

# ARMS

Australasian Research Management Society



## ARMS REPORT TO MEMBERS

Highlights from 1 July 2015 – 30 June 2016

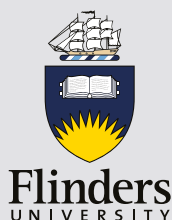
## ABOUT ARMS

The Australasian Research Management Society (ARMS) is the leading organisation dedicated to supporting research excellence and the enhancement of the research enterprise through the professional development of research managers and administrators and the promotion of the profession of research management.

### Company Information

**Australian Business Number:** 57 334 849 485  
**Registered Office:** C/- Flinders University, GPO Box 2100, Adelaide SA 5001  
 **+61 8 8201 2525**  
 **arms\_coo@researchmanagement.org.au**  
 **www.researchmanagement.org.au**

ARMS was Incorporated in Victoria and is a Registrable Australian Body Limited by Guarantee (ARBN 609 051 443)



ARMS Executive Office hosted by Flinders University  
Flinders University hosts the ARMS Executive Office  
under a five-year secondment arrangement.

Flinders University, Research Services Office  
GPO Box 2100, Adelaide SA 5000



ARMS acknowledges the  
contributions of our Gold  
Corporate Partners.

# CONTENTS PAGE

FROM THE PRESIDENT	02
ARMS OFFICE BEARERS AND COMMITTEE MEMBERS (ARMS EXECUTIVE) 2015/2016	03
MEMBERSHIP	04
MANAGEMENT AND STRUCTURE OF ARMS	03
REVIEW OF GOVERNANCE STRUCTURE	08
ARMS STRATEGIC PLAN	03
ARMS ACCREDITATION PROGRAM	10
CHAPTER HIGHLIGHTS	18
ACT Chapter	
New South Wales Chapter	
New Zealand/Pacific Islands Chapter	
Queensland/NT/PNG Chapter	
Singapore Chapter	
South Australian Chapter	
Tasmania Chapter	
Victorian Chapter	
Western Australia Chapter	
STANDING COMMITTEE HIGHLIGHTS	24
International Committee	
Marketing and Communications Committee	
Policy Standing Committee	
Professional Development and Accreditation Committee	
SPECIAL INTEREST GROUPS	28
ARMS AWARDS	29
ARMS CONFERENCE 2015	32
SNAPSHOT OF OUR MAJOR ACHIEVEMENTS 2015/2016	34
STRATEGIC PARTNERSHIPS	36
EXPANDING OUR INTERNATIONAL NETWORKS	37
INORMS 2016	38
OUR FINANCES	39
APPENDIX A: ACCREDITED RESEARCH MANAGERS (FOUNDATION)	43



## FROM THE PRESIDENT

The period July 2015 to June 2016 has been an extraordinarily productive one for the Society, made possible by the visionary decisions some years ago to invest in the establishment of core services functions to support our programs. This core administrative support allowed the Executive Committee to embark with full confidence on not only a thorough review of the Society's governance arrangements, but also some very exciting new initiatives.

At last year's Annual General Meeting, we were given the mandate to thoroughly review the ARMS governance arrangements, and this initiative was advanced through a facilitated workshop led by our colleagues from the UK's Association of Research Administrator's and Managers (ARMA, UK). We gained invaluable input from Committee members, Past Presidents, Chapter representatives and a range of key stakeholders who contributed to our review. The views of Past Presidents were especially helpful and an example of the depth of expertise now available as our Society matures. Recommendations for the review have been articulated to the membership and are expected to be endorsed at the Annual General Meeting of the Society on 13 September 2016.

The Executive Committee made the decision this year to more clearly define those areas in public policy where the Society has a unique and important contribution to make. The Executive decided as a minimum, that it respond in a timely and professional manner to government calls for submissions in areas relevant to research management, and join in the national conversation when relevant issues are publicly raised and relevant announcements are made. Members of the Research Directors' Special Interest Group drafted a response to two major research policy consultations in Australia this year - "ARC Engagement and Impact Assessment Consultation Paper" and "Industry Partnership and Continuous Linkage". These papers are available on the ARMS website.

The development of a Professional Level Accreditation Program was an exciting initiative overseen by the ARMS Accreditation Council. This new level of accreditation will recognise the specific circumstances of many people in the sector who have gained sound knowledge and skills through their work, beyond the Foundation Level program. The first 13 participants commenced their one-year accreditation journey in May. The Professional Level program focusses on consolidating leadership capabilities and includes a business mentoring scheme that will help people deal with the more complex aspects of research management.

I wish to thank my colleagues on the ARMS Executive for their tremendous hard work and collegiality during this period. Particular gratitude goes to Dr Simon Kerr, Immediate Past President who steps down after three years on the ARMS Executive.

Finally, I extend my gratitude to all our volunteer members for their dedication and contributions to this great Society and to their employing organisations who support them.

**MS JANICE BESCH**  
ARMS President

## ARMS OFFICE BEARERS AND COMMITTEE MEMBERS (ARMS EXECUTIVE) 2015/2016



**MS JANICE BESCH**

Western Sydney  
University

President  
(appointed 2014)



**DR SIMON KERR**

Immediate Past  
President

(appointed 2013)



**MS MICHELLE  
DURYEY**

Edith Cowan  
University

Treasurer (first  
appointed 2013,  
re-appointed 2015)



**MS MERRILYN  
LARUSSON**

CSIRO

Secretary  
(appointed 2014)



**DR JODI CLYDE-  
SMITH**

University of  
Queensland

Committee Member  
(appointed 2014)

## ARMS EXECUTIVE OFFICE



**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)



**MARIA ZOLLO**

Chief Operating  
Officer

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



**MARISHA WOODS**

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  
Executive and  
Chapters.

# MEMBERSHIP

The Society has a base of 2,459 members which includes all corporate and individual membership types described below. 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.

