Manager Foundation (ARMF)

Name	Institution	Date accredited
Jackie Wolstenholme	Southern Cross University	Mar-19
Suzanne Ryan	Sunshine Coast Hospital and Health Service	Dec-14
Alex Campbell	Swinburne University	Jan-20
Caroline Ditchburn	Swinburne University	Jan-20
Katia Wilson	Swinburne University	Jan-20
Kim Wark	Swinburne University	Jan-20
Dhanushka Dodangollegama	Swinburne University	Mar-19
Ai Yoshida-Parisi	Swinburne University	Mar-19
Antionette Goh	Swinburne University	Mar-19
Astrid Nordmann	Swinburne University	Mar-19
Fatma Mohammed	Swinburne University	Mar-19
Lucy Weaver	Swinburne University	Mar-19
Melanie Reay	Swinburne University	Mar-19
Rachel Bower	Swinburne University	Mar-19
Ann Gaeth	Swinburne University	Nov-17
Amber Sarna	Swinburne University	Nov-17
Lachlan Doughney	Swinburne University	Nov-17
Sheila Hamilton-Brown	Swinburne University	Aug-17
Erica Fay	Telethon Kids Institute	Sept-20
Narelle Mullan	Telethon Kids Institute	Aug-17
Charles Czank	Telethon Kids Institute	Apr-16
Giuliana D'Alerio	Telethon Kids Institute	Dec-15
Leanne Scott	Telethon Kids Institute	Dec-14
Ashley Schoof	Telethon Kids Institute	Dec-14
Catherine Karcher	The Australian National University	Sept-20
Rose Flaunce	The Australian National University	Sept-20
Sarah Cutfield	The Australian National University	Sept-20
Sebastien Lacrampe Cuyaubere Flieutete	The Australian National University	Sept-20
Danuta Pniewski	The Australian National University	Jan-20
Meredith Thomas	The Australian National University	Jan-20
Judi Burtenshaw	The Australian National University	Oct-19
Suzy Hainsworth	The Australian National University	Mar-18
Belle Ling) Ma	The Australian National University	Aug-15
Angela McKeegan	The Australian National University	Dec-14
Louise Knox	The Australian National University	May-14
Katy Paterson	The Australian National University	May-14

Name	Institution	Date accredited
Sean Downes	The Australian National University	May-14
Lorraine Piper	The Australian National University	May-14
Ragini Singh	The Australian National University	May-14
Danielle Hughes	The Australian National University	Mar-17
Katie Hayne	The University of Canberra	Jan-20
Nikki Fisher	The University of Melbourne	Jan-20
Kathy Graham	The University of Melbourne	Mar-19
Belinda Hofmeyr	The University of Melbourne	Mar-19
David Lane	The University of Melbourne	Mar-19
Veronica Loew	The University of Melbourne	Mar-19
Adelene Auyong	The University of Melbourne	Mar-18
Kristie Matthews	The University of Melbourne	Nov-17
Eliette Dupre Husser	The University of Melbourne	Aug-17
Thomas Wright	The University of Melbourne	Aug-17
Catherine Bressanutti	The University of Melbourne	Mar-17
Dimity Evans	The University of Melbourne	Mar-17
Julie Blasioli	The University of Melbourne	Mar-17
Melanie Willingham	The University of Melbourne	Mar-17
Roshana Sultan	The University of New South Wales	Jan-20
Vigneshwaran Ramalingam	The University of New South Wales	Oct-19
Xiao Jacky) Niu	The University of New South Wales	Mar-18
Mitchell Legeret	The University of New South Wales	Nov-17
Luc Legeret	The University of New South Wales	Dec-16
Nakia Bolt	The University of New South Wales	Apr-15
Katherine Yeh	The University of New South Wales	May-14
Jo Hanley	The University of Newcastle	Oct-19
Jo Midwinter	The University of Newcastle	Oct-19
Adam Koppers	The University of Newcastle	Mar-19
Angela McPherson	The University of Newcastle	Mar-19
Belinda Peden	The University of Newcastle	Mar-19
Helen Cameron	The University of Newcastle	Mar-19
Jane Graham	The University of Newcastle	Mar-19
Katrina King	The University of Newcastle	Mar-19
Melissa Maloney	The University of Newcastle	Mar-19
Naama Hasson	The University of Newcastle	Mar-19
Neil Vikash Singh	The University of Newcastle	Mar-19

