



# ARMS REPORT TO MEMBERS

Highlights from 1 July 2016 – 30 June 2017

[www.researchmanagement.org.au](http://www.researchmanagement.org.au)

ARMS

Australasian Research Management Society

ARMS acknowledges the generous support of Flinders University and CQUniversity as the official hosts of the ARMS Executive Office.



ARMS acknowledges the contributions of our Corporate Partners.



# ARMS

Australasian Research Management Society

## ABOUT ARMS

ARMS is the Australasian professional association for research managers and administrators. We have members from universities, independent research institutions, government research and health organisations. Our members span the Australasian geography, from Singapore, New Zealand and Australia.

### Company Information

Australian Business Number:

57 334 849 485

Registered Office:

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[www.researchmanagement.org.au](http://www.researchmanagement.org.au)

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

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# FROM THE PRESIDENT

As this Report to Members will demonstrate, the Society is delivering a wider suite of more high quality member services than at any time in the past.

The growth in services is directly attributed to the membership body's decision, more than four years ago, to invest in a comprehensive change process that would see the Society emerge as a modern professional representative body capable of delivering high quality member services throughout the year. While I was not amongst the original leadership group that plotted out this trajectory, I have had the honour as President of following through. The release early in the financial year of the [ARMS Strategic Plan 2016-2018](#) and the endorsement by members of a new governance structure for ARMS, including the convening of four new Standing Committees, put the structure around the final stages of our transition, and I acknowledge the fine thinking of past Society leaders in setting the course.

INORMS 2016, "*Research Management in a Connected World*" was an early and major highlight. With over 860 delegates from across 39 countries converging on Melbourne in September 2016, the event was rich in its potential for professional development and set the tone for a year where our international focus and reach has become increasingly evident.

In October, ARMS joined with National Council of University Research Administrators (NCURA), for the second year running, to award three International Fellowships from each country. This would see Fellows working in host institutions for periods of time and learning about how research activities are managed in a country not their own. In May, ARMS joined with the UK based Association of Research Managers and Administrators (ARMA) to offer a UK Study Tour. Mid way between the 2014 UK Research Excellence Framework exercise and its next iteration in 2020 or 2021, and prior to Australia's own Engagement and Impact Assessment, the Tour provided the cohort with extraordinary access to insights from our UK colleagues. Members of ARMS have chaired international research management committees for a number of years now and ARMS currently has stewardship of the International Network of Research Management Organisations (INORMS). We have an active and significant global presence.

The membership has expanded not only in its international reach but also in the diversity of the professional interests it represents. It now includes the Australasian Research Training Network (ARTN),

which sits alongside the Australasian Ethics Network (AEN) as a group of members with specialist interests and expertise to contribute. Both have worked hard to develop and deliver important professional development opportunities for their cohorts.

The ARMS Professional Level Accreditation Program was delivered in June 2016 with a live-in series of development sessions, some of the content of which was opened to the broader membership as our first Winter School. We have gone from a situation, only a few years ago, where the only 'training' available was in-house induction within particular universities to one where managers can now choose their professional development pathway and be recognised through accreditation at a level appropriate to their background knowledge and experience. The Program is continually monitored and refreshed, with oversight from the independent Accreditation Council. It is responsive to government policy, for example through the development this year of a module on Working with Industry, and the award of accreditation is rigorously scrutinised. The Program is complemented by many activities happening within Chapters across our three countries.

ARMS is also more active than ever in its advocacy for the substantial contribution to the research enterprise that our membership makes. We have convened an Advocacy Working Group of people with specialist expertise to contribute on this front, and our Directors' Special Interest Group now meets routinely to discuss the major developments in our sector as well as provide leadership and advice to inform our advocacy role.

Finally, the stewardship of our finances is an important member service, and this year we introduced a Governance, Finance and Audit Committee (GFAC) to ensure this service is optimally delivered. With strong oversight and an eye to the big picture, ARMS can confidently advance across multiple fronts and you will see this happening, sometimes in surprising ways, over the coming years.

**Ms Janice Besch**  
**ARMS President**





## ARMS OFFICE BEARERS AND COMMITTEE MEMBERS (ARMS BOARD) 2016/2017



**MS JANICE BESCH**  
Alzheimers Australia

President  
(appointed 2014)



**DR CAMPBELL THOMSON**  
The University of  
Western Australia

President Elect  
(appointed 2016)



**MS MICHELLE DURYEA**  
Edith Cowan University

Treasurer  
(first appointed 2013,  
re-appointed 2015)



**DR MARINA DELPIN**  
Flinders University

Secretary  
(appointed 2016)



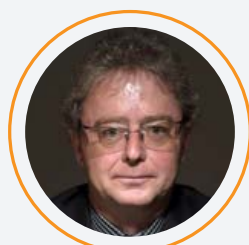
**MS LOUISE FLECK**  
Macquarie University

Committee Member  
(appointed 2016)



**DR HELEN MARSDEN**  
University of Canberra

Committee Member  
(first appointed 2012,  
re-appointed 2015)



**DR TED ROHR**  
UNSW Australia

Committee Member  
(first appointed 2013,  
re-appointed 2015)



**MS TANIA TAMBIAH**  
RMIT University

Committee Member  
(appointed 2015)

## ARMS EXECUTIVE OFFICE



**MS MARIA ZOLLO**  
ARMS Chief Operating Officer

Responsible for providing operational leadership and management and supporting the ARMS Board in the implementation of the ARMS 2020 Strategic Plan.



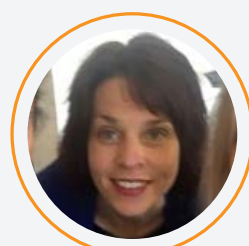
**MS KIRSTY DE RUYTER**  
ARMS Administration Officer

Responsible for the daily management and maintenance of all ARMS operations including accreditation program, membership database, website, preparation of e-newsletters, and events management services for the Board and Chapters.



**MS GRACE MULRANEY**  
ARMS Conferences and  
Major Event Coordinator

Responsible for the coordination and management of small to large scale events for the Society.



**MRS NATALIE MUNSON**  
ARMS Finance Officer

Responsible for providing financial management and accounting expertise to ensure accurate transactional management and processing of ARMS accounts.

# MEMBERSHIP

As at June 30, 2017, the Society had 2881 members, a 17.2% increase from the previous financial year. This is the direct result of a significant effort from all Chapter Committees who have invested time in developing and delivering high quality, professional development and networking opportunities of relevance to its members in the region (refer also to “Chapter Highlights” section in this report). This increase is also attributed to the Society’s commitment more broadly in delivering targeted professional development training via the Foundation and Professional Accreditation programs.

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

**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.

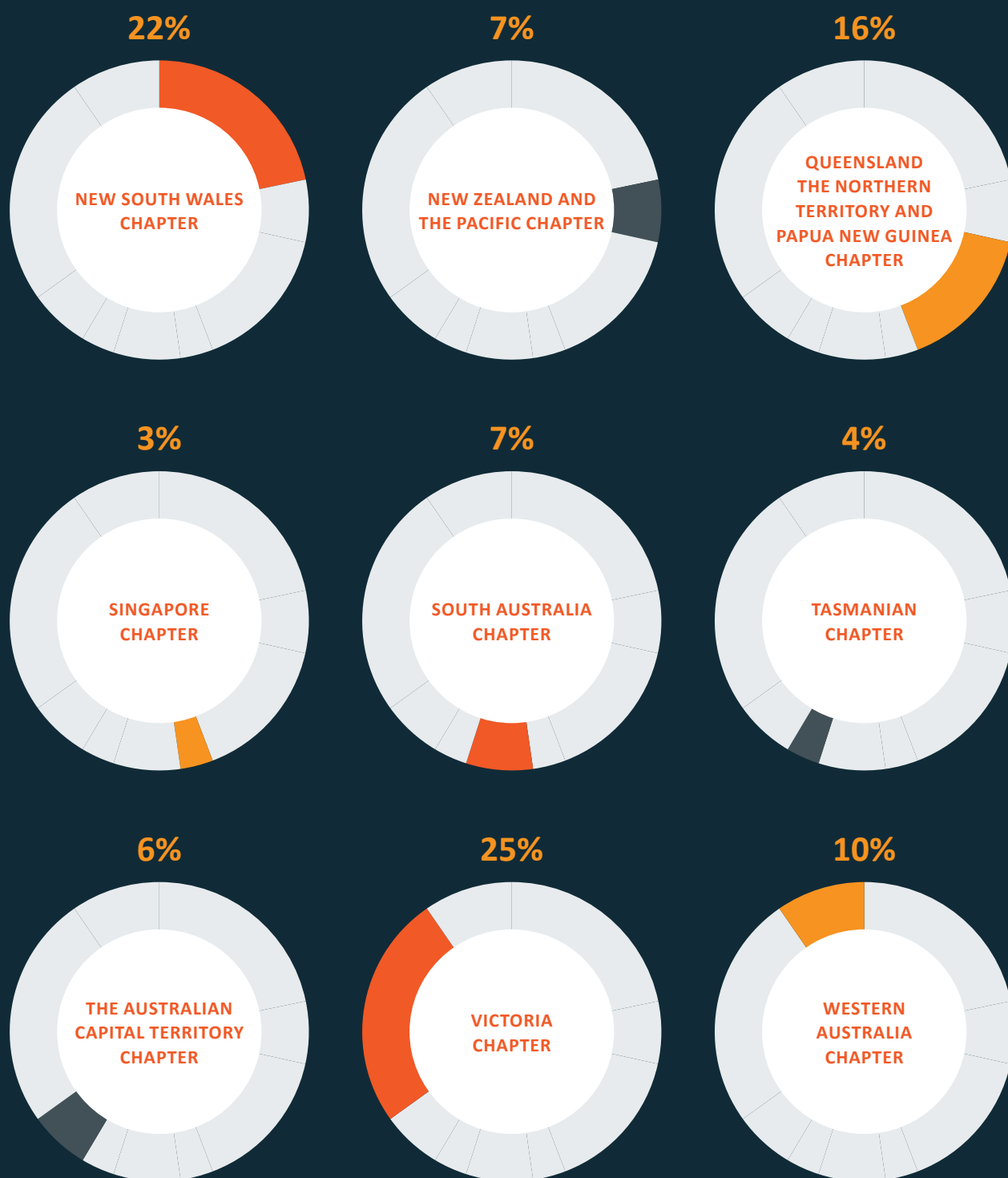
## **The Society acknowledges the financial support of our corporate and small corporate members during the reporting period.**

The Australian National University  
University of Canberra  
Universiti Teknologi Malaysia  
Australian Catholic University  
Charles Sturt University  
Macquarie University  
Southern Cross University  
Sydney Children’s Hospital (West Mead)  
UNSW Sydney  
The University of Newcastle  
The University of Sydney  
University of Technology Sydney  
University of Wollongong  
Western Sydney University  
Charles Darwin University  
Auckland University  
Massey University  
Ministry of Business Innovation and  
Employment NZ

University of Otago  
Bond University  
Central Queensland University  
Griffith University  
James Cook University  
Queensland University of Technology  
The University of Queensland  
University of Southern Queensland  
University of the Sunshine Coast  
CSIRO  
Flinders University  
The University of Adelaide  
University of South Australia  
Nanyang Technological University  
University of Tasmania  
Deakin University  
Federation University Australia  
La Trobe University  
Monash University

Murdoch Children’s Research Institute  
Swinburne University of Technology  
South Australian Health and Medical  
Research Institute (SAHMRI)  
RMIT University  
The University of Melbourne  
Victoria University  
Curtin University  
Edith Cowan University  
Murdoch University  
Telethon Kids Institute  
The University of Western Australia  
Auckland University of Technology  
UNITEC  
King Mongkuts University of Technology,  
Thailand  
Peter MacCullum Cancer Centre  
University of Notre Dame

**GRAPH 1:**  
**ARMS MEMBERSHIP BY CHAPTER**



# MANAGEMENT AND STRUCTURE OF ARMS

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ARMS is an incorporated, 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).

## APPOINTMENT OF OFFICE BEARERS AND COMMITTEE MEMBERS

The ARMS Board is the governing body of the Society 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. The Board has statutory responsibility for all of ARMS' activities.

The Board includes four office bearers- President, President-Elect, Secretary, and Treasurer. The Board also includes four general Committee Members. The President of the Society is the Chair of the Board. The ARMS Chief Operating Officer (COO) is an ex-officio member of the Board and provides operational support for the Board and the Society.

## INDUCTION

All newly appointed office bearers and committee members are provided compulsory training and induction to understand their legal obligations as Board members. They are also provided with an induction handbook which covers all governance and operational aspects of the Society.

## ORGANISATION

To further its mission, ARMS is organised into Chapters, Standing Committees, Special Interest Groups and Networks which may change over time, subject to the needs of the Society and the approval of the Board. These structures report to the Board and are directed by the strategic goals and operational principles outlined in the ARMS Strategic Plan.



# IMPLEMENTATION OF NEW GOVERNANCE STRUCTURE



During the 2015-16 financial year, the Executive undertook a review of the ARMS governance structure. Following extensive consultation with ARMS members during April and June 2016, ARMS completed its review. The review concluded that the ARMS' organisational structure should be converted to a Board structure. It was understood that conversion of the existing Executive to a Board will not change the current management and operational procedures of ARMS, but instead will clarify the role of the Board and the management of ARMS moving forward. The Executive concluded that a number of amendments to our constitution were necessary to give effect to the results of the review and the proposed new governance structure. These recommendations were approved by the membership at the Annual General Meeting (AGM) held on 13 September 2016 as follows:

## CONVERSION TO A BOARD STRUCTURE

One of the approved key changes was the conversion of the existing ARMS organisational structure to a Board model. To give effect to this change, it was proposed that the constitution be amended to replace the word 'Executive' or 'Executive Committee' with the word 'Board' wherever it appears.