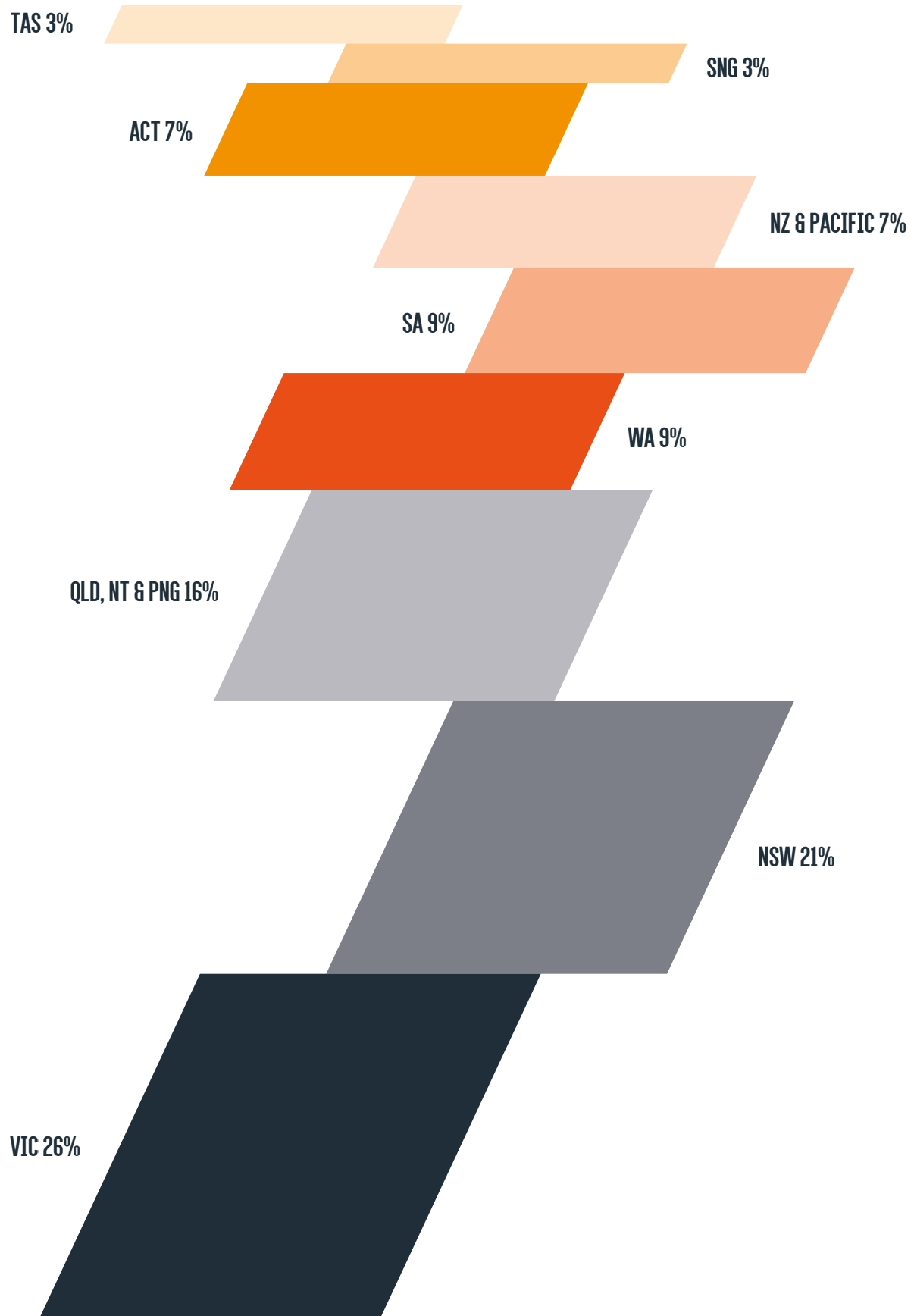
**The Society acknowledges the financial support of our corporate and small organisation members during the reporting period.**

Australian Catholic University  
Bond University  
Central Queensland University  
Charles Darwin University  
Charles Sturt University  
Children's Hospital Foundation  
Queensland  
CSIRO  
Curtin University  
Deakin University  
Edith Cowan University  
Federation University Australia  
Flinders University  
Griffith University  
James Cook University  
King Mongkut's University of  
Technology Thonburi  
La Trobe University  
Macquarie University  
Massey University  
Ministry of Business Innovation &  
Employment New Zealand

Monash University  
Murdoch Children's Research  
Institute  
Murdoch University  
Nanyang Technological University  
Queensland Health  
Queensland University of Technology  
RMIT University  
Singapore Health Services Pte Ltd  
Singapore Ministry of Education  
Corporate Research Office  
Southern Cross University  
Swinburne University of Technology  
Telethon Kids Institute  
The Australian National University  
The Sydney Children's Hospitals  
Network  
The University of Adelaide  
The University of Melbourne  
The University of Newcastle  
The University of Notre Dame  
Australia

The University of Sydney  
The University of Western Australia  
UNITEC  
Universiti Teknologi Malaysia  
University of Auckland  
University of Canberra  
University of Otago  
University of Queensland  
University of South Australia  
University of Southern Queensland  
University of Tasmania  
University of Technology Sydney  
University of the Sunshine Coast  
University of Wollongong  
UNSW Australia  
Victoria University  
Victoria University of Wellington  
Western Sydney University

## GRAPH 1: ARMS MEMBERSHIP BY CHAPTER



# MANAGEMENT AND STRUCTURE OF 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.

ARMS is an incorporated association formed in 1999. It is a non-profit organisation governed by an approved ARMS Constitution and operationalised by a set of by-laws.

ARMS is a Registrable Australian Body Limited by Guarantee (ARBN 609 051 443).

## APPOINTMENT OF OFFICE BEARERS AND COMMITTEE MEMBERS

The ARMS Executive is the governing body of the Society and it controls and directs the affairs of the Society, including its committees and publications. The Executive determines the Society's promotions, policies, and strategic planning, and it evaluates the Society's progress towards achieving its mission and goals. The Executive has statutory responsibility for all ARMS activities throughout the Society.

The Executive includes five office bearers - President, President-Elect, Immediate Past President, Secretary, and Treasurer. At the 18 September 2014, Annual General Meeting (AGM) the term of the President was extended to two years (Secretary and Treasurer are also two-year terms) The role of Immediate Past President will be phased out in 2016.

The Executive also includes four general Committee Members who are appointed on two-year terms. The President of the Society is the Chair of the Executive.

The ARMS Chief Operating Officer (COO) is an ex-officio member of the Executive and provides operational support for the Executive and the Society more broadly.

## INDUCTION

All new office bearers and committee members meet with the President and the ARMS COO to be briefed about their role and their responsibilities within the context of the strategic direction of the Society. Each new member is provided with an overview of the operations of the Society, its governance structure and policies.