Appendix A: Accredited Research Manager Foundation (ARMF)

Name	Institution	Date accredited
Rebecca Ford	The University of Newcastle	Mar-19
Shirley Savy	The University of Newcastle	Mar-19
Kate Beentjes	The University of Newcastle	Oct-18
Kate Hayes	The University of Newcastle	Oct-18
Alan Hales	The University of Newcastle	Dec-16
Jodi McLean	The University of Newcastle	May-14
Kylie Hugo	The University of Newcastle	Mar-17
Kate Howell	The University of Notre Dame Australia	Oct-19
Anys Price	The University of Notre Dame Australia	Nov-17
Bahareh Badrian	The University of Notre Dame Australia	Dec-15
Heather Clarke	The University of Notre Dame Australia	Dec-14
Lorraine Mayhew	The University of Notre Dame Australia	Dec-14
Margaret Jones	The University of Notre Dame Australia	Dec-14
Natalie Giles	The University of Notre Dame Australia	Dec-14
Denise McLinden	The University of Notre Dame Australia	Dec-14
Hayley Coppinger	The University of Notre Dame Australia	Dec-14
Alisa Lindfield-Pratt	The University of Queensland	Sept-20
John Gunders	The University of Queensland	Mar-19
Roxanne Jemison	The University of Queensland	Mar-19
Sandrine Kingston-Ducrot	The University of Queensland	Dec-16
Justin Nicholls	The University of Queensland	Apr-16
Carmen BATTERY	The University of Queensland	May-14
Benjamin Breeds	The University of Sydney	Sept-20
Anna Vo	The University of Sydney	Sept-20
Danielle Thyer	The University of Sydney	Sept-20
Priscilla Gundelach	The University of Sydney	Sept-20
Sarah Lonsdale	The University of Sydney	Sept-20
Sarah Taylor	The University of Sydney	Sept-20
Zemi Zhao	The University of Sydney	Sept-20
Helen Ball	The University of Sydney	Jan-20
Edward Hendriks	The University of Sydney	Oct-19
Melissa Robinson	The University of Sydney	Oct-19
Sarah Cui	The University of Sydney	Oct-19
Mariette Le Roux	The University of Sydney	Mar-19
Pedro Telleria Teixeira	The University of Sydney	Mar-18
Monika Dzidowska	The University of Sydney	May-14

Name	Institution	Date accredited
Helen Tanner	The University of Western Australia	Jan-20
Liam Casey	The University of Western Australia	Jan-20
Stephanie Charlotte Black	The University of Western Australia	Jan-20
Ylva Olsen	The University of Western Australia	Jan-20
Evenda Dench	The University of Western Australia	Mar-19
Leah Simeon	The University of Western Australia	Mar-19
Leylani Taylor	The University of Western Australia	Mar-19
Nicolette Stewart	The University of Western Australia	Mar-19
Sina Mesiti	The University of Western Australia	Mar-19
Irene Heystek	The University of Western Australia	Oct-18
Gail Dixon	The University of Western Australia	Mar-18
Kim Wragg	The University of Western Australia	Mar-18
Bernadette Ferns	The University of Western Australia	Nov-17
Deirdre Bourke	The University of Western Australia	Nov-17
Hanh Tran	The University of Western Australia	Nov-17
Jeremy Foster	The University of Western Australia	Nov-17
Karen Muir	The University of Western Australia	Nov-17
Leonisa Manea	The University of Western Australia	Nov-17
Mark Davies	The University of Western Australia	Nov-17
Matt Genevieve	The University of Western Australia	Nov-17
Rachel Benton	The University of Western Australia	Nov-17
Scott Mitchell	The University of Western Australia	Nov-17
Victoria Stead-Wynne	The University of Western Australia	Nov-17
Mary Vukmirovic	The University of Western Australia	Apr-16
Louise Wedlock	The University of Western Australia	Dec-14
Animesh Ghosh	The University of Western Australia	Aug-17
Diane Arnott	The University of Western Australia	Aug-17
Fiona Miotti	The University of Western Australia	Aug-17
Ieuan Linck	The University of Western Australia	Aug-17
Lara DeLacour	The University of Western Australia	Aug-17
Melissa Lindeman	The University of Western Australia	Aug-17
Rosanna Marchesani	The University of Western Australia	Aug-17
Vicky Johnstone	The University of Western Australia	Aug-17
Kate Croker	The University of Western Australia	Nov-16
Lisa Melvin	The University of Western Australia	Apr-16
Alison Panther	The University of Western Australia	Dec-15