This change in terminology better reflects the intended role and function of the Society's strategic governing body.

All Committee positions, including the Board, are voluntary. The Society acknowledges greatly the dedication of members who contribute their time to the Society and to their employing organisations who support them.

## ESTABLISHMENT OF NEW STANDING COMMITTEES

While the Board is responsible for the strategic direction of the Society and carries all financial and risk management responsibilities to ensure long term sustainability, it was agreed that it would take a far less operational role, now devolved to four distinct standing committees:

- **Member Services Standing Committee** – Contributes to the development and delivery mechanisms for services to members.
- **Education and Professional Development Standing Committee** – Oversees the operational management and delivery of the Accreditation Programs and other society-wide professional development activities.
- **Governance, Finance and Audit Standing Committee** – Supports the Board to maintain ARMS' by-laws and policies, assuring the rigour of governance election processes, monitoring budgets and financials and managing the risk register.
- **Conferences and Major Events Standing Committee** – Oversees major events including the annual ARMS conference, the biennial AEN conference and when necessary INORMS.

The Board is pivotal in managing its advocacy strategy, provides guidance to the Accreditation Council and actively engages with its international sister associations via the INORMS (International Society of Research Management Societies) network.

## EXECUTIVE OFFICE

The Executive Office of ARMS was established to assist the Board with the day-to-day operations of ARMS. The Executive Office is an important part of the ARMS organisational structure, however it has not previously been provided for in the constitution. The Executive Office will continue to provide services to ARMS, including managing its daily operations, whilst reporting to the Board on its activities.

To confirm that the Executive Office is properly established, and to ensure that the Executive Office can continue to provide operational support, the constitution was amended to give the Board the power to establish the Executive Office for the purposes of managing the day-to-day operations of ARMS.

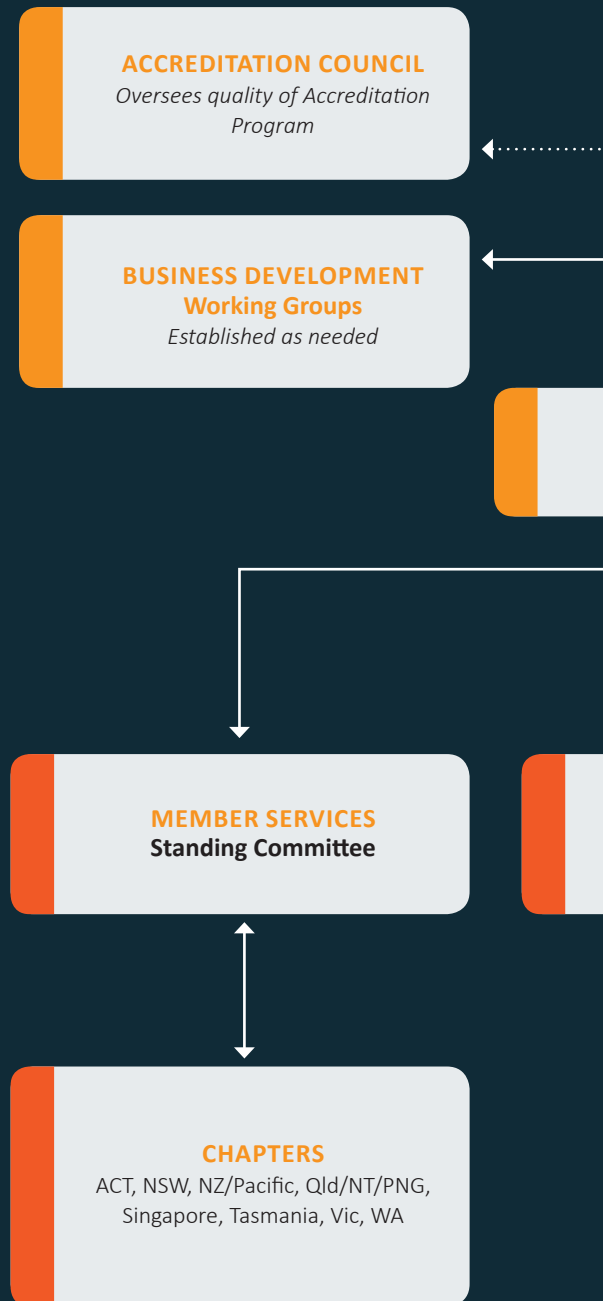
The inclusion of the Executive Office in the constitution captures the important role it plays in the governance of ARMS. The Executive considers that investment in this structure will continue to bring significant benefits to the Society.

## POWER OF DELEGATION

The Model Rules for an Incorporated Association (contained at Schedule 4 of the *Associations Incorporation Reform Regulations 2012* (Vic)) provide that the managing body of an association may delegate its powers and functions. ARMS has several Committees, Chapters and Special Interest Groups. Historically, the ARMS Board has, from time-to-time, delegated some of its powers and authority to the Committees to facilitate the management and operation of the Society.

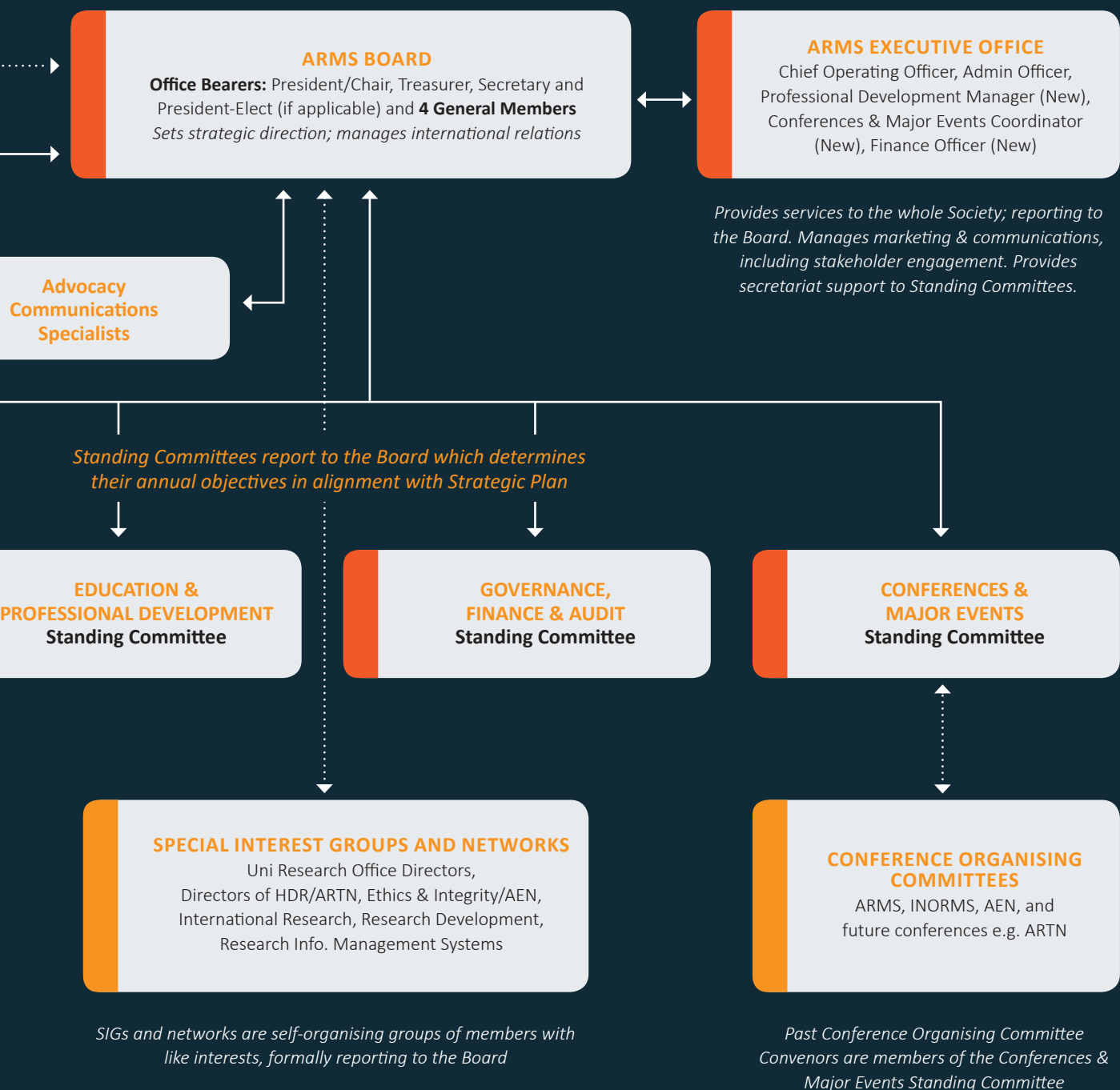
To clarify the rights and ability of the Board to delegate certain power and authority from time-to-time, it was agreed that the constitution be amended to include an express power of delegation.


The revised organisational structure of ARMS is provided in Diagram 2:



*Chapter Convenors are members of the Member Services Committee*

## DIAGRAM 2: REVISED ORGANISATIONAL STRUCTURE OF ARMS



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

# ARMS STRATEGIC PLAN

As part of the review of ARMS' governance structure, an extensive evaluation of the Society's strategic priorities was undertaken, resulting in the development of a revised Strategic Plan for the period 2016-2018. The Strategic Plan guides decision-making to ensure the delivery of ARMS' mission for its members. It has been designed to shape the programs and services it delivers and the management of our business and finances to grow a sustainable, successful Society. The strategic plan has 5 core foci:

**Excellence for the Individual** – ARMS provides a diverse range of professional development opportunities and resources to enable members to enhance their careers.

**Excellence for the Profession** – ARMS delivers a range of development, educational and communications materials to support a common standard of research management excellence that is accessible to the member community and beyond.

**International Excellence** – ARMS works in partnership with sister organisations and support other international organisations to develop best practice and the attainment of excellence in research management.

**Creating Communities of Practice** – Through our Chapters, Special Interest Groups and Networks, we provide opportunities and resources to facilitate the sharing and development of best practice.

**Ensuring ARMS Sustainability** – Ensuring a strong financial base that is invested in our members for the continuing development of ARMS is critical to support the development and innovation of research management.

The 2016-2018 Strategic Plan includes an implementation plan which will identify priority actions, timeframes for delivery, and anticipated outcomes.

## OUR VISION

To create an internationally-connected community of research managers and administrators who operate at the highest standards to support and enhance the global delivery of research excellence.

## OUR MISSION

ARMS is dedicated to the professional development of research managers and administrators; the promotion of the profession of research management; and the enhancement of the research enterprise. The Society fulfils its mission through:

- A strong and effective professional network of research managers and administrators at all levels and based on a variety of settings through personal relationships, presentations, formal and informal meetings, and publications;
- The development and promotion of professional standards for research management and administrators in Australasia and Singapore consistent with international best practice; and
- The improvement of the interface between research and its management.

## WE VALUE:

- A strong, vibrant sector in the region;
- High standards of research governance including the protection of integrity and ethics of research; and
- The profession of research management as integral to the research endeavour.

# ARMS ACCREDITATION PROGRAM



## FOUNDATION LEVEL ACCREDITATION PROGRAM

The ARMS Foundation Level Accreditation Program commenced in September 2013 with the launch of eight Foundation Level modules at the ARMS Adelaide Conference which resulted in 358 unit registrations. Since this initial delivery, further modules have been added such that we now offer 14 modules which have resulted in over 2500 unit registrations, including more than 700 in 2017. At the time writing this report a new module, Working with Industry is scheduled for delivery at our Wellington Annual Conference. The National Research and Innovation System in Vietnam is also currently under development. Our expansion into the graduate student arena also sees the development of two additional Higher Degree Research (HDR) modules to complement the existing two initially delivered in 2016. A module on Research Finance is also in the early stages of development.

An analysis of Foundation Level module attendances indicates that the three compulsory modules have been 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 have also attracted many participants, as has the Research Data and Analytics module. We anticipate that the new Working with Industry module will be popular amongst our membership.

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. Frequency of reviews depends on the frequency with which content is likely to change with each of the country specific modules now being reviewed on an annual basis.

The Foundation Level Accreditation Program has graduated to date 191 people with the post-nominal **Accredited Research Managers (Foundation) or ARMFs** with another cohort of approximately 50 persons eligible to sit their final case study assessment before the end of 2017. We are very pleased to announce that 2 New Zealand and 10 Singaporean members graduated in 2017.

In March 2017, the Accreditation Council approved the development of two additional Foundation Level Accreditation modules designed specifically for those involved in managing higher degrees by research (HDR). These modules on managing candidature and managing supervisors will complement the existing two HDR modules first delivered at the INORMS Congress in Melbourne on 12 September 2016.

The accreditation program has now been in operation for four years, and 2017 saw the initial 2013 cohort complete their initial three-year accreditation period. This necessitated a review of continuing professional education requirements (60 hours over three years).

Whilst the program is currently tracking very well, the ARMS Board and the Accreditation Council are ever mindful of the need to ensure currency and quality of material, but also to seek new content and new opportunities. Looking to the future, there are plans to expand a number of country specific modules to include other countries in our region, and to look for potential modules to be delivered outside of our traditional research management community.