## ORGANISATION

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

ANNUAL CONFERENCE COMMITTEE

COMMUNICATIONS AND MARKETING COMMITTEE

PROFESSIONAL DEVELOPMENT AND ACCREDITATION COMMITTEE

POLICY STANDING COMMITTEE

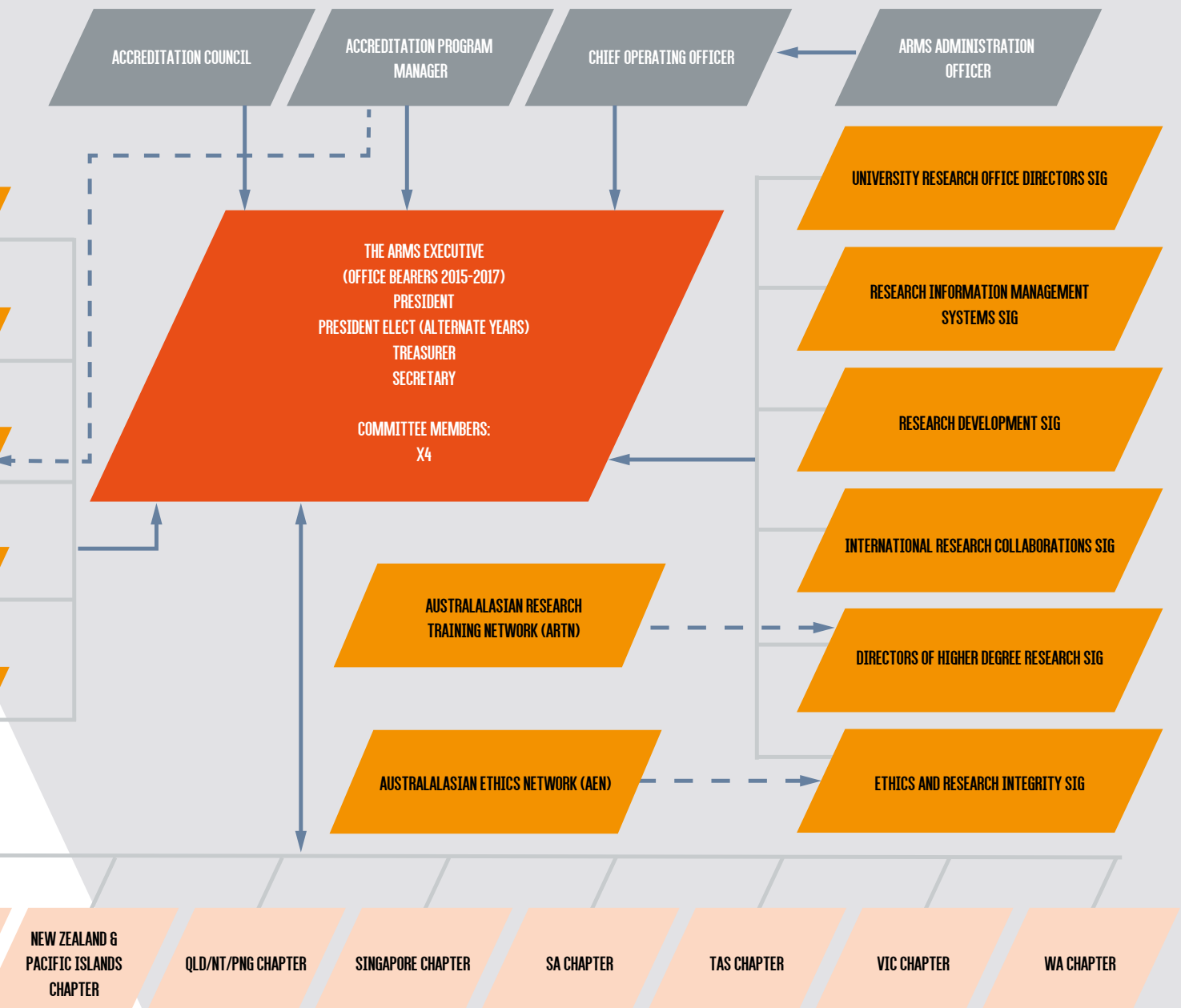
INTERNATIONAL COMMITTEE

ACT CHAPTER

NSW CHAPTER



## ARMS ORGANISATIONAL STRUCTURE FOR PERIOD ENDING 30 JUNE 2016



# REVIEW OF GOVERNANCE STRUCTURE

As the breadth and complexity of activities undertaken by ARMS continually expands, it becomes increasingly important that our governance arrangements are optimally structured to enable a more efficient, effective, sustainable, and accountable means of supporting current business and future developments. The ARMS Executive began an evaluation of its existing governance framework in November 2015 when the Executive Committee attended a facilitated workshop led by colleagues from our UK sister society, ARMA. A number of key recommendations were identified from this workshop, the most significant being that the ARMS organisational structure should be converted to a Board structure. It is envisaged that the conversion of the existing Executive to a Board will not change the current management and operational procedure of ARMS, but rather will clarify the role of the Board and the management of ARMS moving forward.

Following extensive consultation with ARMS Members, including Past Presidents of the Society a revised corporate governance structure was considered by the Executive in June 2016. A final paper has been prepared outlining a more robust governance model for consideration and final endorsement of the membership at the Annual General Meeting of the Society on 13 September 2016.



## ARMS STRATEGIC PLAN

As part of the review of the ARMS governance structure, an extensive evaluation of the Society's strategic priorities was also undertaken which resulted in the development of a revised Strategic Plan for the period 2016-2018. The Strategic Plan will guide decision-making to ensure the delivery of ARMS' mission for its members. It has been designed to shape the programs we deliver, the services we provide, and the management of our business and finances to grow a sustainable, successful Society.

The 2016-2018 Strategic Plan will be released on 12 September, 2016 and will include 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.