Appendix A: Accredited Research Manager Foundation (ARMF)

Name	Institution	Date accredited
Carina Marshall	The University of Western Australia	Dec-15
Heather Gordon	The University of Western Australia	Dec-15
Katina Toufexis	The University of Western Australia	Dec-15
Laila Simpson	The University of Western Australia	Dec-15
Monika Mathyssek-Kilburn	The University of Western Australia	Dec-15
Monique Fountain	The University of Western Australia	Dec-15
Peter Miller	The University of Western Australia	Dec-15
Sohini Haldar	The University of Western Australia	Dec-15
Valerie Mandel	The University of Western Australia	Dec-15
Amanda Cleaver	The University of Western Australia	Dec-14
Caixia Li	The University of Western Australia	Dec-14
Jennifer Grant	The University of Western Australia	Dec-14
Karen Dalby	The University of Western Australia	Dec-14
Maruf Razzaq	The University of Western Australia	Dec-14
Andrea Tongue	The University of Western Australia	Dec-14
Breeann Silvester	The University of Queensland	Jan-20
Claire Fuller	The University of Queensland	Jan-20
Madonna Devaney	The University of Queensland	Jan-20
Cristina Risco	The University of Queensland	Oct-19
Linda Maher	The University of Queensland	Oct-19
Louise Townsin	Torrens University Australia	Jan-20
Helen Au Yeung	Unitec Institute of Technology	Aug-17
Natalie Scerra	Uniting Care Children Young People and Families	May-14
Caroline Pratt	University of Auckland	Aug-17
Bethany Ayers	University of New England	Sept-20
Eleanor Colla	University of New England	Jan-20
Briahna McGregor	University of New England	Mar-19
Sarah Frizell	University of New England	Mar-19
Katrina Vardanega	University of New England	May-14
Libby Magann	University of New England	May-14
Kath Dougall	University of New England	May-14
Julie Orr	University of New England	Mar-17
Kirsty Turner	University of South Australia	Sept-20
Julie Krech	University of South Australia	Jan-20
Kate Gridley	University of South Australia	Jan-20
Sophie Neill	University of South Australia	Jan-20