The Society wishes to extend an expression of gratitude to many volunteers who contribute to the success of this program, including the members of the Accreditation Council, the ARMS Board, Training Fellows and case study reviewers.



## PROFESSIONAL LEVEL ACCREDITATION PROGRAM

The first intake of 13 participants in the Professional Level Accreditation Program occurred in May 2016 with 9 members completing all requirements and graduating in June 2017. The Society formally acknowledges its first Accredited Research Managers (Professional) or ARMPs:

- 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
- Caroline Pratt, The University of Auckland
- Maya Roberts, Flinders University
- Anders Wennstrom, formerly The University of Melbourne (now Umeå University)
- Claire White, Griffith University

All ARMPs will be formally acknowledged at the ARMS Wellington Conference Gala Dinner.

A second intake of 13 participants commenced the Professional Level Accreditation Program in May 2017. This program is aimed at developing leaders in research management and combines contemporary leadership theory and practice grounded in a research management context. It includes a blend of learning styles incorporating taught material with case studies, group learning, workplace assignments, and individual mentoring.



ARMS 2016 Professional Level Accreditation Cohort at the Leadership, Management and Strategic thinking workshop held in Melbourne.

The 12-month program consists 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 core program was complemented by an additional half day program on Developing and Implementing Strategy which was well received and may become a more regular offering in ARMS programs.

As in 2016, ARMS made the five electives available to the broader ARMS membership, forming a Winter School delivered again in June 2017. It is anticipated that the Winter School become a regular part of the ARMS calendar and from 2018 will also offer several more relevant electives.

The current five electives are delivered by practitioners as below and cover the following topic areas:

- Dr Paul Wong for the elective *Evidence Based Analysis of Research Performance*
- Dr Rado Faletic and Dr Martin Grabert for the elective *Understanding International Research Funding*
- Dr Mark Hochman for the elective *Research Impact: Assessing the Societal Benefit of Research*
- Dr Jodi Glading for the elective *Research Governance*
- Professor Moira Clay for the elective *Development of Institutional Talent*



June 2017 Winter School Participants.

## ACCREDITATION COUNCIL

The Accreditation Council is the body established by ARMS to oversee quality assurance and assessment processes associated with the ARMS accreditation program.

### Members of the ARMS Accreditation Council



**PROFESSOR LEE ASTHEIMER**  
Retired DVCR, Deakin  
University (Chair)

A person who has served in the position of Pro or Deputy Vice Chancellor Research.



**PROFESSOR TONY PEACOCK**  
CEO, CRC Association  
(Deputy Chair)

A member drawn from a key Australian agency involved in the research and innovation system.



**DR LAURA DAN**  
Department of Industry  
(on secondment from the ARC until September 2017)

A member drawn from a key Australian agency involved in the research and innovation system.



**DR YELENA HILL**  
Te Puni Kōkiri,  
New Zealand

A member drawn from a key New Zealand agency involved in the research and innovation system.



**MR MARCUS ENGEMAN**  
Queensland Children's  
Medical Research Institute

A member who has served in the position of General Manager/ Chief Operating Officer of an independent Medical Research Institute. (resigned 1 April 2017)



**MS JANICE BESCH**  
ARMS President,  
Alzheimers Australia

ARMS Board Delegate



**DR CAMPBELL THOMSON**  
The University of  
Western Australia

A member who has served in the position of Director of a University Research Office.

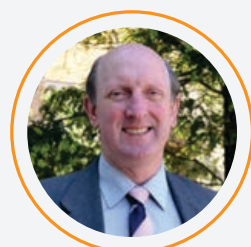


**DR PETER LILLY**  
Minerals Research  
Institute, WA

A member who has served in industry and represents a broader industry stakeholder group.



**MS MARIA ZOLLO**  
ARMS Chief Operating Officer



**DR MARK HOCHMAN**  
ARMS Business Development  
Manager, Education and  
Professional Development

Professor Lee Astheimer (retired DVCR, Deakin University) commenced in the role of Accreditation Council Chair on 1 July 2016. Dr Yelena Hill, Te Puni Kōkiri, New Zealand also commenced on 1 July 2016 in her role as New Zealand representative, replacing Dr Lesley Middleton. Mr Marcus Engeman stepped down from his role as Medical Research Institute representative on 1 April 2017.

*ARMS formally acknowledges the tremendous work of all members of the Accreditation Council.*

## ARMS TRAINING FELLOWS

ARMS Training Fellow is a title given to an individual recognised by the Accreditation Council as having the knowledge and skills to present module material for the Foundation Level Accreditation Program. Training Fellows for the reporting period are summarised in **Appendix A**.

# CHAPTER HIGHLIGHTS

## ACT CHAPTER

The ACT Chapter delivered a range of stimulating professional development events during the reporting period, summarised as follows:

Topic	Description	Date
<b><i>Nuts &amp; bolts of Research Administration</i></b>	Well attended with full attendance from local participants including a large number of attendees from ARC and finance colleagues, and a great deal of interaction.	5/08/2016
<b><i>Measuring Impact for the Social Sciences</i></b>	Run by a guest speaker from CSIRO, this had a significant interest from research administrators who wanted to get familiar with the changes coming up as a result of the impact and engagement policy.	13/10/2016
<b><i>ARC &amp; NHMRC peer review process</i></b>	This had a huge number of attendees who were keen to learn more about the peer review process from ARC and NHMRC speakers.	1/12/2016
<b><i>End of Year Networking</i></b>	This was an informal affair with active members spending time together in the ANU pub.	12/12/2016



ACT Chapter Event

## NEW SOUTH WALES CHAPTER

Responding to a member survey in late 2016, the NSW Chapter focussed on delivering activities to provide networking, peer knowledge exchange, and instructional workshops to underpin the individual development of members and the profession in general. Highlights of the June 2016 to July 2017 period are summarised as follows:

- Regular Committee meetings in July, Sept & Dec 2016, Feb, April, May 2017
- 2016 End of Year Workshop 'Preparing researchers for the Challenges and Opportunities of the Innovation Agenda', the University of Sydney, December 2016. This was attended by over 50 participants and featured multiple perspectives on the possible impact of national policy changes to researchers. The event concluded with end of year drinks and networking for members.

The Chapter provided support in the delivery of the following Foundation Level Accreditation Modules:

- Module M: Higher Degree by Research Scholarships, Macquarie University, Feb 2017  
Module N: Higher Degree by Research International Partnerships, Macquarie University, Feb 2017
- Intensive delivery at Charles Sturt University (Wagga Wagga), May 2017  
Module A: The National Research and Innovation System in Australia  
Module C: Legislation as it affects research in Australia  
Module E: Understanding research and researchers  
Module H: Pre-award Grants Processes  
Module I: Post-award Processes  
Module J: Research Data and Analytics
- Member representation on ARMS UK Study Tour, June 2017

Plans are in place to roll out a number of high quality events to its members in the second half of 2017 and into next year, such as *Communication Skills*, *Mentoring*, *Research Training and Student Engagement*, and *various Networking opportunities*.

The Chapter has also developed *Event Principles and Common Attributes* guidelines which encourage flexible delivery options wherever possible to provide greater access for all members in the region.

## NEW ZEALAND AND PACIFIC ISLANDS CHAPTER

The New Zealand and Pacific Island Chapter has had an increasingly productive year of activity. In October the Chapter hosted an "After 5" panel event discussing the role of the research office in developing and implementing research strategy. With speakers from The University of Auckland, AUT University, and Unitec, a robust discussion with engaging conversation was had by all participants.

The Chapter sponsored the University Research Offices of New Zealand (URONZ) Annual Conference, which had a theme of '*Engaged and Relevant Research*'. It was a great opportunity to promote ARMS membership to the New Zealand research management community, and two Foundation Level Accreditation Modules were delivered alongside the conference, attracting great attendance. In March the ARMS Board visited New Zealand, with Board members delivering further Foundation Level Accreditation Modules, meeting with URONZ members and co-hosting a networking event for members. The increased delivery of Accreditation Modules in New Zealand has improved the visibility of ARMS locally, with the first ARMS Accredited Research Manager (Foundation) awarded to a New Zealander.

## QUEENSLAND, NT, PNG CHAPTER

The QLD/NT/PNG Chapter continued its focus on raising awareness of ARMS and broadening the membership base. The Chapter has seen registered members increase by 5.3% from the previous year. The Chapter represents 16% of the current ARMS membership base.

During the reporting period, the Chapter offered Foundation Level Accreditation Modules in the Northern Territory for the first time, with six modules offered over an intensive three day period in Darwin. Similar plans are currently under development for accreditation modules in North Queensland during 2017/18, with a view to making accreditation accessible to all member across our geographically disbursed Chapter. As in previous years, Foundation Level Accreditation Modules were also offered in Brisbane to align with the Chapter's Annual Professional Development Workshop.

The annual workshop had two keynote presentations facilitated by representatives from the Queensland State Government and the National Health and Medical Research Council (NHMRC). The day also provided a series of networking opportunities for attendees, as well as panel sessions on career development and pathways with Research Office Directors and the latest on research policy ethics updates. Further networking opportunities were on offer for attendees of the 2016 INORMS Congress where the Chapter secretary hosted a drop in meet and greet session.



QLD/NT/PNG Event 2016



[From left to right]:  
Dr Mark Hochman,  
Prof Makiko Takahashi,  
Prof Michael Khor,  
Dr David Junsong Huang



## SINGAPORE CHAPTER

The Singapore Chapter delivered high quality professional development and networking opportunities to its members via a series of events and activities during the reporting period, these include:

***“Building Up Capabilities for Excellence in Research Administration”***, held on Friday, the 25<sup>th</sup> of November 2016 at Nanyang Technological University (NTU). The event explored the evolving expectations and best practices associated with research administrations. Around 150 attendees from a wide range of organisations including major funding agencies in Singapore such as NRF, A\*STAR, NMRC, MOH and MOE, attended the event. The key presentations at this event were:

- **How can a central Research office evidence and demonstrate its value to the institution?**  
Delivered by Dr Mark Hochman, ARMS, Australia
- ***Understanding URAs in Japan: A conceptual framework for unified comprehension to diversified roles of URAs***  
Delivered by Prof Makiko Takahashi, Kanazawa Institute of Technology, Japan
- ***Building The Science of Research Management – Opportunities and Challenges***  
Delivered by Dr David Huang Jun Song, National Institute of Education, Singapore

***“Workshop on “ORCID: Connecting Research & Researchers”***, introducing how ORCID identifiers are being used in different stages of scholarly communication to help affiliated researchers manage their digital identities effectively. Delivered by Laurel L. Haak, ORCID Executive Director & Nobuko Miyairi, ORCID Regional Director, Asia Pacific on 17 October 2016).

***“Workshop on “Building an Effective Research Office”***, which demonstrated how a Research Office can build capacity, communication and the right culture to provide best practice support for institutions with growing research activity. Delivered by Dr Mark Hochman on 24 November 2016.

The Singapore Chapter also delivered two Foundation Level Accreditation Modules, which were well attended by research administrators from various research institutions across Singapore. These are summarised as follows:

Date	24 <sup>th</sup> November 2016 (Thursday)	28 <sup>th</sup> November 2016 (Monday)
Modules	Module I: Post-award Processes (elective module)	Module K: The National Research and Innovation System in Singapore (compulsory module for Singapore)
Presenter	Dr Mark Hochman, Accreditation Program Manager, ARMS	Ms Tricia Huang, Executive Director, National Medical Research Council, Ministry of Health



University of Adelaide Health & Medical Sciences Building (left) and South Australia Health and Medical Research Institute Building (right).

## SOUTH AUSTRALIA CHAPTER

The last twelve months have been productive for the South Australia Chapter with membership rising to over 200 across the State and new corporate member SAHMRI coming on board. SAHMRI and Torrens University also now have representatives on the SA Chapter Committee which saw them join existing committee members from the University of Adelaide, Flinders University, University of South Australia and CSIRO.

South Australian members were once again provided with a variety of social and networking events, professional development opportunities, an Annual General Meeting and Foundation Level Accreditation modules. An example of events is the ever popular *Publications Analysis Workshop* which was once again fully subscribed, drawing not only local but interstate ARMS members. South Australian Chapter members were also treated to a guided tour of the brand new, \$246 million, 14-storey, University of Adelaide Health and Medical Sciences Building which provided a wonderful networking opportunity and a chance for members to witness first-hand the rapidly developing medical and health precinct in the west end of Adelaide.

The South Australia Chapter Committee awarded two ARMS Chapter Travel Awards to two SA members who will attend the annual conference in New Zealand and we look forward to hearing about their experience.



**Tasmania Chapter networking event**



**Dr Dawkins from UTAS presenting**



**Bibliometric workshop presented by Adam Finch.**

## TASMANIA CHAPTER

The Tasmania Chapter continues to provide a platform for research managers and administrators from across the state to come together to share knowledge and support best practice in the region. The key focus of the Tasmania Chapter for the period has been its connections with researchers to increase its awareness of the conduct of research to ensure that research administrators and managers provide the best possible support service. In celebration of the 2016 international Research Administrators Day, the Tasmanian Chapter held an event which commenced with a presentation from an academic staff member into positivity in the workplace followed by discussion over drinks and nibbles for the over 40 academic and professional staff in attendance. The Chapter's Hobart end of year event was held in conjunction with the University of Tasmania's Central Science Laboratory and included a facility tour, presentation from a Research Fellow and an opportunity for researchers and research support staff to share experiences, build relationships and celebrate.