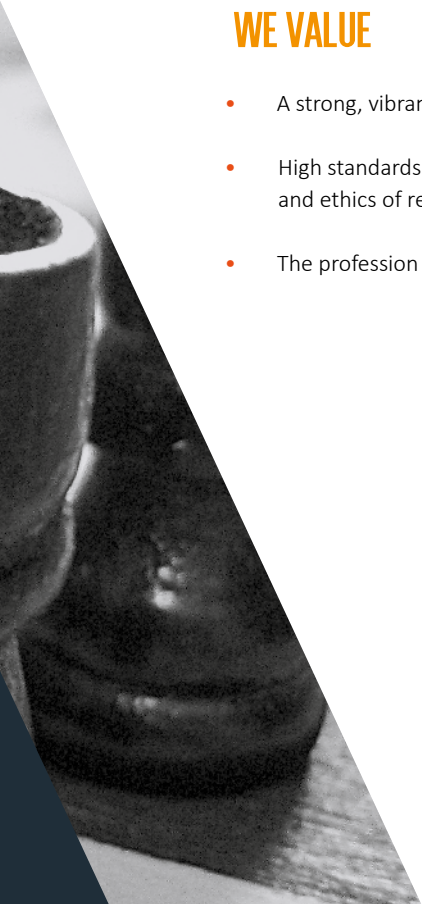
## OUR MISSION

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, we now offer 10 modules which has resulted in over 1400 unit registrations, with additional delivery planned for Chapter events throughout 2016.

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. Plans are also underway to deliver the New Zealand modules later in 2016 and early 2017.

Since the commencement of the Foundation Level program we have added two new Singapore-specific modules, both of which have been well-attended.

A review of all existing modules to ensure content is current has also been instigated.

The Foundation Level Accreditation Program has graduated to date 141 people with the post-nominal **Accredited Research Managers (Foundation) or ARMFs** with several more to graduate before the end of 2016. We are pleased to announce that the first cohort from Singapore graduated in May 2016.

In March 2016, 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). We expect the modules to be relevant to research degree coordinators, mid-level to senior administrative staff, as well as to those in managerial roles. The two new modules, Research Higher Degree Scholarships and Higher Degree by Research International Partnerships, will be delivered for the first time at the INORMS Congress in Melbourne on 12 September 2016.

## PROFESSIONAL LEVEL ACCREDITATION PROGRAM

The Society launched its professional accreditation programme, attracting 13 initial participants. 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.

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.

In September 2015, the Society called for tender for the development and delivery of the core program and the five specialty electives. The successful tenderers were:

- Adjunct Research Fellow Graham Andrewartha, Dr Mark Hochman and Dr John Smart for the core program.
- Dr Paul Wong for elective “Evidence Based Analysis of Research Performance”;
- Dr Rado Faletic and Dr Martin Grabert for elective “Understanding International Research Funding”;
- Dr Mark Hochman for elective “Research Impact: Assessing the Societal Benefit of Research”;
- Dr Jodi Glading for elective “Research Governance”; and
- Professor Moira Clay for elective “Development of Institutional Talent”.

The core program was delivered in May 2016 and had received supportive feedback.

The Society has made the five electives available to the broader ARMS membership, forming the inaugural Winter School which is scheduled for delivery in August 2016. It is anticipated that the Winter School will be delivered again in June 2017.

## 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 2015/2016



**PROFESSOR JIM PIPER**

Retired DVCR, Macquarie 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**

Australian Research Council

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



**DR LESLEY MIDDLETON**

Victoria University of Wellington

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.



**MS JANICE BESCH**

ARMS President, Western Sydney University

ARMS Executive Delegate



**DR CAMPBELL THOMSON**

University of Western Australia

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



**DR PETER LILLY**

Previously 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  
(Executive Officer to the Accreditation Council)



**DR MARK HOCHMAN**

Accreditation  
Program Manager

The initial term of Council membership was for a two-year period with members being replaced or renominated on a rotational basis. The Council recommended to the ARMS Executive that the term be extended to three years, given the corporate knowledge gained during the first two years of the Accreditation Program. The ARMS Executive agreed to this change and hence the terms of all member were extended for a further one year – rotation of membership will commence from the September, 2016 Accreditation Council meeting. Professor Jim Piper and Dr Lesley Middleton will complete their term on the Accreditation Council on 1 July 2016. Their replacements are Professor Lee Astheimer (retired DVCR, Deakin University) and Dr Yelena Hill, Te Puni Kōkiri, New Zealand respectively.

ARMS acknowledges the work of all members of the Accreditation Council, in particular to the inaugural Chair, Professor Jim Piper, for their dedication in this voluntary task.



## 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 were:

Name	Region	Organisation	Authorised to deliver
Dr Paul Wong	ACT	The Australian National University	Module J: Research Data and Analytics
Mr Grahame Pearson	ACT	The Australian National University	Module E: Understanding Research and Researchers Module J: Research Data and Analytics
Ian McMahon	ACT	Consultant	Module A: National Research and Innovation System in Australia
Dr Greg Pringle	New Zealand	Research and Development Management Pty Ltd (RaDMAN), NZ	Module B: National Research and Innovation System in New Zealand Module E: Understanding Research and Researchers Module F: Research Ethics Module G: Research Integrity
Dr Chris Kroger	New Zealand	GNS Sciences, NZ	Module B: National Research and Innovation System in New Zealand Module D: Legislation as it Affects Research in New Zealand
Dr Denise Greenwood	New Zealand	University of Auckland, NZ	Module H: Pre-Award Grants Processes
Dr Tracey Swift	New Zealand	Private Consultant	Module B: National Research and Innovation System in New Zealand Module D: Legislation as it Affects Research in New Zealand Module H: Pre-Award Grants Processes Module I: Post-Award Processes
Ms Amanda Jane (AJ) Woodhouse	New Zealand	University of Otago	Module B: National Research and Innovation System in New Zealand Module D: Legislation as it Affects Research in New Zealand Module E: Understanding Research and Researchers Module H: Pre-Award Grants Processes Module I: Post-Award Processes
Mr Warwick Dawson	NSW	UNSW Australia	Module A: National Research and Innovation System in Australia Module H: Pre-Award Grants Processes
Dr Ted Rohr	NSW	UNSW Australia	Module F: Research Ethics Module G: Research Integrity
Dr Yordanka Krastev	NSW	University of Technology Sydney	Module F: Research Ethics Module G: Research Integrity