Name	Institution	Date accredited
Steph De La Rue	University of South Australia	Jan-20
Carmen Holliday	University of South Australia	Oct-19
Jo-Anne Holmes	University of South Australia	Oct-19
Michelle Thewlis	University of South Australia	Mar-19
Emma McLennan	University of South Australia	Oct-18
Robyn Hicks	University of South Australia	Oct-18
Katy Dolman	University of South Australia	Aug-17
Dawn Leonard	University of South Australia	Apr-16
Michelle Chen	University of South Australia	Dec-15
Ruth Brogan	University of South Australia	May-14
Kylie Aston	University of South Australia	May-14
Shona Ellison	University of South Australia	May-14
Lisa Wainwright	University of Southern Queensland	Jan-20
Sam Davis	University of Southern Queensland	Mar-19
Alison Curtis	University of Southern Queensland	May-14
Fiona Taylor	University of Tasmania	Oct-18
Oliver Grant	University of Tasmania	Mar-17
Mandy Pink	University of Tasmania	Aug-15
Caroline Burbury	University of Tasmania	Aug-15
Catherine Dwyer	University of Tasmania	Aug-15
Jennifer Robinson	University of Tasmania	Aug-15
Nigel Blundell	University of Tasmania	Aug-15
Daniele Ryrie	University of Tasmania	Aug-15
Julianne O'Reilly Wapstra	University of Tasmania	Aug-15
Tracey Burke	University of Tasmania	May-14
Nicola Hodgman	University of Tasmania	May-14
Kate Vincent	University of Tasmania	Aug-15
Andrew Groth	University of Technology Sydney	Sept-20
Kanwal Baluch	University of Technology Sydney	Sept-20
Adelaide Judson	University of Technology Sydney	Jan-20
Annie Mui Kuen Au-Yeung	University of Technology Sydney	Jan-20
Catherine McElhone	University of Technology Sydney	Jan-20
Chihao Duong	University of Technology Sydney	Jan-20
Christopher Fernandes	University of Technology Sydney	Jan-20
Daren Sirbough	University of Technology Sydney	Jan-20
Eddy Dharmadji	University of Technology Sydney	Jan-20

Appendix A: Accredited Research Manager Foundation (ARMF)

Name	Institution	Date accredited
Jing Zhao	University of Technology Sydney	Jan-20
Lisa Merry	University of Technology Sydney	Jan-20
Merry Chandra	University of Technology Sydney	Jan-20
Racheal Laugery	University of Technology Sydney	Jan-20
Rebekah Tatian	University of Technology Sydney	Jan-20
Tamara Ogilvie	University of Technology Sydney	Jan-20
Tatiana Vlzcaino	University of Technology Sydney	Jan-20
Wade Tozer	University of Technology Sydney	Jan-20
Yuveena Gopalan	University of Technology Sydney	Jan-20
Alexandra Fransen	University of Technology Sydney	Oct-19
Namrata Ghanshamdas	University of Technology Sydney	Oct-19
Priya Nair	University of Technology Sydney	Mar-19
Adra Anthoney	University of Technology Sydney	Oct-18
Karen Gomez	University of Technology Sydney	Mar-18
Brittney Duffy	University of Waikato	Mar-18
Richard Evans	University Office	May-14
Jenny McKellar	Victor Chang Cardiac Research Institute	Dec-16
Li He	Victoria University	Mar-19
Cora Ng	Victoria University	May-14
Rebecca Cook-Johnson	Walter and Eliza Hall Institute	May-14
Alison Dayes	Western Sydney University	Jan-20
Andrea Kantek	Western Sydney University	Jan-20
Ben Dowswell	Western Sydney University	Jan-20
Gurvinder Kaur	Western Sydney University	Jan-20
Karen Hutchings	Western Sydney University	Jan-20
Nicola Blaxill	Western Sydney University	Jan-20
David Batten	Western Sydney University	Oct-19
Vicki Fox	Western Sydney University	Oct-19
Lin Brown	Western Sydney University	Mar-19
Manijah Hakim	Western Sydney University	Mar-19
Moufid Atme	Western Sydney University	Mar-19
Niru Ramanathan	Western Sydney University	Mar-19
Cheng Yue Pan	Workplace Safety and Health Institute, Singapore	Apr-16
Grace Kwan	Yale-NUS	Oct-18
Xinlei Hong	Yale-NUS	Oct-18

Appendix B: Accredited Research Manager (Advanced)

Accredited Research Managers (Advanced) or ARMAs are individuals that have stepped through an intensive development program for more senior research professionals. We formally congratulate the following ARMAs:

2016 Cohort

- Judy Alexander, The University of Newcastle
- Tania Bezzobs, Swinburne University of Technology
- Anne Louise Bulloch, The University of Queensland
- Christine Casey, The University of Western Australia
- Annette Harris, Charles Sturt University
- Katie Jones, The University of Auckland (Program to be completed in 2020)
- Caroline Pratt, The University of Auckland
- Maya Roberts, Flinders University
- Anders Wennstrom, formerly The University of Melbourne (now Umeå University)
- Claire White, Griffith University