A key focus for the Tasmanian Chapter in 2017 continues to be preparations for hosting the 2018 ARMS Conference [www.arms2018.org](http://www.arms2018.org). With the Co-Convenors appointed and Organising and Program Committees established, preparations are well underway for a very successful conference. The Tasmanian Chapter looks forward to welcoming all members to Hobart in 2018.

## VICTORIA CHAPTER

With the International Network of Research Management Societies (INORMS) Congress hosted in Melbourne in September 2016, many of the Victoria chapter members volunteered their time to make this one of the most exceptional events on the ARMS Calendar during the reporting period. There were over 860 delegates in attendance, who were encouraged to explore 'Research Management in a Connected World'. Attendees from universities, research institutes, government agencies, as well as the private and not for profit sectors, shared in best practice and learnings from across the globe. The congress facilitated connections on a personal, collegial and institutional level which many of our members are continuing to develop.

The Victoria Chapter currently has 772 members listed and the Victorian Chapter Committee has been pleased to offer a range of activities for their networking and professional development.

As part of our continuing accreditation roll out, the Victoria Chapter hosted Accreditation modules C: Legislation as it Affects Research in Australia, Module G: Research Integrity, Module F: Research Ethics (Human and Animal) and Module H: Pre-Award Grants Processes. In December 2016 the Chapter delivered an end of year networking function and in June 2017 it offered a professional development workshop on bibliometrics, attended by almost 90 members. This very successful session, presented by Adam Finch from CSIRO, included a networking opportunity prior to the workshop which enabled attendees to discuss hot topics and compare notes on how bibliometric analysis could be applied in our institutions.

## WESTERN AUSTRALIA CHAPTER

The Western Australia Chapter had a very successful year in 2016/17 with more than 8 chapter events held, 62 members also participated in 8 Foundation Level Accreditation Modules held throughout the 2016/17 Financial Year.

The Western Australia ARMS Chapter organised a variety of events including:

- **Australian National Data Service Seminar** – Presented by Agi Gedeon, Research Data Consultant, ANDS
- **Clinical Trials for Research Managers Workshop** – Presented by Anke van Eekelen, Consultant, and Jane Azzam, Legal Counsel, UWA
- **ARC Observers Debrief** – Presented by Robert Roche, Manager Research Grants, UWA and Hinke van Gelder, Senior Grants and Contracts Officer, Murdoch University
- **WA Chapter AGM** – With a Plenary Presentation titled “Invention, drug discovery and the uncertain path to commercialisation by Professor Sue Fletcher, Murdoch University
- **Research Impact and Translation Workshop** – Presented by Tamika Heiden, Director, Knowledge Translation Australia
- **Networking Breakfast at Zamia Café in Kings Park and Botanic Garden**
- **Careers In Research Management Workshop** – Presentations by Carina Marshall, Executive Officer of the Deputy Vice Chancellor of Research, UWA, Aaron Stewart, Research Development Advisor, ECU, and Patty Washer, Manager of Research Development, Telethon Kids Institute

The Western Australia Chapter was also active in holding a full suite of Foundation Level Accreditation Modules. Sixty two (62) members of the WA Chapter attended a combined total of 198 modules with many of these completing the minimum required modules for the Foundation Level Accreditation with a view of becoming accredited over the coming months.

The Western Australia Chapter Committee also underwent a substantial change at the end of 2016, with six (6) committee members departing and replaced by new committee members. Currently the Chapter Committee is led by Jane Crier and Ashley Schoof as Co-Convenors. The current committee comprises of nine (9) members from across the Universities and Institute’s in Perth, and is planning an exciting calendar of events for the next year.





# STANDING COMMITTEE HIGHLIGHTS



## CONFERENCES AND MAJOR EVENTS COMMITTEE (CMEC)

Under ARMS' new governance structure, the Conference and Major Events Committee (CMEC) was fully operational in 2017. New committee members were inducted as follows:

- Ms Maria Zollo (COO)
- Dr David Junsong Huang (CMEC Convenor)
- Dr Ted Rohr, Board Liaison
- Ms Grace Mulraney, ARMS Conference and Major Events Coordinator (Executive Officer)
- Dr Sianna Pangiotopolous, Austin Health
- Dr Tania Bezzobs, Swinburne University of Technology
- Dr Chris Kroger, GNS Science

The Committee was established 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).

CMEC commenced work on the new ARMS Conference policy document. The committee aims to submit the document to the ARMS Board in September 2017 for endorsement. A risk management matrix is also currently under development.

To date, most tasks for the ARMS 2017 Conference in Wellington are on track. The Organising and program committees for the ARMS 2018 Conference in Tasmania have been formed. The conference venue for the AEN 2018 conference in Townsville has been secured. The conference will be held at The Rydges Townsville. The Asia-Pacific Dialogue (Singapore) is also under planning.

## EDUCATION AND PROFESSIONAL DEVELOPMENT COMMITTEE (EPDC)

The Education and Professional Development Committee (EDPC) oversees the development, promotion, operational management and delivery of the Society's Accreditation Program (Foundation and Professional) and other professional development activities to serve the needs of the members.

Members of the committee were formally inducted at a meeting of:

- Ms Lyn McBriarty (Convenor), University of Newcastle
- Dr Denise Greenwood, Auckland University
- Dr Mark Hochman, ARMS Business Development Manager, Education and Professional Development
- Ms Maria Zollo (COO)
- Ms Grace Mulraney (Executive Officer)
- Dr Helen Marsden, University of Canberra
- Mr Grahame Pearson, Australian National University

The EDPC held its first meeting in March 2017 and is working with the ARMS BDM to develop an ARMS Professional Development Framework.



## GOVERNANCE, FINANCE AND AUDIT COMMITTEE (GFAC)

In March 2017, the Governance, Finance and Audit Committee (GFAC) convened for the first time, a significant step in the development of the governance framework for the Society. The GFAC comprise the ARM's COO, Treasurer, Secretary, Finance Officer, and 3 Independent members as follows:

- Dr Chris Thompson, CPA GAICD, Deakin University (Convenor)
- Ms Michelle Duryea, Treasurer
- Dr Marina Delpin, Secretary
- Ms Maria Zollo, ARMS Chief Operating Officer
- Ms Natalie Munson, CPA, ARMS Finance Officer (Executive Officer)
- Ms Rochelle Finlay, GAICD, James Cook University,
- Dr Catherine Gangell, GAICD, Curtin University.

The committee supports the Board with maintaining the By-Laws and reviewing or developing other policies as necessary. Its purpose is to oversee the rigour and independence of the election processes as well as assist the Board in fulfilling their 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.

It has had a productive start with a number of key initiatives covered including:

- Establishment of the GFAC Terms of References;
- Recommendation for selection of a new auditor for ARMS;
- Review of Board Election Processes and documents; and
- Review of the draft 2017/2018 Budget

The GFAC is scheduled to meet again towards the end of July 2017. At this meeting time will be spent reviewing the ARMS Risk Register and the controls currently in place. A revised draft register will be provided back to the Board and will assist in further developing the GFAC activity plan for the coming year.

## MEMBER SERVICES COMMITTEE (MSC)

In March 2017, the Member Services Committee convened for its inaugural meeting. The committee is responsible for overseeing and facilitating the development and delivery mechanisms for services to members of the Society including awards and scholarships that are to be awarded to members from time-to-time.

This committee shall be a formal channel of communication between the Society and its chapters, facilitating connectedness and the sharing of ideas. Members of the committee comprise of a convenor from each of the ARMS Chapters. The MSC is currently convened by Matthew Browne, Griffith University.

# ADVOCACY



## ADVOCACY COMMUNICATIONS PANEL

The ARMS Board recognises the importance of proactivity in providing a voice for research managers in national policy and debate in Australia, New Zealand and Singapore.

In late 2016, it called for expressions of interest (EOIs) for advocacy communication subject specialists who will work closely with the University Directors Special Interest Group to scan the landscape for potential topics; consult with stakeholders on the advice of the Board; and prepare policy position and communications for the Board's approval.

The call resulted in a number of high quality EOIs, each bringing specialist knowledge and expertise. At its meeting of 17 January, the ARMS Board approved the membership of the newly formed **Advocacy Communications Panel** as follows:

Ms Sarah Bascomb, University of Tasmania  
Mr David Parrish, RMIT University  
Mr Tim Payne, University of Sydney  
Dr Paul Wong, ANDS/Square Consulting

Panel members received a formal induction in Sydney on the 5<sup>th</sup> of April 2017. This meeting was facilitated by ARMS Board Member, Ms Louise Fleck from Macquarie University.

The communications work to be undertaken by the Advocacy Communications Panel is part of a more comprehensive, long term policy and advocacy strategy that the Society will develop and progress as part of its [2016-2018 Strategic Plan](#).

## PRESIDENT'S ROADSHOW 2017

The ARMS Board agreed that it should meet with key stakeholders in Canberra every year to continue to raise the visibility of ARMS.

From 15-16 March 2017, Ms Maria Zollo, Dr Mark Hochman and Dr Campbell Thomson met with the Australian Research Council, National Health and Medical Research Council; Group of Eight; Australian Technology Network; Science & Technology Australia; CSIRO; Universities Australia; Department of Innovation, Industry & Science; the Australian Academy of Science; and the Council of Rural R&D Corporations – 10 worthwhile meetings over two days. The meetings raised the profile of the society by providing an opportunity to describe the elements of the strategic plan, activities currently on offer and the advocacy strategy of ARMS. A particular focus of interest was the ARMS Accreditation Program with many of visited stakeholders seeing the relevance of this training within their own constituents.

As a society with growing influence in our region, it will be important that this stakeholder engagement continues to be a regular feature on the ARMS calendar. The Board is cognisant that this be extended to other important regions in New Zealand and Singapore and will be discussing the appropriate approach over the next year.

# 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. Six SIGs operated in 2016/2017:

01

**Ethics and Research and Integrity Special Interest Group**

Led by Dr Ted Rohr, UNSW Sydney, Dr Karrolyn White, Macquarie University

02

**Research Office Directors' Special Interest Group**

Led by Ms Rochelle Finlay from James Cook University, Dr Ross McLennan from UNISA and Dr Robyn Hill, The University of Auckland, NZ.

03

**Directors of Higher Degree Research Special Interest Group**

Led by Dr Helen Marsden, University of Canberra

04

**International Research Collaborations Special Interest Group**

Led by Dr Adrian Collins, The University of Melbourne.

05

**Research Development Special Interest Group**

Led by Dr Jill St John, The University of Melbourne and Tara McLaren, The University of Western Australia.

06

**Research Information Management Systems Special Interest Group**

Led Dr Grahame Pearson, Australian National University and Ms Michelle Duryea, Edith Cowan University

# ARMS AWARDS

The Society supports and celebrates the professional development achievements of its members through a range of awards. Award recipients for the reporting period are:

## Janet Dibb-Leigh Award for Distinguished Service to Research Management

**Dr Ren Yi** Macquarie University

## ARMS and Thomson Reuters Awards for Excellence in Research Management Practice

**Claire White** (Team members: **Alicia Hopkins, Archi Lovell, Dani Newman, Latha Kancherla, Nadia Hamilton, Rebecca Domann, Rechelle Darkin, Rhiannon Campbell, Tina Anderson**)

Nomination Type: Team  
Category of Nomination: Working Smarter  
Institution: Griffith University

**Anders Wennstrom** (Team members: **Adelene Auyong, Bella Blaher, Jessica Brody, Andrea Pahor**)

Nomination Type: Team  
Category of Nomination: Working Smarter  
Institution: University of Melbourne

## ARMS and University Office INORMS Travel Award

**Dr Mandy Pink** University of Tasmania

## INORMS Conference 2016 Chapter Travel Awards

Recipient Name	Chapter	Workplace
<b>Thu Roberts</b>	ACT	Australian National University
<b>Marie-Helen Rousseau</b>	ACT	Australian National University
<b>Julie Orr</b>	NSW	University of New England
<b>Lesley Brook</b>	New Zealand and the Pacific Islands	Otago Polytechnic
<b>Jo Innes</b>	New Zealand and the Pacific Islands	Massey University
<b>Kerry Bell</b>	QLD/NT/PNG	University of Queensland
<b>Angela Cathcart</b>	QLD/NT/PNG	University of the Sunshine Coast
<b>Justin Nicholls</b>	QLD/NT/PNG	University of Queensland
<b>Ashley Steele</b>	QLD/NT/PNG	Queensland University of Technology
<b>Michelle Chen</b>	SA	University of South Australia
<b>Felix Fitzpatrick</b>	SA	Flinders University
<b>Ong Tan Ching</b>	Singapore	Nanyang Technological University
<b>Sarah Bascomb</b>	TAS	University of Tasmania
<b>Inger Lanzone</b>	TAS	University of Tasmania
<b>Ben Millett</b>	TAS	University of Tasmania
<b>Suzy Ryan</b>	VIC	KK Women's and Children's Hospital
<b>Janelle Seymour</b>	VIC	KK Women's and Children's Hospital
<b>Astrid Whitbread</b>	VIC	Monash University
<b>Mike O'Leary</b>	WA	Edith Cowan University
<b>Tobias Schoep</b>	WA	Telethon Kids Institute

## ARMS and NCURA Awards

The ARMS-NCURA Fellowship awardees for 2016 were:

- **Ruth Graham**, University of Sydney – host organisation Stanford University, California.
- **Sara Paradowski**, Latrobe University – host organisation, Stanford University, California.