Name	Region	Organisation	Authorised to deliver
Mr Alan Hales	NSW	The University of Newcastle	Module F: Research Ethics Module G: Research Integrity
Mr Alan Melrose	NSW	UNSW Australia	Module C: Legislation as it Affects Research in Australia
Ms Nicole Shively	QLD	The University of Queensland	Module H: Pre-Award Grants Processes Module I: Post-Award Processes
Dr Amberlyn Thomas	QLD	The University of Queensland	Module J: Research Data and Analytics
Mr David Wiseman	QLD	Queensland University of Technology	Module A: National Research and Innovation System in Australia Module E: Understanding Research and Researchers Module H: Pre-Award Grants Processes
Mr Simon Brennan	SA	The University of Adelaide	Module A: National Research and Innovation System in Australia Module E: Understanding Research and Researchers Module G: Research Integrity Module H: Pre-Award Grants Processes Module I: Post-Award Processes Module J: Research Data and Analytics
Ms Karen Burke	SA	The University of Adelaide	Module A: National Research and Innovation System in Australia Module E: Understanding Research and Researchers Module H: Pre-Award Grants Processes Module I: Post-Award Processes
Ms Kathy Heinze	SA	CSIRO	Module I: Post Award Processes
Professor Drew Dawson	SA	University of Southern Queensland (based in SA)	Module E: Understanding Research and Researchers
Dr Marina Delpin	SA	Flinders University	Module A: National Research and Innovation System in Australia Module E: Understanding Research and Researchers Module F: Research Ethics Module G: Research Integrity
Mr Steve Oswald	SA	Flinders University	Module I: Post-Award Processes
Ms Pamela Smith	SA	Flinders University	Module E: Understanding Research and Researchers Module H: Pre-Award Grants Processes
Mr Roy Sneddon	SA	University of Adelaide/Freelance RAO	Module C: Legislation as it Affects Research in Australia
Ms Tricia Huang	SING	National Medical Research Council, Ministry of Health, Singapore	Module K: The National Research and Innovation System in Singapore Module L: Legislation as it Affects Research in Singapore

Name	Region	Organisation	Authorised to deliver
Mr Simon Brennan	SA	The University of Adelaide	Module A: National Research and Innovation System in Australia Module E: Understanding Research and Researchers Module G: Research Integrity Module H: Pre-Award Grants Processes Module I: Post-Award Processes Module J: Research Data and Analytics
Ms Karen Burke	SA	The University of Adelaide	Module A: National Research and Innovation System in Australia Module E: Understanding Research and Researchers Module H: Pre-Award Grants Processes Module I: Post-Award Processes
Ms Kathy Heinze	SA	CSIRO	Module I: Post Award Processes
Professor Drew Dawson	SA	University of Southern Queensland (based in SA)	Module E: Understanding Research and Researchers
Dr Marina Delpin	SA	Flinders University	Module A: National Research and Innovation System in Australia Module E: Understanding Research and Researchers Module F: Research Ethics Module G: Research Integrity
Mr Steve Oswald	SA	Flinders University	Module I: Post-Award Processes
Ms Pamela Smith	SA	Flinders University	Module E: Understanding Research and Researchers Module H: Pre-Award Grants Processes
Mr Roy Sneddon	SA	University of Adelaide/Freelance RAO	Module C: Legislation as it Affects Research in Australia
Ms Tricia Huang	SING	National Medical Research Council, Ministry of Health, Singapore	Module K: The National Research and Innovation System in Singapore Module L: Legislation as it Affects Research in Singapore
Dr Mark Hochman	TAS	University of Tasmania	Module A: National Research and Innovation System in Australia Module C: Legislation as it Affects Research in Australia Module G: Research Integrity
Ms Adele Kay	TAS	University of Tasmania	Module F: Research Ethics Module G: Research Integrity
Dr Daniel Barr	VIC	The University of Melbourne	Module E: Understanding Research and Researchers Module F: Research Ethics Module G: Research Integrity

Name	Region	Organisation	Authorised to deliver
Ms Megan Fincher	VIC	CSIRO	Module C: Legislation as it Affects Research in Australia
Ms Tania Tambiah	VIC	RMIT University	Module E: Understanding Research and Researchers Module H: Pre-Award Grants Processes
Dr Celia Torres-Villanueva	VIC	The University of Melbourne	Module I: Post-Award Processes
Dr Paul Taylor	VIC	RMIT University	Module E: Understanding Research and Researchers Module F: Research Ethics Module G: Research Integrity
Dr Bryony Wakefield	VIC	The University of Melbourne	Module H: Pre-Award Grants Processes
Mr Floris van der Leest	VIC	Victoria University	Module E: Understanding Research and Researchers Module G: Research Integrity Module J: Research Data and Analytics
Ms Michelle Duryea	WA	Edith Cowan University	Module A: National Research and Innovation System in Australia Module J: Research Data and Analytics
Dr Marc Fellman	WA	The University of Notre Dame, Australia	Module G: Research Integrity (co-presenter)
Dr Liz Barbour	WA	The University of Western Australia	Module A: National Research and Innovation System in Australia Module E: Understanding Research and Researchers Module H: Pre-Award Grants Processes
Dr Mark Dixon	WA	The University of Western Australia	Module C: Legislation as it Effects Research in Australia Module F: Research Ethics Module G: Research Integrity
Professor Margeret Jones	WA	Edith Cowan University	Module E: Understanding Research and Researchers Module H: Pre-Award Grants Processes



WA Chapter ARMF Graduation  
Ceremony held on 17 March 2016

## ACCREDITED RESEARCH MANAGERS (FOUNDATION) - ARM(F)

During the reporting period, 64 individuals successfully completed the Foundation Level Accreditation Program to the satisfaction of the Accreditation Council, bringing the total number of ARM(F)s to date to 141. Refer to **Appendix A** for full list of ARM(F)s.

# CHAPTER HIGHLIGHTS

## ACT CHAPTER

The ACT Chapter has been extremely active between the period of June 2015 and June 2016.

The number of attendees and engagement of participants has significantly increased, the quality of speakers and the topics have all been appreciated, and there has been greater interaction and attendance by new audiences – such as those from the finance divisions of ARMS member institutions, local research organisations, consultancy firms dealing with research policy, and government.

The Chapter delivered the following well-attended events during the reporting period:

- A session on development and management of budgets for research projects at the University of Canberra Teaching and Learning Lounge;
- End of year celebration for members. Attendance was thin as it was the end of the year, but there was a lively set of discussions on various research-related matters at the Australian National University (ANU) Fellows Bar;
- Networking meet and greet over TED talks;
- Panel discussion on Impact and Innovation with talks from policy-makers and senior managers; and
- Seminar on Nuts and Bolts of Research that covers the major aspects of research administration.



Networking afternoon at ARMS  
ACT Chapter, April 2016

## NEW SOUTH WALES CHAPTER

The NSW Chapter committee held a key meeting in May 2016 where Dr Ted Rohr from UNSW (and a member of the ARMS Executive) presented an overview of the proposed changes to the ARMS governance structure. Attendees were in support of the proposed changes and provided valuable feedback.