2017 Cohort

- Emily Brennan, Macquarie University
- Monique O'Callaghan, The University of Melbourne
- Helen Partridge, Monash University
- Natalie Precians, Australian Catholic University
- Robert Roche, University of Western Australia
- Bryony Wakefield, The University of Melbourne
- Lisa Yen, ARC Centre for Excellence in Cognition and its Disorders, Macquarie University
- Tsharni Zazryn, Monash University

2018 Cohort

- Gabrielle Bright, LaTrobe University
- Emma Evans, Southern Cross University
- Rosemary Keogh, Murdoch Children's Research Institute
- Carina Marshall, University of Western Australia
- Tara McLaren, Telethon Kids Institute
- Christiane Rupp, The University of Auckland
- Liesel Senn, University of Technology Sydney
- Ragini Singh, Australian National University
- Chris Spargo, Menzies School of Health Research
- Muriel Swijghuisen Reigersberg, University of Sydney
- Lisa van den Berg, Emergency Medicines Foundation
- Annie Xiao, The George Institute for Global Health

2019 Cohort

- Amanda Cleaver, Raine Medical Research Foundation (UWA)
- Bahareh Badrian, The University of Notre Dame Australia
- Barbara Slattery, University of Melbourne
- James Walsh, University of Technology Sydney
- Louise Knox, The Australian National University
- Lynette Farquhar, Griffith University
- Suzy Ryan, The University of Melbourne
- Vanessa Eley, University of South Australia
- Belinda Watanabe, Griffith University
- Sandra Green, Edith Cowan University
- Agnieszka Baginska, Macquarie University
- Ruth Graham, University of Sydney