Delegates enjoying a plenary session at the INORMS Congress.

# INORMS CONGRESS 2016



The International Network of Research Management Societies (INORMS) Congress was held on 11-15 September 2016 at the Melbourne Convention Centre in Melbourne, Australia.

The INORMS Congress was attended by over 860 delegates from 35 countries, ensuring a truly international collaboration. The congress program included plenary presentations, pre conference workshops and accreditation modules, oral presentations and posters.

The INORMS Congress attracted a broad range of high-calibre speakers including:

- **Hugh Bradlow** - Australia
- **Graham Brown** – Australia
- **Michelle Gallaher** - Australia
- **Jonathan Grant** – United Kingdom
- **Kevin Hall** - Australia
- **Ehsan Masood** - Australia
- **Simon McKeon** – Australia
- **Kathryn McPherson** – New Zealand
- **Pauline Nestor** – Australia
- **Leonie Walsh** – Australia
- **Zhang Xiaoyuan** – China
- **Susan Zimmerman** – Canada
- **Marcus Zipper** – Australia

The Melbourne  
Convention  
& Exhibition  
Centre

11-15  
September  
2017

Theme:  
Research  
Management  
in a Global  
Context

860  
delegates





**Roving native Australian animal performers at the Welcome Reception of INORMS Congress.**

The Congress Dinner was held at the iconic Melbourne Town Hall with entertainment being provided by roving native Australian animal performers and an 11 piece cover band.

International delegates were treated to a number of extracurricular highlights including pre-conference site visits, the native animal display at the Welcome Reception where it was possible to come up close and personal to a kangaroo, koala, echidna, wombat, python and crocodile. The Congress dinner at the iconic Melbourne Town Hall was another memorable social event.

A special word of thanks is extended to our Co-Convenors, Tania Bezzobs and Janette Hocking and their hard working team – Sianna Panagiotopoulos, Bryony Wakefield, Stella Clarke, Suzana Kovacevic, Simon Kerr, Mark Hochman, Jay Illesinghe, Tania Tambiah and Ted Rohr plus so many others. They each worked above and beyond their call of duty to bring together such a memorable, engaging and spectacular professional development event.

Special guests from the Ministry of Science and Technology, P.R. China with ARMS Members Warwick Dawson and Tania Bezzobs.



# MAJOR ACHIEVEMENTS

## COMMUNICATION

**We are the voice of the profession and have actively communicated with our members to keep them better informed about the rapidly changing research and innovation sector.**

- Disseminated a member's survey, *July 2016*
- Prepared a submission to the Review of the Australian Code for the Responsible Conduct of Research, *February 2017*.
- Conducted a President's Roadshow involving key stakeholders, *March 2017*
- Convened an Advocacy Working Panel, *April 2017*
- Prepared a submission to the ARC on the 2017 Engagement and Impact Assessment Pilot (EIAP), *June 2017*.

## TRAINING AND EDUCATION

**We provide relevant professional development programs to keep our members up-to-date on current best practice in the global context.**

- Accreditation Council approved the development of additional Foundation Level Accreditation modules, Research Higher Degree Candidate and Candidature Management; Research Higher Degree Admissions and Assessment; and Working with Industry and Working with Industry, *March 2017*
- Early discussion by the Accreditation Council in the delivery of a new module, National Research and Innovation Systems in Vietnam.
- Delivered the ARMS Winter School in Melbourne Victoria, *June 2017*
- Delivered the ARMS-ARMA UK Study Tour, *June 2017*
- Delivered the second Professional Level Accreditation Program which attracted a cohort of 13 research management professionals
- Graduated 50 additional Accredited Research Managers (Foundation) or ARM(F), bringing the current total of ARM(F)s to 191
- Expected to graduate the first cohort of 9 graduates for the Accredited Research Managers (Professional) at a Gala dinner at the ARMS Wellington Conference, *September 2017*.

## FINANCIAL SUSTAINABILITY

**We are building an economically thriving Society by diversifying our financial base to enable the realisation of our purpose, mission, and strategy.**

- University Office renews as Gold Corporate Partner
- F1 Solutions joins ARMS as Gold Corporate Partner
- VIP Research Pty Ltd joins as Silver Corporate Partner
- University Office sponsors INORMS Travel Award for ARM(F)s
- CSIRO Sponsors Awards for Excellence in Research Management Practice from September 2017
- Appointed new Executive Office staff- Conferences and Major Events Coordinator (Grace Mulraney) and ARMS Finance Officer (Natalie Munson) to expand the offerings of the ARMS Executive Office, *February 2017*
- Appointed sector expert (Dr Mark Hochman) to lead the business development function of the Executive Office, *August 2017*.

## MEMBER BENEFITS

**We are expanding our alliances to ensure that we provide quality benefits to our diverse membership base**

- Delivered a successful INORMS Congress in Melbourne, *September 2016*
- Collaborated with the ARC and NHMRC to deliver the annual ARC/NHMRC Research Administrator's seminar, *November 2016*
- Offered ARMS-NCURA Fellowship Program, *December 2016*
- Delivered ARMS/ARMA UK Study Tour, *June 2017*
- Agreement between ARMS and SRAI to deliver a study tour of the West Coast of the US in October 2017
- Delivered ARMS Winter School, *June 2017*.

## ACKNOWLEDGING OUR MEMBERS

We celebrate the achievements of our members by offering prestigious prizes and awards

- Announced recipient of the 2016 ARMS Janet Dibb-Leigh Award for Distinguished Service to Research Management, *September 2016*.
- Announced two ARMS-NCURA Fellowships for travel to the US, *December 2017*
- Awarded two ARMS- Thomson Reuters Awards for Excellence in Research Management Practice, *September 2016*
- Awarded 20 members a INORMS Chapter Travel awards, *September 2016*
- Awarded one ARMS-University Office INORMS Travel Award, *September 2016*.

2016 Janet Dibb-Leigh Award  
for Distinguished Service to  
Research management, Dr Ren Yi,  
Macquarie University.





# STRATEGIC PARTNERSHIPS

## AUSTRALASIAN ETHICS NETWORK (AEN)

The Australasian Ethics Network ([AEN](#)) is made up of human research ethics officers, researchers and Chairs and members of human research ethics committees. The network's aim is to share experiences in the field of human research ethics and communicate new ideas in an ever evolving field. The main activity for the period from July 2016 to June 2017 was the [AEN 2016 Conference](#), held at the University of South Australia over three days from Wednesday 23rd to Friday 25th November 2016. With a total of 243 attendees, the program included topics ranging from consent to big data and new technologies to integrity, regulations and ethics committee practices. Pre-conference workshops on privacy, committee practices and cultural safety were well attended. The conference attracted significant sponsorship, demonstrating the relevance of the event to the wider community. At the end of the conference the next conference was announced, with AEN 2018 to be held in Townsville.

## AUSTRALASIAN RESEARCH TRAINING NETWORK (ARTN)

Under the direction of Convenors, Professor Lucy Johnston, Newcastle University, Professor Joe Luca, Edith Cowan University and Professor Peter Frappell, University of Tasmania, the ARTN developed and delivered its first two ARMS Foundation level Accreditation Modules – Higher Degree by Research Scholarships and Higher Degree by Research International Partnerships.

It is currently developing two new modules to add to the suite of offerings on Research Higher Degree Candidate and Candidature Management and Research Higher Degree Admissions and Assessment. These modules are expected to be delivered in early April 2018.

## OPEN RESEARCHER AND CONTRIBUTOR ID (ORCID)

[ORCID](#) (Open Researcher and Contributor ID) is an open, non-profit, community-driven effort to create and maintain a registry of unique researcher identifiers and a transparent method of linking research activities and outputs to these identifiers. Following a national roundtable event, an initial Working Group was proposed and established in late 2014 and included representatives from ANDS (Australian National Data Service), CAUL (Council of Australian University Librarians), ARC, NHMRC and ARMS – Ms Michelle Duryea, ARMS Treasurer (Edith Cowan University) was nominated as the ARMS Representative.

The Working Group subsequently facilitated several initiatives and events and eventually, with additional representation from Universities Australia, CAUDIT (Council of Australian University Directors of Information Technology) and the Australian Access Federation (AAF), the [Australian ORCID Consortium](#) was established with AAF as the Consortium Lead. The consortium was officially launched at ANU on 15 February 2016 by Senator Zed Seselja representing the Minister for Education and Training. The consortium is considered by ORCID to be an example of best practice and is promoted by them globally.

With the establishment of the consortium came also the introduction of a new [governance structure](#). The [Australian ORCID Consortium Committee](#), which acts as the key vehicle in guiding the decision making of the consortium in order for it to operate effectively and sustainably, includes the ARMS President as a member. The original Working Group evolved into the Australian ORCID Advisory Group, which has a broader remit than the consortium that includes acting in the interests of the nation to provide expertise and advice on leveraging maximum benefits through national adoption and use of ORCID. Recent achievements of the Advisory Group include the establishment of the [Vision 2020 – Australia's ORCID Aspirations](#) and the associated ORCID User Stories.



Representatives of the ORCID Working Group

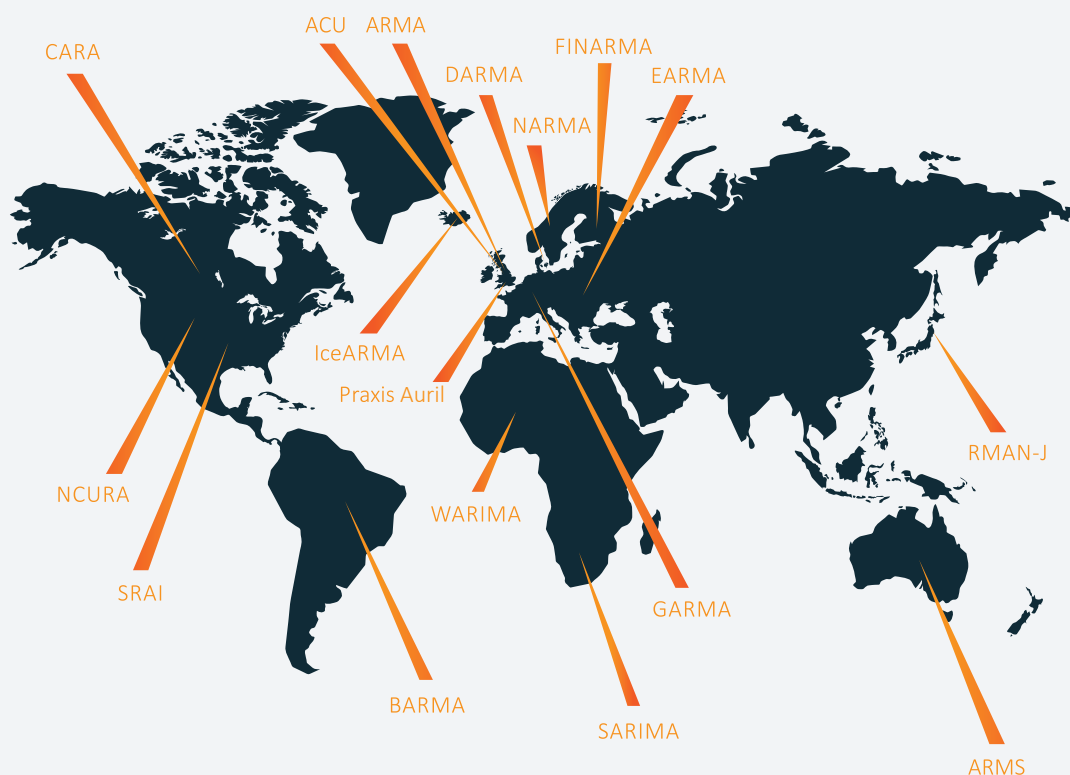
# INTERNATIONAL ENGAGEMENT

## 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 Board which comprises the current Presidents/Chairs of Associations from around the world as follows:



Association of Research Managers and Administrators, **ARMA**  
Australasian Research Management Society, **ARMS**  
Brazilian Association of Research Managers, **BARMA**  
Canadian Association of Research Administrators, **CARA**  
Danish Association of Research Managers and Administrators, **DARMA**  
European Association of Research Managers and Administrators, **EARMA**  
Finish Association for Administrative Studies, **FINARMA**  
German Association for Research Managers and Administrators, **GARMA**  
Icelandic Association for Research Managers and Administrators, **IceARMA**  
National Council of University Research Administrators, **NCURA**  
Norwegian Network for Administration and Research Management, **NARMA**  
**Praxis Auril**  
Research Managers and Administrators-Japan, **RMAN-J**  
Society of Research Administrators International, **SRAI**  
South African Research and Innovation Management Association, **SARIMA**  
The Association of Commonwealth Universities, **ACU**  
West African Research and Innovation Management Association, **WARIMA**

The INORMS Council is chaired by the President of ARMS as the immediate past host of the biennial congress.



## FELLOWSHIP PROGRAM IN ASSOCIATION WITH NCURA, UNITED STATES

The ARMS-NCURA Fellowship Program is a joint initiative between the two organisations and is intended to reduce barriers to global research administration and create an administrative environment conducive to global research collaboration. There is an ever increasing amount of global research collaboration and ARMS and NCURA established this Fellowship program to create a pool of individuals who are able to build the research enterprise on the international front. The Fellowship program has two underlying objectives, training of research administrators and enhancing the global research collaboration.