Delivery of ARMS Foundation Level Accreditation Modules were the main focus for the Chapter in 2016. It delivered four Foundation Level modules which were well attended and included repeat attendees which is representative of both the quality of the presenters and the perceived value of the modules. These were:

- Accreditation Module C: Legislation as it affects research in Australia;
- Accreditation Module E: Understanding Research and Researchers;
- Accreditation Module H: Pre-award Grants Processes; and
- Accreditation Module I: Post-award Processes.

Two \$1,000 ARMS Travel Awards for attendance at INORMS 2016 were awarded by the NSW Chapter in June. The recipients were:

- Julie Orr, Senior HDR Support Officer at University of New England
- Joan Waterford, Projects Manager Research Services at Southern Cross University

In June 2016 the Chapter conducted an EOI process calling for new members and we were very pleased with the result which saw our committee numbers increase from five (through attrition) to twelve. This increase numbers has resulted in a new wave of enthusiasm in providing high quality information sessions to our NSW ARMS members in the coming year.

In the 2016/2017 period, the Chapter plans to conduct a survey to determine the needs of our NSW based colleagues. It is intended that this feedback will help to inform the newly expanded and enthusiastic committee and plan some great events for its NSW based members.



## NEW ZEALAND/PACIFIC ISLANDS CHAPTER

The ARMS Executive approved delivery of the 2017 annual conference by the New Zealand/Pacific Islands Chapter, to be convened by Dr Chris Kroger and Ms Jayne McQueen. Following this decision, a membership-wide call was made seeking volunteers to the Conference and Program Organising Committees.

Ms Maria Zollo [left] and  
Ms Janice Besch [right]  
at the Weta Caves,  
Wellington NZ.

### Conference Organising Committee Membership

Hannah Clarke	ACT Health
Melissa Climo	GNS
Denise Greenwood	Auckland University
Chris Kroger (Chair)	GSN
Jayne McQueen (Co-Chair)	Massey University
Tracey Swift	Wickentree Consulting
Sian Wright	Massey University

### Program Organising Committee Membership

Hannah Clarke	ACT Health
Mark Hockman	ARMS
Junsong Huang (David)	National Institute of Education, Singapore
Lucy Johnston	University of Newcastle
Jayne McQueen	Massey University
Sianna Panagiotopoulos	Austin LifeSciences
Dr Ted Rohr, Executive Liaison	UNSW Australia
Tracey Swift (Chair)	Wickentree Consulting
Mara Wolkenhauer	Otago University

In February 2016, the Chapter Committee welcomed Ms Janice Besch (ARMS President) and Ms Maria Zollo (ARMS COO) to Wellington where they attended a Chapter event and visited the proposed conference venue, the National Museum of New Zealand Te Papa Tongarewa and other potential site visits for the conference.

The Society acknowledges the generous financial support of Positively Wellington Tourism which made this visit possible.

The Chapter Committee held an annual face-to-face meeting in Auckland, at the Massey University Albany campus, in December 2015.

Future events, including delivery of Foundation Level Accreditation Program modules, are planned for the second half of 2016.

## QUEENSLAND/NT/PNG CHAPTER

The QLD/NT/PNG Chapter continued its focus on raising awareness of ARMS and broadening the membership base. This was achieved through development of specific training workshops with third party providers, co-sponsoring events, and use of social media channels for pre- and post-event promotion. The Chapter has seen registered members increase from approximately 300 to 430.

**A number of professional development events were made available to members during the reporting period:**

Building Professional Relationships: Business Development in a University Research Context.

With the increasing importance of external engagement across a number of research support roles, a one-day workshop was developed in conjunction with the Australian Institute of Management. There is an opportunity for workshop material developed in this partnership to be used across ARMS.

**“The Thesis Whisperer” Dr Inger Mewburn (ANU).** The Chapter co-sponsored the visit of Dr Mewburn in conjunction with a HDR Support Network. Dr Mewburn provided an engaging discussion of *‘How to prepare (right now) for life after your PhD’*.

**Chapter Annual Workshop.** The workshop had three keynote presentations (*Building a Vibrant Research Sector in Queensland; The ARC goes POP! Reflections on the ARC Panel Observer Program; Research Impact and Engagement: Overview of Initiatives in the Sector*) followed by themed breakout sessions (research development; HDR student administration; and research ethics and integrity) before the day closed out with a Research AdminisTrivia Quiz.



Dr Helen Marsden introduced ARMS to the DUKE-NUS Medical School on 25 May 2016

## SINGAPORE CHAPTER

The Singapore Chapter supported the ARMS 2015 Conference organising Committee during the delivery of the annual conference in September 2015. Specifically, the Chapter provided assistance with the facilitation of a series of pre-conference activities.

The Chapter also facilitated the delivery of four ARMS Accreditation modules prior to the conference - National Research and Innovation System in Singapore (Module K), Legislation as it Affects Research in Singapore (Module L), Pre-Award Grants Processes (Module H), and Research Data and Analytics (Module J). These were delivered at the Nanyang Technological University (NTU) on 29 September 2015.

Dr Helen Marsden, ARMS Executive Committee member gave a presentation to DUKE-NUS Medical School on 25 May 2016 entitled *“Helping you Achieve Your Research Goals”*. This was the first introduction to ARMS and its member benefits to this cohort. The audience comprised a blend of senior and junior Research Fellows, Research Associates and PhD students.

NTU held the ARMS Foundation level Accreditation Module L *“Legislation as it Affects Research in Singapore”* on 21 June 2016. The module was delivered by Ms Tricia Huang, Executive Director, National Medical Research Council, Ministry of Health.

The first cohort of Accredited Research Managers (Foundation) from the Singapore Chapter were conferred in May 2016. All recipients are detailed in Appendix A.

## SOUTH AUSTRALIA CHAPTER

The SA Chapter Committee includes nominees from The University of Adelaide, University of South Australia, Flinders University and CSIRO as well as individual member representation. The chapter committee met every two months during the reporting period and offered SA Chapter members a selection of social/networking functions, professional development/guest speaker functions, an AGM, and Foundation Level Accreditation delivery.