Appendix C: ARMS Training Fellows

Australian Capital Territory

Mr Marc Haynes

The Australian National University

Module 1.2- Australia: Legislation as it Affects Research in Australia

Module 2.3: Research Finance

Dr Marie-Helene Rousseau

The Australian National University

Module 1.1- Australia: National Research and Innovation System in Australia

Module 1.3: Understanding Research and Researchers

Module 2.1: Pre-Award Grants Processes

Module 2.2: Post-Award Grants Processes

Ms Shubhra Aurita Roy

University of Canberra

Module 1.1- Australia: National Research and Innovation System in Australia

Module 1.2- Australia: Legislation as it Affects Research in Australia

Module 1.3: Understanding Research and Researchers

Module 2.1: Pre-Award Grant Processes

Module 2.2: Post-Award Grants Processes

Module 2.3: Research Finance

Module 6.1: Working with Industry

Dr Paul Wong

The Australian National University

Module 1.1- Australia: National Research and Innovation System in Australia

Module 5.1: Research Information and Reporting

New South Wales

Dr George Carayannopoulos

University of Sydney

Module 1.1- Australia: National Research and Innovation System in Australia

Module 1.3: Understanding Research and Researchers

Module 3.1: Higher Degree by Research Scholarships

Module 3.3: Higher Degree by Research Candidature Management

Module 3.4: Higher Degree by Research Admissions and Completions

Dr Louise Dwyer

Macquarie University

Module 1.3: Understanding Research and Researchers

Module 3.1: Higher Degree by Research Scholarships

Module 3.2: Higher Degree by Research International Partnerships

Module 3.3: Higher Degree by Research Candidature Management

Module 3.4: Higher Degree by Research Admissions and Completions

Mr Alan Hales

The University of Newcastle

Module 4.1: Research Ethics- human and animal

Module 4.2: Research Integrity

Dr Yordanka Krastev

MQ Health, Macquarie University

Module 4.1: Research Ethics- human and animal

Module 4.2: Research Integrity

Mr Alan Melrose

UNSW Australia

Module 1.2- Australia: Legislation as it Affects Research in Australia

Mr Grahame Pearson

Elsevier

Module 1.1- Australia: National Research and Innovation System in Australia

Module 1.3: Understanding Research and Researchers

Module 5.1: Research Information and Reporting

Dr Ted Rohr

University of New South Wales

Module 4.1: Research Ethics- human and animal

Module 4.2: Research Integrity

Dr Julian Zipparo

University of Technology Sydney

Module 1.1- Australia: National Research and Innovation System in Australia

Module 2.1: Pre-Award Grants Processes

New Zealand

Dr Maxine Bryant

Agresearch New Zealand

Module 5.1: Research Information and Reporting

Ms Melissa Climo

University of Canterbury

Module 1.1 - New Zealand: National Research and Innovation System in New Zealand

Module 2.1: Pre-Award Grants Processes

Module 2.2: Post-Award Grants Processes

Dr Johanna Cobley

University of Canterbury

Module 1.1 - New Zealand: National Research and Innovation System in New Zealand

Module 1.3: Understanding Research and Researchers

Module 4.2: Research Integrity

Dr Denise Greenwood

The University of Auckland

Module 1.2 - New Zealand: Legislation as it Affects Research in New Zealand

Module 1.3: Understanding Research and Researchers

Module 2.1: Pre-Award Grants Processes

Ms Heather Thomas

University of Canterbury

Module 1.2 - New Zealand: Legislation as it Affects Research in New Zealand

Module 1.3: Understanding Research and Researchers

Module 2.1: Pre-Award Grants Processes

Module 2.2: Post-Award Grants Processes

Queensland

Ms Richelle Coll

CQ University

Module 5.1: Research Information and Reporting

Ms Kelly Murphy

University of the Sunshine Coast

Module 1.1- Australia: National Research and Innovation System in Australia

Module 2.1: Pre-Award Grants Processes

Module 2.2: Post-Award Grants Processes

Mrs Annmaree Jackson

The University of Southern Queensland

Module 1.1 - Australia: Legislation as it Affects Research in Australia

Module 3.3: Higher Degree by Research Candidature Management

Module 4.1: Research Ethics – human and animal

Module 4.2: Research Integrity

South Australia

Ms Karen Burke

University of Adelaide

Module 1.1- Australia: National Research and Innovation System in Australia

Module 1.3: Understanding Research and Researchers

Module 2.1: Pre-Award Grants Processes

Module 2.2: Post-Award Grants Processes

Dr Marina Delpin

University of South Australia

Module 1.1- Australia: National Research and Innovation System in Australia

Module 1.3: Understanding Research and Researchers

Module 4.1: Research Ethics- human and animal

Module 4.2: Research Integrity

Mr Roy Sneddon

Independent Freelance Research Administrator

Module 1.2- Australia: Legislation as it Affects Research in Australia

Appendix C: Arms Training Fellows

Singapore

Dr David Huang

National Institute of Education, Singapore

Module 1.3: Understanding Research and Researchers

Module 2.1: Pre-Award Grants Processes

Module 2.2: Post-Award Grants Processes

Dr Willie Koh

Nanyang Technological University