The program will provide an opportunity for ARMS members to travel to an NCURA host institution in the USA where they will immerse themselves in a program of mutual learning and knowledge exchange.

For the 2016/2017 program, ARMS received four applications and awarded two fellowships:

- **Ruth Graham**, University of Sydney – host organisation Stanford University, California
- **Sara Paradowski**, Latrobe University – host organisation, Stanford University, California.

## UK STUDY TOUR IN ASSOCIATION WITH ARMA, UNITED KINGDOM

The UK Engagement and Impact Study tour commenced on June 5, 2017 at the annual ARMA UK Conference in Liverpool.

The tour was designed specifically to highlight a range of UK institutions that are demonstrating innovation in building and sustaining their research engagement and impact, some through innovation strategies, some by nurturing enduring partnerships and others by operating at the cutting edge of public engagement. It featured visits to large, established universities, those with a technological direction, regional universities and those which have been recognised in national awards for their innovative engagement strategies.

The schedule included visits to Kings College London, National Centre for University & Business Collaboration, Loughborough University the Universities of Sheffield, Nottingham and Cambridge as well as Cranfield University and the London School of Economics. The tour was attended by 14 ARMS members. Delegates from the tour were:

- Andrea Bishop (Griffith University)
- Kate Gunn (Uni of Sydney)
- Kirsten Bartlett (The GrantEd Group)
- Michelle Paez-Kirkland (RMIT Uni)
- Lesley Brook (Otago Polytechnic)
- Roxanne Bainbridge (CQU)
- Muriel Swijghuisen Reigersberg (Uni of Sydney)
- Felicia Watkin Lui (JCU)
- Lynda Ah Mat (JCU)
- Renu Sharma (UWA)
- Bev Baugh (Monash)
- Jayamini Illesinghe (Monash)
- Eve Merton (La Trobe Uni)
- Robyn Hill (Auckland Uni).

## US STUDY TOUR OF THE WEST COAST IN ASSOCIATION WITH THE SOCIETY OF RESEARCH ADMINISTRATORS INTERNATIONAL (SRAI)

The Society of Research Administrators International (SRAI) in conjunction with ARMS agreed in March 2017 to deliver a study tour of institutions on the west coast of the USA in October 2017 (8th- 13th October), finishing with the SRAI Annual Meeting in Vancouver from the 14th- 18th October.

The tour will be themed around **Engaging with Industry** and will visit several US institutions around San Diego and San Francisco including the Silicon Valley region.

# OUR FINANCES

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As outgoing Treasurer, I am pleased to present the ARMS Audited Financial statements for the final time. The Society had a very positive outcome for the 2016-2017 financial year, with a total operating result of just over \$97k in profit.

Our total reported income, of \$1.8m, is the highest in the Society's history and was largely driven by the extraordinary success of the 2016 INORMS Congress in Melbourne and the continued growth in education and professional development activities, particularly the Accreditation Program.

We also saw an increase in total memberships and our financial position enabled us to absorb an adjustment to the recognition of this revenue to better align with current and expected Australian Accounting Standards.

This year the ARMS Board implemented the recommendations arising out of the governance review. This involved also strategically investing in a number of new staff in the Executive Office, including a Finance Officer (Natalie Munson, CPA) who has been a particularly valuable support to me in my role as Treasurer.

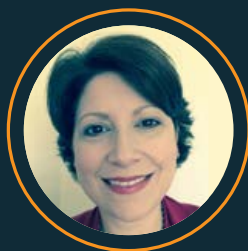
We also resourced the activities of our four new Standing Committees, including the Governance, Finance and Audit Committee (GFAC), so proficiently Chaired by Dr Chris Thompson (CPA, GAICD) from Deakin University, which has also been immensely helpful to me and to the Board since its establishment.

One of the tasks undertaken by GFAC included the development of a financial reserves policy in alignment with the '2016-2018 Strategic Plan'. The plan states the importance of ensuring, as a priority, the sustainability of ARMS via a strong financial base that is invested in our members, and to also ensure that an appropriate level of resources are available to enable delivery of the plan. As per the policy, our designated reserves are currently invested and these funds had a 6.31% return in the last 12 months.

I extend my gratitude to our newly appointed Finance Officer, Natalie Munson, who I wish we appointed from the get-go! I also thank the GFAC who truly hit the ground running and I have no doubt will continue to be a great support to the Board, the new Treasurer and our Executive Office.

I thank all my past and present colleagues on the ARMS Board and, of course, our Chief Operating Officer, Maria Zollo, who embodies the true meaning of the word "asset".

I wish you all and the Society as a whole every continued success.



**MICHELLE DURYEA**  
ARMS Treasurer

# AUDITED FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2017

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AUSTRALASIAN RESEARCH  
MANAGEMENT SOCIETY INC

ABN 57 334 849 485

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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 2017.

## COMMITTEE MEMBERS

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

Janice Besch (President)	Michelle Duryea (Treasurer)
Jodi Clyde-Smith (resigned 13/09/2016)	Ted Rohr
Simon Kerr (Past President)	Marina Delpin (Secretary, appointed 13/09/2016)
Merrilyn Larusson (Secretary, resigned 13/09/2016)	Louise Fleck (appointed 13/09/2016)
Helen Marsden	Campbell Thompson (President Elect, appointed 13/09/2016)
Tania Tambiah	

## 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 variety 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

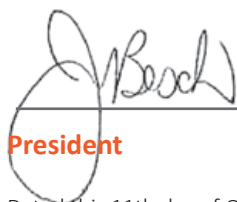
## OPERATING RESULT

The profit after providing for income tax amounted to \$97,787 (2016: \$13,818)

## 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 11th day of October, 2017

# STATEMENT BY MEMBERS OF THE COMMITTEE

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The statements attached to this certificate give a true and fair view of the financial position and performance of the Australasian Research Management Society Inc during and at the end of the financial year of the association ending 30 June 2017.



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**President**

Adelaide



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**Treasurer**

Dated this 11th day of October, 2017



# STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

	Note	2017 AU\$	2016 AU\$
Revenue	4	1,806,271	1,018,950
Other Income	4	7,233	7,821
		<u>1,813,504</u>	<u>1,026,771</u>
<b>Operating Expenses</b>			
Secretariat support expense		-	11,020
Administrative officer		87,895	100,013
Chapter expenses		29,980	22,789
Executive expenses		44,676	22,184
Chief operating officer		163,387	159,731
Professional Development Manager		144,200	-
Finance Officer		23,514	-
Conference and Major Events Coordinator		31,962	-
Conference expense		827,935	464,023
Award expense		21,134	25,133
International Committee expenses		-	3,390
Sub-committee expenses		21,791	1,447
Marketing and Communications Expense		8,552	7,838
Special interest groups		2,358	9,867
Advocacy expenses		2,463	-
Administrative expenses		55,297	36,956
Sponsorship expenses		4,581	7,633
Depreciation		13,387	12,447
Website		8,617	7,357
<b>Total ordinary expenses</b>		<u>1,491,729</u>	<u>891,828</u>
<b>Profit from ordinary activities</b>		<u>321,775</u>	<u>134,943</u>
<b>Expenses - special initiatives</b>			
PD Consultancy		10,800	41,400
Governance review expenses		-	15,480
Accreditation		125,290	64,245
Study Tour expenses		84,080	-
International Exchange Fellowships		3,818	-
<b>Total expenses - special initiatives</b>		<u>223,988</u>	<u>121,125</u>
<b>Profit/ (loss) before income tax</b>		<u>97,787</u>	<u>13,818</u>
Income tax benefit/ (expense)		-	-
<b>Profit/ (loss) for the year after Income tax</b>		<u>97,787</u>	<u>13,818</u>
<b>Other comprehensive income for the year</b>			
Items that will be reclassified subsequently to profit or loss;			
Increase to financial assets taken to financial asset reserve	12	39,324	6,315
other comprehensive income for the year after tax		39,324	6,315
<b>Total comprehensive income for the year</b>		<u>137,111</u>	<u>20,133</u>

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

# STATEMENT OF FINANCIAL POSITION

	Note	2017 AU\$	2016 AU\$
<b>ASSETS</b>			
<b>CURRENT ASSETS</b>			
Cash and cash equivalents	6	553,960	360,160
Trade and other receivables	7	55,994	107,443
Other current assets	8	35,147	37,632
Investments	9	741,104	604,349
<b>TOTAL CURRENT ASSETS</b>		<b>1,386,205</b>	<b>1,109,584</b>
<b>NON-CURRENT ASSETS</b>			
Plant & equipment	10	24,895	38,282
<b>TOTAL NON-CURRENT ASSETS</b>		<b>24,895</b>	<b>38,282</b>
<b>TOTAL ASSETS</b>		<b>1,411,100</b>	<b>1,147,866</b>
<b>LIABILITIES</b>			
<b>CURRENT LIABILITIES</b>			
Trade and other payables	11	388,834	262,711
<b>TOTAL LIABILITIES</b>		<b>388,834</b>	<b>262,711</b>
<b>NET ASSETS</b>		<b>1,022,266</b>	<b>885,155</b>
<b>EQUITY</b>			
Retained Earnings		976,627	878,840
Financial asset reserve	12	45,639	6,315
<b>Total equity</b>		<b>1,022,266</b>	<b>885,155</b>

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

# STATEMENT OF CASH FLOWS

	Note	2017 AU\$	2016 AU\$
Members' & customers' receipts		2,073,451	994,886
Payments to suppliers		(1,780,682)	(981,342)
Interest received		605	2,437
<b>NET CASH INFLOW FROM OPERATING ACTIVITIES</b>		<b>293,374</b>	<b>15,981</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
Purchase of financial assets		(343,265)	(698,568)
Proceeds from sale of financial assets		243,691	-
Proceeds from sale of property, plant and equipment		-	96,442
Purchase of plant 8: equipment		-	(19,283)
<b>Net cash inflow/(outflow) from investing activities</b>		<b>(99,574)</b>	<b>(621,409)</b>
Net increase/(decrease) in cash and cash equivalents		193,800	(605,428)
Cash and cash equivalents at beginning of period		360,160	965,588
<b>Cash and cash equivalents at end of period</b>	6	<b>553,960</b>	<b>360,160</b>

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 \$
<b>At 1 July 2015</b>	982,965	-	982,965
Impact of correction of error on opening balance sheet, refer note 17	(117,943)	-	(117,943)
<b>Restated at 1 July 2015</b>	865,022	-	865,022
Profit for the year	13,818	-	13,818
Other comprehensive income	-	6,315	6,315
<b>Total comprehensive income for the year</b>	13,818	6,315	20,133
<b>At 30 June 2016</b>	878,840	6,315	885,155
Profit for the year	97,787	-	97,787
Other comprehensive income	-	39,324	39,324
<b>Total comprehensive income for the year</b>	97,787	39,324	137,111
<b>At 30 June 2017</b>	976,627	45,639	1,022,266

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

# NOTES TO THE FINANCIAL STATEMENTS

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## NOTE 1 CORPORATE INFORMATION

This financial report covers the Australasian Research Management Society Inc. 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 MSB 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.



## NOTE 2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

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 any uncollectible amounts. An estimate for doubtful debts is made when collection of the full amount is no longer probable. Bad debts are written off when identified.

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.

## NOTE 2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

### **(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 Instruments**

#### ***Initial recognition and measurement***

Financial assets, comprising trade and other receivables, cash and cash equivalents, investments, and trade and other payables, are initially measured at fair value on trade date, which included transaction costs, when the related contractual right or obligations exist except where the instrument is classified at fair value through profit or loss in which case transaction costs are expensed to profit & loss immediately.

#### ***Classification and Subsequent Measurement***

Financial instruments are subsequently measured at either fair value, amortised cost using the effective interest rate method or cost. Fair value represents the amount for which an asset could be exchanged or a liability settled between knowledgeable, willing parties. Where available, quoted prices in an active market are used to determine fair value. In other circumstances, valuation techniques are adopted.

Amortised cost is calculated as:

- 1 - the amount at which the financial asset or financial liability is measured at initial recognition
- 2 - less principal repayments
- 3 - plus or minus the cumulative amortisation of the difference, if any, between the amount initially recognised and the maturity amount calculated using the effective interest method; and
- 4 - less any reduction for impairment

The effective interest rate method is used to allocate interest income or interest expense over the relevant period and is equivalent to the rate that exactly discounts estimated future cash payments or receipts (including fees, transactions costs and other premiums or discounts) through the expected life (or when this cannot be reliably predicted, the contractual term) of the financial instrument to the net carrying amount of the financial asset or financial liability.

Revisions to expected future net cash flows will necessitate an adjustment to the carrying value with a consequential recognition of an income or expense in profit & loss.

### **(i) Loans and Receivables**

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market and are subsequently measured at amortised cost using the effective interest rate method.

### **(ii) Available-for-sale Financial Assets**

Available-for-sale financial assets are non-derivative financial assets that are either designated as such or that are not classified in any of the other categories. They comprise investments in the equity of other entities where there is neither a fixed maturity nor fixed or determinable payments.

### **(iii) Financial Liabilities**

Non-derivative financial liabilities are subsequently measured at amortised cost using the effective interest rate method.

### **Fair value**

Fair value is determined based on current bid prices for all quoted investments.

## NOTE 2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

### **Impairment**

At each reporting date, the Committee assess whether there is objective evidence that a financial instrument has been impaired. In the case of available-for-sale financial instruments, a prolonged decline in the value of the instrument is considered to determine whether impairment has arisen. Impairment losses are recognised in the statement of profit or loss and other comprehensive income.