The Chapter offered for the second time the very successful bibliometrics workshop, presented by Adam Finch from CSIRO, followed by a networking session at the Ibis Hotel. 2015 ended with an engaging panel session involving the three Deputy Vice Chancellors (Research): Professor Tanya Monro (UniSA), Professor Rob Saint (Flinders University), Professor Julie Owens (The University of Adelaide). We acknowledge the contributions of the DVCRs and especially Dr Ross McLennan (UniSA) for moderating the discussion. The discussion panel and networking session took place at the Tivoli Hotel and was preceded by the Chapter's AGM.

The SA Chapter Committee this year awarded the annual ARMS Chapter Travel Awards to Ms Alison Elder (Flinders) and Ms Nima Nezhad (Flinders) to attend the Singapore conference.

We would like to extend our thanks to our volunteer committee members (both current and outgoing) and to our member organisations for providing the support and facilities that enable our local chapter committee to continue.

## TASMANIA CHAPTER

The Tasmainia 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. In June 2016, the Chapter welcomed ARMS Executive Committee members to Hobart to join with us in our first birthday celebrations. The evening, which included a panel discussion on mentors in shaping your career featuring members of the Executive Committee, was well-attended with many members commenting on how much they enjoyed the opportunity to network (over a glass of Tasmanian wine) with members of the ARMS Executive Committee.

To help inform the direction of our relatively new chapter, in February 2016 the Chapter Committee distributed a planning survey to Tasmanian Chapter members to elicit feedback about how we can best support them to engage with ARMS. Interestingly, over 90% of respondents indicated that they were interested in joining a regular informal catch-up with other research administrators and managers and that they were interested in ways of sharing best practice research management experiences for example via presentations/panel discussions. With close to 100% of respondents indicating that they would be willing to travel either within Tasmania or Australia more broadly to attend events, the Tasmanian Chapter will continue to find ways of supporting members to attend local and national events.

## VICTORIA CHAPTER

An exciting year for the Victorian Chapter as the INORMS 2016 Congress was hosted in Melbourne. With over 800 delegates attending the conference, it was a great chance to showcase Melbourne and to also delve into the theme of the congress, *“Research Management in a Connected World”*. Attendees from universities, research institutes, government agencies, and the private and not-for-profit sectors shared best practice and learnings. The INORMS Congress also facilitated connections on a personal, collegial, and institutional level.

During the reporting period, the Chapter focused on the delivery of professional development and networking opportunities which addressed national and international issues of relevance for research administrators and managers. As the research sector rapidly changes, so do opportunities for smart, educated, and engaged research administrators and managers.

As part of their continuing Accreditation roll-out, the Victorian Chapter hosted Module C: Legislation as it Affects Research in Australia; Module E: Understanding Research and Researchers; Module I: Post-Award Processes; and Module J: Research Data and Analytics during their annual Chapter event in June, 2016 which were all well-attended.

The Chapter, in partnership with The Centre for Workplace Leadership, delivered a tailored full-day program to build and reflect on leadership skills and link the participant with a great network of peers across Australasia – elements that are essential for professional development in research administration. The program comprised four interactive sessions underpinned by a pre-program self-diagnostic. Research administration can be complex and difficult. And it undoubtedly requires considerable leadership capability. Leadership is about influencing job objectives and strategies, influencing commitment and compliance in task behaviour to achieve these objectives, influencing group identification and maintenance, and influencing the culture of an organisation. The day started with a highly-engaging personal session which explored the purpose and foundation of workplace performance. Then session then moved into mastery, examining two critical elements of working in teams and in organisations: strategic influence and navigating complexity, and concluded with a session on the Danish concept of Arbejdsglaede (Work Happiness).



## WESTERN AUSTRALIA CHAPTER

The WA Chapter held nine events during the reporting period, providing a significant number of opportunities for professional development and strengthening local networks for the over 320 attendees. Included amongst the events was training for nine of the Foundation Level modules which resulted in 170 unit registrations. The second Accreditation Graduation Ceremony was held on 17 March 2016 with certificates presented to the graduating members by ARMS President, Ms Janice Besch.

The popularity of these events is on the rise in WA, with each event attracting a growing number of members and non-members. This in part due to the commitment of newly accredited members to undertake continuing professional development but also the attractiveness and relevance of programs being offered. An example of one highly popular event was a group of presentations given by four speakers representing higher education, consultancy, industry, and charity organisations. It was an engaging demonstration of the wide range of places a career in research management can lead.

The WA Chapter Committee has a full and stable membership with one new member welcomed at the November AGM. This is further evidence of the high level of support and interest in ARMS in WA and the Committee continue to work hard to engage with and provide value for the growing membership base in the region.



# STANDING COMMITTEE HIGHLIGHTS

## INTERNATIONAL COMMITTEE

The International Committee (IC) develops ARMS' international linkages and fosters member awareness of international developments. It has the leading role in the Society's linkages and networks in foreign countries; ensures that annual meetings, educational programs, and ARMS publications contain international content; and encourages members to share best practices from Australasia with peers internationally.

Members of the International Committee during the 2015/2016 reporting period were:

- Ms Janice Besch, Western Sydney University, (**Co-Convenor 2015**)
- Dr Simon Kerr (**Co-Convenor 2015**)
- Ms Tania Tambiah, RMIT University (**Convenor 2016**)
- Professor Moira Clay, Moira Clay Consulting
- Dr Adrian Collins, The University of Melbourne
- Mr Ian McMahon, Research Management Consultant, Canberra
- Dr Sianna Panagiotopoulos, Austin LifeSciences
- Dr Caroline Pratt, The University of Auckland, New Zealand
- Ms Julie Ward, UNSW Australia

The International Committee commenced 2016 with a face-to-face meeting in February in Sydney and has subsequently met each six weeks, via teleconference.

Priorities progressed by the Committee included:

The National Council of University Research Administrators (NCURA) and ARMS launched a reciprocal fellowship program for their members for the purpose of (i) training research administrators, and (ii) enhancing collaborations in global research management. We greatly acknowledge the work of Ms Julie Ward from UNSW Australia for leading this initiative.

The program provides an opportunity for ARMS members to travel to an NCURA host institution and for NCURA members to travel to an ARMS host institution where they immerse themselves in a program of mutual learning and knowledge exchange. Fellows are expected to share their experiences and knowledge of how research management operates at their institution, identify and learn best practices and local knowledge of the host institution, and respect all appropriate organisational rules and cultural practices. Fellows are also asked to present at Chapter events and national conferences.