Module 1.2-Singapore: Legislation as it Affects research in Singapore

Module 4.1: Research Ethics- human and animal

Module 4.2: Research Integrity

Tasmania

Dr Mark Hochman

ARMS Business Development Consultant

Module 1.1- Australia: National Research and Innovation System in Australia

Module 1.2- Australia: Legislation as it Affects Research in Australia

Module 1.3: Understanding Research and Researchers

Module 2.1: Pre-Award Grants Processes

Module 2.2: Post-Award Grants Processes

Module 4.1: Research Integrity

Module 6.1: Working with Industry

Professor Peter Frappell

University of Tasmania

Module 3.1: Higher Degree by Research Scholarships

Module 3.2: Higher Degree by Research International Partnerships

Module 3.3: Higher Degree by Research Candidature Management

Module 3.4: Higher Degree by Research Admissions and Completions

Victoria

Dr Daniel Barr

RMIT University

Module 1.3: Understanding Research and Researchers

Module 4.1: Research Ethics- human and animal

Module 4.2: Research Integrity

Dr Tania Bezzobs

Swinburne University of Technology

Module 1.1- Australia: National Research and Innovation System in Australia

Module 2.1: Pre-Award Grants Processes

Module 2.2: Post-Award Grants Processes

Module 6.1: Working with Industry

Ms Kavitha Chandra-Shekeran

RMIT University

Module 6.1: Working with Industry

Mr Alistair Duncan

La Trobe University

Module 5.1: Research Information and Reporting

Dr Heidi Gaulke

La Trobe University

Module 4.1: Research Ethics – human and animal

Ms Elise Grosser

University of Melbourne

Module 1.3: Understanding Research and Researchers

Module 4.1: Research Ethics – human and animal

Module 4.2: Research Integrity

Ms Connie Killey

Deakin University

Module 2.3: Research Finance

Dr Tam C Nguyen

St Vincent's Hospital Melbourne,

RMIT University

(Adjunct Associate Professor); and

University of Melbourne

(Honorary Senior Fellow)

Module 1.1- Australia: National Research and Innovation System in Australia

Module 1.3: Understanding Research and Researchers

Module 2.1: Pre-Award Grants Processes

Module 2.2: Post-Award Grants Processes

Module 2.3: Research Finance

Module 4.1: Research Ethics – human and animal

Module 4.2: Research Integrity

Module 6.1: Working with Industry

Dr Fraser Rogerson**RMIT University**

Module 1.3: Understanding Research and Researchers

Dr Boris Sarcevic**La Trobe University**

Module 1.3: Understanding Research and Researchers

Ms Tania Tambiah**RMIT University**

Module 1.1- Australia: National Research and Innovation System in Australia

Module 1.3: Understanding Research and Researchers

Module 2.1: Pre-Award Grants Processes

Module 2.2: Post-Award Grants Processes

Module 6.1: Working with Industry

Mr Christopher Thompson**Independent**

Module 2.3: Research Finance

Dr Bryony Wakefield**University of Melbourne**

Module 1.1- Australia: National Research and Innovation System in Australia

Module 1.2- Australia: Legislation as it Affects Research in Australia

Module 1.3: Understanding Research and Researchers

Module 2.1: Pre-Award Grants Processes

Module 2.2: Post-Award Grants Processes

Ms Fiona Zammit**Director of Edu Management and Consulting**

Module 1.3: Understanding Research and Researchers

Module 3.1: Higher Degree by Research Scholarships

Module 3.2: Higher Degree by Research International Partnerships

Module 3.3: Higher Degree by Research Candidature Management

Module 3.4: Higher Degree by Research Admissions and Completions

Western Australia**Dr Mark Dixon****The University of Western Australia**

Module 1.2- Australia: Legislation as it Affects Research in Australia

Module 1.3: Understanding Research and Researchers

Module 4.1: Research Ethics – human and animal

Module 4.2: Research Integrity

Ms Michelle Duryea**Edith Cowan University**

Module 1.1- Australia: National Research and Innovation System in Australia

Module 5.1: Research Information and Reporting

Professor Lucy Johnston**Murdoch University**

Module 3.1: Higher Degree by Research Scholarships

Module 3.2: Higher Degree by Research International Partnerships

Module 3.3: Higher Degree by Research Candidature Management

Module 3.4: Higher Degree by Research Admissions and Completions

Professor Margaret Jones**Edith Cowan University**

Module 1.3: Understanding Research and Researchers

Module 2.1: Pre-award Grants Processes

Professor Joe Luca**Edith Cowan University**

Module 3.1: Higher Degree by Research Scholarships

Module 3.2: Higher Degree by Research International Partnerships

Module 3.3: Higher Degree by Research Candidature Management

Module 3.4: Higher Degree by Research Admissions and Completions

Ms Tara McLaren**Telethon Kids Institute**

Module 1.1- Australia: National Research and Innovation System in Australia

Module 1.3: Understanding Research and Researchers

Module 2.1: Pre-Award Grants Processes

Dr Erich von Dietze**Murdoch University**

Module 1.3: Understanding Research and Researchers

Module 4.1: Research Ethics- human and animal

Module 4.2: Research Integrity

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