### **Derecognition**

Financial assets are derecognised when the contractual right to receipt of cash flows expires or the asset is transferred to another party whereby the entity no longer has any significant continuing involvement in the risks and benefits associated with the asset. Financial liabilities are derecognised where the related obligations are either discharged, cancelled or expire. The difference between the carrying value of the financial liability extinguished or transferred to another party and their fair value of consideration paid, including the transfer or non-cash assets or liabilities assumed is recognised in profit or loss.

### **(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 2015. At the date of authorisation of the financial statements, the Standards and Interpretations listed below were in issue but not yet effective or adopted.

Standards and Interpretations in issue not yet adopted	Effective for annual reporting periods beginning on or after	Expected to be initially applied in the financial year ending
AASB 9 'Financial Instruments'	1-Jan-18	30-Jun-19
AAASB 15 'Revenue from Contracts with Customers'	1-Jan-18	30-Jun-19
AASB 16 'Leases'	1-Jan-19	30-Jun-20

AASB 9 *Financial Instruments* is likely to have an impact on the disclosures in relation to gains and losses on the Society's investment portfolio but will not impact on the value of these assets. AASB 15 and AASB 16 are not expected to have an impact on the Society's financial statements.

### **(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.

The Society has adopted AASB 1053 Application of *Tiers of Australian Accounting Standards* for the first time at 30 June 2017. This has impacted the disclosures within these financial statements

### **(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

	2017 AU\$	2016 AU\$
Membership	166,222	136,742
Conference	1,157,405	615,037
Accreditation	442,011	214,171
Sponsorship	37,705	30,706
Advertising	-	382
Chapter income	2,928	21,912
	<u>1,806,271</u>	<u>1,018,950</u>

##### Other Income

Interest	605	2,437
Managed Funds Distributions received	8,771	8,614
Sundry income	-	862
Realised loss on disposal of investments	(2,143)	(4,092)
	<u>7,233</u>	<u>7,821</u>

#### 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	<u>302,628</u>	<u>144,703</u>
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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	553,221	101,341
Cash at bank - reserve accounts - unrestricted	739	258,819
	<u>553,960</u>	<u>360,160</u>

#### NOTE 7 TRADE AND OTHER RECEIVABLES

Trade receivables	39,267	89,550
GST receivable	16,727	17,893
	<u>55,994</u>	<u>107,443</u>

#### NOTE 8 OTHER CURRENT ASSETS

Prepayments	<u>35,147</u>	<u>37,632</u>
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#### NOTE 9 INVESTMENTS

Available-for-sale financial assets	741,104	604,349
Available for sale financial assets comprise		
- Units in unlisted managed funds	700,729	604,349
- Shares in listed corporations	40,375	-
	<u>741,104</u>	<u>604,349</u>

#### NOTE 10 PLANT AND EQUIPMENT

##### *Software*

At cost	53,545	53,545
Accumulated depreciation	(28,650)	(15,263)
	<u>24,895</u>	<u>38,282</u>

##### *Reconciliation of Plant and equipment*

Balance at the beginning of the year	38,282	31,446
Additions	-	19,283
Depreciation expense	(13,387)	(12,447)
Closing carrying value	<u>24,895</u>	<u>38,282</u>
Total Plant and Equipment	<u>24,895</u>	<u>38,282</u>

#### NOTE 11 TRADE AND OTHER PAYABLES

##### **CURRENT**

Accounts Payable	178,700	88,618
Accrued Expenses	16,411	-
Deferred income	193,723	174,093
	<u>388,834</u>	<u>262,711</u>

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

#### NOTE 12 RESERVES

##### *Financial Assets Reserve*

The financial assets reserve records changes in fair value of available-for-sale financial assets

##### *Movement in the reserve*

Opening Balance	6,315	-
Increase in fair value of investments during the year	39,324	6,315
Closing Balance	<u>45,639</u>	<u>6,315</u>

#### NOTE 13 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 14 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 15 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 AASB139: *Financial Instruments: Recognition and Measurement* as detailed in the accounting policies to these financial statements, are as follows;



	Note	2017 AU\$	2016 AU\$
<b>FINANCIAL ASSETS</b>			
Cash and cash equivalents	6	553,960	360,160
Accounts receivable	7	39,267	89,550
Available-for-sale financial assets	9	741,104	604,349
<b>TOTAL FINANCIAL ASSETS</b>		<b>1,334,331</b>	<b>1,054,059</b>
<b>FINANCIAL LIABILITIES</b>			
Accounts payable	11	178,700	88,618
Accrued expenses	11	16,411	-
<b>TOTAL FINANCIAL LIABILITIES</b>		<b>195,111</b>	<b>88,618</b>

Refer to Note 16 for detailed disclosures regarding the fair value measurement of the Society's financial assets.

## NOTE 16 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	741,104	604,349
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## NOTE 17 PRIOR PERIOD ERROR

During the period, the Society detected it had not been correctly recognising membership revenue. Amounts received in one financial year for the subsequent financial year were being recognised as income when invoiced. The impact of the correction is;

	Previously Reported \$	Adjustment \$	Corrected \$
Balance at 1 July 2015			
- Retained Earnings	982,965	(117,943)	865,022
Balance at 30 June 2016			
- Deferred Revenue	27,041	147,052	174,093
- Retained Earnings	1,025,892	(147,052)	878,840
- 2015 Membership revenue recognised		117,943	
- 2016 Membership revenue deferred		(147,052)	
- Net Membership revenue impact	165,851	(29,109)	136,742

# CERTIFICATE BY MEMBERS OF THE COMMITTEE

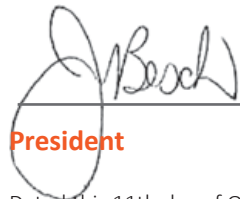
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I,  
and I *Michelle Duryea*

of  
of *51 Russell Road, Madeley, WA, 6065*

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 27th September 2017
- 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 11th day of October, 2017

## 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 2017, the statement of profit and 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 directors' declaration.

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

- (i) Giving a true and fair view of the Entity's financial position as at 30 June 2017 and of its financial performance for the year ended on that date; 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 Entity in accordance with ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (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

The directors are responsible for the other information. The other information obtained at the date of this auditor's report is information included in the 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 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 the directors for the Financial Report

### **Responsibilities of the directors for the Financial Report**

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

In preparing the financial report, the directors are responsible for assessing the 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 directors either intend to liquidate the Entity or to cease operations, or has no realistic alternative but to do so.

### **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\\_files/ar3.pdf](http://www.auasb.gov.au/auditors_files/ar3.pdf).

This description forms part of our auditor's report.



**BDO Audit (SA) Pty Ltd**



Andrew Tickle  
Director

Adelaide, 18 October 2017

# APPENDIX A:

## ARMS TRAINING FELLOWS



AUSTRALIAN CAPITAL TERRITORY	
<b>Dr Paul Wong</b> Australian National Data Service	Authorised by the Accreditation Council to present: Research Data and Analytics
<b>Mr Grahame Pearson</b> The Australian National University	Authorised by the Accreditation Council to present: Understanding Research and Researchers Research Data and Analytics The National Research and Innovation System in Australia
<b>Dr Ian McMahon</b>	Authorised by the Accreditation Council to present: The National Research and Innovation System in Australia
<b>Ms Shubhra Aurita Roy</b> University of Canberra	Authorised by the Accreditation Council to present: National Research and Innovation System in Australia Understanding Research and Researchers Pre-Award Grants Processes
NEW SOUTH WALES	
<b>Mr Warwick Dawson</b> University of New South Wales	Authorised by the Accreditation Council to present: The National Research and Innovation System in Australia Pre-Award Grants Processes
<b>Dr Ted Rohr</b> University of New South Wales	Authorised by the Accreditation Council to present: Research Ethics- human and animal Research Integrity
<b>Dr Yordanka Krastev</b> MQ Health, Macquarie University	Authorised by the Accreditation Council to present: Research Ethics- human and animal Research Integrity
<b>Mr Alan Hales</b> The University of Newcastle	Authorised by the Accreditation to present: Research Ethics- human and animal Research Integrity
<b>Mr Alan Melrose</b> UNSW Australia	Authorised by the Accreditation Council to present: Legislation as it affects research in Australia
<b>Professor Lucy Johnston</b> The University of Newcastle	Authorised by the Accreditation Council to present: Higher Degree by Research Scholarships Higher Degree by Research International Partnerships
<b>Dr George Carayannopoulos</b> University of Sydney	Authorised by the Accreditation Council to present: A National Research and Innovation System in Australia Legislation as it affects Research in Australia Higher Degree by Research Scholarships
<b>Dr Heidi Gaulke</b> UNSW Australia	Authorised by the Accreditation Council to present: Research Ethics- human and animal
<b>Ms Nikki Lengkeek</b> Western Sydney University	Authorised by the Accreditation Council to present: Understanding Research and Researchers Pre-Award Grants Processes

## NEW ZEALAND

**Dr Denise Greenwood**  
The University of Auckland

Authorised by the Accreditation Council to present:  
Pre-Award Grants Processes  
Legislation as it affects research in New Zealand  
Understanding Research and Researchers

**AJ (Amanda-Jane) Woodhouse**  
University of Otago

Authorised by the Accreditation Council to present:  
The National Research and Innovation System in New Zealand (co-presenter only)  
Legislation as it affects research in New Zealand (co-presenter only)  
Understanding Research and Researchers  
Pre-Award Grants Processes  
Post-Award Processes

**Tracey Swift**  
Wickentree Consulting

Authorised by the Accreditation Council to present:  
The National Research and Innovation System in New Zealand  
Legislation as it affects research in Australia  
Pre-Award Grants Processes  
Post-Award Processes

**Melissa Climo**  
University of Canterbury

Authorised by the Accreditation Council to present:  
The National Research and Innovation System in New Zealand

## QUEENSLAND

**Ms Nicole Shively**  
The University of Queensland

Authorised by the Accreditation Council to present:  
Pre-Award Grants Processes  
Post-Award Processes

**Mr David Wiseman**  
The University of Queensland

Authorised by the Accreditation Council to present:  
The National Research and Innovation System in Australia  
Understanding Research and Researchers  
Pre-Award Grants Processes

## SOUTH AUSTRALIA

**Mr Simon Brennan**  
University of Adelaide

Authorised by the Accreditation Council to present:  
The National Research and Innovation System in Australia  
Understanding Research and Researchers  
Pre-Award Grants Processes  
Post-Award Processes  
Research Data and Analytics  
Research Integrity

**Ms Karen Burke**  
University of Adelaide

Authorised by the Accreditation Council to present:  
The National Research and Innovation System in Australia  
Understanding Research and Researchers  
Pre-Award Grants Processes  
Post-Award Grants Processes

**Professor Drew Dawson**  
Central Queensland University (Adelaide based)

Authorised by the Accreditation Council to present:  
Understanding Research and Researchers

**Dr Marina Delpin**  
Flinders University

Authorised by the Accreditation Council to present:  
The National Research and Innovation System in Australia (co-presenter only)  
Understanding Research and Researchers  
Research Ethics- human and animal (co-presenter only)  
Research Integrity (co-presenter only)



<b>Mr Steve Oswald</b> University of the Sunshine Coast	Authorised by the Accreditation Council to present: Post-Award Processes
<b>Roy Sneddon</b> Independent Freelance Research Administrator	Authorised by the Accreditation Council to present: Legislation as it affects research in Australia
<b>SINGAPORE</b>	
<b>Ms Tricia Huang</b> National Medical Research Council Ministry of Health Singapore	Authorised by the Accreditation Council to present: The National Research and Innovation System in Singapore Legislation as it affects Research in Singapore
<b>TASMANIA</b>	
<b>Dr Mark Hochman</b> Business Development Manager, Education and Professional Development Program ARMS	Authorised by the Accreditation Council to present: The National Research and Innovation System in Australia Legislation as it affects research in Australia Post-Award Processes Research Integrity Understanding Research and Researchers
<b>Ms Adele Kay</b> University of Tasmania	Authorised by the Accreditation Council to present: Research Ethics- human and animal Research Integrity
<b>Professor Peter Frappell</b> University of Tasmania	Authorised by the Accreditation Council to present: Higher Degree by Research Scholarships Higher Degree by Research International Partnerships
<b>Sarah Bascomb</b> University of Tasmania	Authorised by the Accreditation Council to present: Legislation as it affects Research in Australia Research Ethics- human and animal Research Integrity
<b>VICTORIA</b>	
<b>Dr Daniel Barr</b> University of Melbourne	Authorised by the Accreditation Council to present: Understanding Research and Researchers Research Ethics- human and animal Research Integrity
<b>Dr Tania Bezzobs</b> Swinburne University of Technology	Authorised by the Accreditation Council to present: Working with Industry
<b>Ms Megan Fincher</b> CSIRO	Authorised by the Accreditation Council to present: Legislation as it affects research in Australia
<b>Dr Tam Nguyen</b> St Vincent's Hospital Melbourne, RMIT University (Adjunct Associate Professor); and University of Melbourne (Honorary Senior Fellow)	Authorised by the Accreditation Council to present: Working with Industry Research Ethics- human and animal Research Integrity
<b>Ms Tania Tambiah</b> RMIT University	Authorised by the Accreditation Council to present: Understanding Research and Researchers Pre-Award Grants Processes
<b>Dr Celia Torres-Villanueva</b> CSIRO	Authorised by the Accreditation Council to present: Post-Award Processes

<b>Dr Paul Taylor</b> University of Melbourne	Authorised by the Accreditation Council to present: Understanding Research and Researchers Research Ethics- human and animal Research Integrity
<b>Dr Bryony Wakefield</b> University of Melbourne	Authorised by the Accreditation Council to present: National Research and Innovation System in Australia Legislation as it affects research in Australia Understanding Research and Researchers Pre-Award Grants Processes Post-Award Grants Processes
<b>Mr Alistair Duncan</b> La Trobe University	Authorised by the Accreditation Council to present: Research Data and Analytics
<b>WESTERN AUSTRALIA</b>	
<b>Ms Michelle Duryea</b> Edith Cowan University	Authorised by the Accreditation Council to present: National Research and Innovation System in Australia Research Data and Analytics
<b>Dr Marc Fellman</b> University of Nortre Dame	Authorised by the Accreditation Council to present: Research Integrity (co-presenter only)
<b>Dr Liz Barbour</b> The University of Western Australia	Authorised by the Accreditation Council to present: The National Research and Innovation System in Australia Understanding Research and Researchers Pre-Award Grants Processes
<b>Dr Mark Dixon</b> The University of Western Australia	Authorised by the Accreditation Council to present: Legislation as it affects research in Australia Research ethics- human and animal Research Integrity
<b>Professor Margaret Jones</b> Edith Cowan University	Authorised by the Accreditation Council to present: Understanding Research and Researchers Pre-award Grants Processes
<b>Professor Joe Luca</b> Edith Cowan University	Authorised by the Accreditation Council to present: Higher Degree by Research Scholarships Higher Degree by Research International Partnerships
<b>Dr Erich von Dietze</b> Murdoch University	Authorised by the Accreditation Council to present: Research Ethics- human and animal Understanding Research and Researchers Research Integrity Research Integrity

# APPENDIX B: ACCREDITED RESEARCH MANAGERS FOUNDATION (ARMF)

## ARMS FOUNDATION LEVEL ACCREDITATION PROGRAM

The Foundation Level program was developed after a need was identified for support and training for research management practitioners. The program provides a series of training modules that cover many of the basic areas of research administration and management to provide a foundation level of knowledge.

Since its inception in 2013 there are 191 individuals achieve status as an ARMS Accredited Research Manager (Foundation). Below is a current listing of ARMS Accredited Research Managers (Foundation) or ARMFs listed by organisation:

Name	Organisation	Date of Accreditation
Lihong Kong	Australian Catholic University	December 2014
Andrew Schrader	Australian Catholic University	May 2014
Danielle Hughes	Australian National University	March 2017
Rebecca Erlich	Baker IDI Heart and Diabetes Institute	August 2015
Chung Yan (Cherry) Yu	Baker IDI Heart and Diabetes Institute	December 2015
Lyndsey Wright	Bushfire Cooperative Research Centre	May 2014
Lynette Browning	Central Queensland University	May 2014
Olivia Richardson	Charles Darwin University	March 2017
Lisa McLean	Charles Sturt University	March 2017
Catherine Barkley	CSIRO	December 2015
Wayne Robertson	CSIRO	December 2014
Susan Soleil	CSIRO	March 2017
Deepa Sharma Acharya	Curtin University	December 2015
Khyati Ananthram	Curtin University	December 2014
Melissa Carrol	Curtin University	December 2015
Tanya Chambers	Curtin University	December 2014
Mun Yin Cheong	Curtin University	December 2015
Stuart Clarke	Curtin University	August 2017
Carly Fleming	Curtin University	December 2014
Catherine Gangell	Curtin University	December 2015
Melanie Griffith	Curtin University	March 2017
Grace Lamont	Curtin University	April 2015
Jennifer Liddle	Curtin University	December 2015
Shuie Liu	Curtin University	December 2014
Belinda Northeast	Curtin University	December 2015

Name	Organisation	Date of Accreditation
Richard Pokonski	Curtin University	December 2015
Christopher Pryor	Curtin University	December 2015
Jananee Raguragavan	Curtin University	March 2017
Anneli Robbshaw	Curtin University	December 2015
Anne Brocklebank Proud	Deakin University	December 2014
Amanda Williams-Constantinou	Deakin University	May 2014
Claire Blankley	Edith Cowan University	December 2015
Joyce De Lucia	Edith Cowan University	December 2014
Lorraine Dunbar	Edith Cowan University	December 2014
Sandra Green	Edith Cowan University	December 2015
Nichole Kemp	Edith Cowan University	December 2015
Sharon Middleton	Edith Cowan University	December 2014
Kylie Rudrum	Edith Cowan University	December 2015
Sallyann Webster	Edith Cowan University	December 2014
Jill Boatman	Federation University of Australia	March 2017
Joanne Davis	Federation University of Australia	March 2017
Katie Donnelly	Federation University of Australia	May 2014
Thembelihle Dube	Federation University of Australia	May 2014
Tina D'Urbano	Federation University of Australia	August 2017
Jane Eltringham	Federation University of Australia	September 2014
Elanor Mahon	Federation University of Australia	May 2014
Raimond Placidi	Federation University of Australia	May 2014
Suzanne Read	Federation University of Australia	May 2014
Louise Drohan	Federation University of Australia	December 2016
Marina Delpin	Flinders University	December 2015
Linn Kaing	Flinders University	May 2014
Karen Lang	Flinders University	December 2015
Mary Lyons	Flinders University	April 2016
Nima Nezhad	Flinders University	May 2014
Alex Noblet	Flinders University	May 2014
Raymond Tham	Flinders University	May 2014
Katherine Willson	Flinders University	December 2016
Vivienne Pearson	Institute for Breathing and Sleep, Austin Hospital	August 2015
Susan McGrath	James Cook University	August 2017
Ann Pearson	La Trobe University	May 2014
Kerryn Westcott	Ludwig Institute for Cancer Research	September 2014

Name	Organisation	Date of Accreditation
Ruolan Lan	Macquarie University	December 2014
Lynne Cousins	Macquarie University	August 2017
Frances Thorp	Macquarie University	August 2017
Angela Magira	Melbourne Health	April 2016
Michelle Armstrong	Monash University	August 2017
Eliette Dupre Husser	Monash University	August 2017
Christine Farmer	Monash University	September 2014
Luke McAvaney	Monash University	September 2014
Sarah Oliver	Monash University	December 2016
Marianne Ciavarella	Murdoch Childrens Research Institute	May 2014
Chrissandra Zagami	Murdoch Childrens Research Institute	May 2014
Naomi Arbon	Murdoch University	December 2014
Nicola Barlow	Murdoch University	December 2015
Janine Blake	Murdoch University	December 2015
Kate Brooks	Murdoch University	August 2017
Adrian Cheng	Murdoch University	December 2014
Carla De Gois	Murdoch University	August 2017
Jessica Derrett	Murdoch University	August 2017
Kiloshni Hahn	Murdoch University	December 2014
Siobhan Hodge	Murdoch University	August 2017
Jennifer Radford	Murdoch University	August 2017
Hinke van Gelder	Murdoch University	December 2015
Riduan Bin Mazlan	Nanyang Technology University	May 2016
Shirley Ho	Nanyang Technology University	May 2016
Krisnan Kumutha	Nanyang Technology University	May 2016
Amarnisha Mohd	Nanyang Technology University	May 2016
Yvonne Ng	Nanyang Technology University	May 2016
Bee hua Quek Tan	Nanyang Technology University	May 2016
Vincent Sung	Nanyang Technology University	May 2016
Ambar Widiastuti	Nanyang Technology University	May 2016
Cheng Peng Woon	Nanyang Technology University	May 2016
Misty-Lee Palmer	National Centre of Excellence in Desalination	May 2014
Emma Hegarty	RMIT University	August 2017
Catherine Standing	Royal District Nursing Service	August 2017
Suzanne Ryan	Sunshine Coast Hospital and Health Service	December 2014
Sheila Hamilton-Brown	Swinburne University	August 2017

Name	Organisation	Date of Accreditation
Charles Czank	Telethon Kids Institute	April 2016
Giuliana D'Alerio	Telethon Kids Institute	December 2015
Narelle Mullan	Telethon Kids Institute	August 2017
Ashley Schoof	Telethon Kids Institute	December 2014
Leanne Scott	Telethon Kids Institute	December 2014
Sean Downes	The Australian National University	May 2014
Louise Knox	The Australian National University	May 2014
Belle (Ling) Ma	The Australian National University	August 2015
Angela McKeegan	The Australian National University	December 2014
Katy Paterson	The Australian National University	May 2014
Lorraine Piper	The Australian National University	May 2014
Ragini Singh	The Australian National University	May 2014
Roy Sneddon	Independent Freelance Research Administrator	March 2017
Catherine Bressanutti	The University of Melbourne	March 2017
Julie Blasioli	The University of Melbourne	March 2017
Dimity Evans	The University of Melbourne	March 2017
Melanie Willingham	The University of Melbourne	March 2017
Thomas Wright	The University of Melbourne	August 2017
Julie Orr	The University of New England	March 2017
Nakia Bolt	The University of New South Wales	April 2015
Luc Legeret	The University of New South Wales	December 2016
Katherine Yeh	The University of New South Wales	May 2014
Jodi McLean	The University of Newcastle	May 2014
Alan Hales	The University of Newcastle	December 2016
Kylie Hugo	The University of Newcastle	March 2017
Bahareh Badrian	The University of Notre Dame Australia	December 2015
Heather Clarke	The University of Notre Dame Australia	December 2014
Hayley Coppinger	The University of Notre Dame Australia	December 2014
Natalie Giles	The University of Notre Dame Australia	December 2014
Margaret Jones	The University of Notre Dame Australia	December 2014
Lorraine Mayhew	The University of Notre Dame Australia	December 2014
Denise McLinden	The University of Notre Dame Australia	December 2014
Carmen Buttery	The University of Queensland	May 2014
Sandrine Kingston-Ducrot	The University of Queensland	December 2016
Justin Nicholls	The University of Queensland	April 2016
Monika Dzidowska	The University of Sydney	May 2014



Name	Organisation	Date of Accreditation
Diane Arnott	The University of Western Australia	August 2017
Amanda Cleaver	The University of Western Australia	December 2014
Kate Croker	The University of Western Australia	November 2016
Karen Dalby	The University of Western Australia	December 2014
Lara DeLacour	The University of Western Australia	August 2017
Amanda Elliott	The University of Western Australia	December 2014
Monique Fountain	The University of Western Australia	December 2015
Animesh Ghosh	The University of Western Australia	August 2017
Heather Gordon	The University of Western Australia	December 2015
Jennifer Grant	The University of Western Australia	December 2014
Sohini Haldar	The University of Western Australia	December 2015
Vicky Johnstone	The University of Western Australia	August 2017
Caizia Li	The University of Western Australia	December 2014
Ieuan Linck	The University of Western Australia	August 2017
Melissa Lindeman	The University of Western Australia	August 2017
Valerie Mandel	The University of Western Australia	December 2015
Rosanna Marchesani	The University of Western Australia	August 2017
Carina Marshall	The University of Western Australia	December 2015
Monika Mathyssek-Kilburn	The University of Western Australia	December 2015
Lisa Melvin	The University of Western Australia	April 2016
Peter Miller	The University of Western Australia	December 2015
Fiona Miotti	The University of Western Australia	August 2017
Alison Panther	The University of Western Australia	December 2015
Maruf Razzaq	The University of Western Australia	December 2014
Laila Simpson	The University of Western Australia	December 2015
Katina Toufexis	The University of Western Australia	December 2015
Andrea Tongue	The University of Western Australia	December 2014
Mary Vukmirovic	The University of Western Australia	April 2016
Louise Wedlock	The University of Western Australia	December 2014
Helen Au Yeung	Unitec Institute of Technology	August 2017
Natalie Scerra	Uniting Care Children Young People and Families	May 2014
Caroline Pratt	University of Auckland	August 2017
Kath Dougall	University of New England	May 2014
Libby Magann	University of New England	May 2014
Katrina Vardanega	University of New England	May 2014
Kylie Aston	University of South Australia	May 2014

Name	Organisation	Date of Accreditation
Ruth Brogan	University of South Australia	May 2014
Michelle Chen	University of South Australia	December 2015
Katy Dolman	University of South Australia	August 2017
Shona Ellison	University of South Australia	May 2014
Dawn Leonard	University of South Australia	April 2016
Alison Curtis	University of Southern Queensland	May 2014
Nigel Blundell	University of Tasmania	August 2015
Caroline Burbury	University of Tasmania	August 2015
Tracey Burke	University of Tasmania	May 2014
Catherine Dwyer	University of Tasmania	August 2015
Oliver Grant	University of Tasmania	March 2017
Nicola Hodgman	University of Tasmania	May 2014
Julianne O'Reilly Wapstra	University of Tasmania	August 2015
Mandy Pink	University of Tasmania	August 2015
Jennifer Robinson	University of Tasmania	August 2015
Daniele Ryrie	University of Tasmania	August 2015
Kate Vincent	University of Tasmania	August 2015
Richard Evans	University Office	May 2014
Jenny McKellar	Victor Chang Cardiac Research Institute	December 2016
Cora Ng	Victoria University	May 2014
Rebecca Cook-Johnson	Walter and Eliza Hall Institute	May 2014
Cheng Yue Pan	Workplace Safety and Health Institute, Singapore	April 2016





# ARMS

Australasian Research Management Society

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[www.researchmanagement.org.au](http://www.researchmanagement.org.au)