For the 2015/16 program round, ARMS received six applications and awarded three fellowships to:

- Dr David Huang, National Institute of Education, Singapore (host institute – Harvard University)
- Ms Barbara Slattery, University of Melbourne (host institute – University of California, San Francisco)
- Dr Jonathan O'Donnell, RMIT University (host institute – Northwestern University)

Each recipient received AUD\$2000 contribution towards their fellowship.

NCURA received ten applications and awarded two fellowships under this round to the following:

- Ms Jill Frankenfield, University of Maryland, College Park (host institute – University of NSW)
- Dr Marianne Woods, Johns Hopkins University (host institute – University of Melbourne)



On 20 May 2016, ARMS was hosted by the Department of Industry, Innovation and Science (DIIS) to convene the *“Comparing Approaches, Policies and Programs that Support International Research and Collaboration: Australian Workshop”* in Canberra. Run over a full day, and attended by representatives of several universities, the ARC, NHMRC, DIIS, and consular representatives, the workshop was a great opportunity to raise and discuss key issues affecting Australian research institutions’ ability to engage internationally. Topics discussed included the types of domestic funding available, thinking behind specific programs, the strategic partnerships and investments made by institutions, and the need to address critical gaps in program design and implementation.

This is the first ‘Think Tank’ style workshop ARMS has convened in this area. It is envisioned that it will continue to support similar events on topics of critical interest to the profession in Australia, New Zealand, and Singapore. We greatly acknowledge the work of Dr Adrian Collins from The University of Melbourne who led this initiative. Presentation slides from the workshop are available to members on the ARMS website.

The International Committee is the primary representative for ARMS on the International Network of Research Management Societies (INORMS). Together, INORMS represents a global membership of approximately 20,000 people and 250 organisations. The INORMS Working Group has representatives from the major organisations, of which ARMS is one. As our membership spans three countries – Australia, New Zealand, and Singapore – ARMS is perhaps the most international of all research management associations amongst the Group. The International Committee actively shares and promotes Group activities through the ARMS Newsletter. A more focussed survey on professional development opportunities across associations is now underway under the project banner “Research Administration as a Profession”, with a view to identifying touchstones for international collaboration on this front. Survey results will be presented at the INORMS Congress, to be held in Melbourne in September 2016.



## MARKETING AND COMMUNICATIONS COMMITTEE

The Marketing and Communications Committee is responsible for the promotion and reputation of ARMS through quality and professional communications. Members of the Committee during the 2015/2016 reporting period were:

- Dr Ted Rohr, Director, UNSW Australia (Convenor)
- Ms Trina Robbie, Queensland University of Technology
- Dr Tamika Heiden, Knowledge Translation Australia
- Ms Alexandra Bell, UNSW Australia
- Mr Justin Manzano, Latrobe University

The committee has been working with the ARMS Executive Office to deliver a new interactive web platform which was launched at the ARMS Singapore Conference in September 2015. More than a communications tool, the website now provides intranet capabilities and a knowledge storehouse for use by our wide ranging Special Interest Groups. The new website is also our member database and links to the ARMS finance system to produce invoicing and member management. The website is attractive, easy to manage, and a great resource in support of future services delivery.

## POLICY STANDING COMMITTEE

The Policy Standing Committee is responsible for developing and implementing policy and advocacy strategies to ensure ARMS remains the peak body for the profession in the region. The Committee also coordinates the ARMS response to relevant government policy documents and reviews, and contributes to annual peak body activities such as the ARC/NHMRC Research Administrators Seminar and the University Research Office New Zealand (URONZ) meeting.

The Policy Standing Committee comprises the President, Ms Janice Besch and Immediate Past President, Dr Simon Kerr. Subject specialists are co-opted as required.

Through the ARMS Executive, the Policy Standing Committee made the decision in March 2016 to more clearly define those areas in public policy where the Society has a unique and important contribution to make. In June 2016, the Executive agreed that, as a minimum, the Society should be able to respond in a timely and professional manner to government calls for submissions in areas relevant to research management, and to join in the national conversation when issues of relevance to the profession are publicly raised.

Members of the Research Directors' Special Interest Group took the lead in responding to two major research policy consultations in Australia during the reporting period. SIG Convenor, Dr Louise Fleck and SIG member Dr Ksenia Sawczak were major contributors in the preparation of the ARMS response to the ARC Engagement and Impact Assessment Paper and the Shaper Incentives for Engagement Consultation Paper. ARMS members can access the submissions on the ARMS website.

In the area of policy and advocacy, ARMS Treasurer Michelle Duryea represented the Society on the International Open Research and Contributor ID (ORCID) Australia Consortium's Working Group at a critical time in its development. ORCID is an open, non-profit, community-driven international effort to create and maintain a registry of unique researcher identifiers and a transparent method of linking research activities and outputs to these identifiers.

The Policy Standing Committee also coordinated two round table sessions at the 2015 ARC/NHMRC Research Administrator's Seminar in Canberra. Input was also sourced from the University Research Directors' Special Interest Group on relevant roundtable topics: increasing applicant/grantee compliance; discussion of types of training that research offices provide to applicants; communicating complaints; evaluation of Multi Institutional Agreements (MIAs) and other inter-institutional interactions; and open access requirements.

We wish to acknowledge the following roundtable panellists:

- Dr Lesley Ashton, The University of Sydney
- Ms Rebecca Bond, The University of Melbourne
- Ms Christine Maher, Flinders University
- Dr Julianne O'Reilly-Wapstra, University of Tasmania
- Dr Yamini Sandran, University of Technology, Sydney
- Ms Christine Spargo, Menzies School of Health Research
- Dr Ksenia Sawczak, University of Canberra



2015 ARC/NHMRC Research  
Administrators Seminar panel session

## PROFESSIONAL DEVELOPMENT AND ACCREDITATION COMMITTEE

The Professional Development and Accreditation Committee is responsible for developing, promoting, and implementing quality professional development programs to serve the needs of members, including the Society's own education and training programs and workshops as well as programs from other education and training providers. It also manages the Society's awards programs.

Members of the Committee during the 2015/2016 reporting period were:

- Dr Jodi Clyde-Smith (Convenor), University of Tasmania
- Dr Helen Marsden (Co-Convenor), University of Canberra
- Dr David Huang Junsong, National Institute of Education, Singapore
- Mr Damien Hughes, The Australian National University
- Dr Eric Lord, University of Otago, New Zealand
- Ms Halina Oswald, Monash University

The Committee contributed to a number of ARMS initiatives, including:

- Input into the development of the Professional Level Accreditation Program;
- Oversight of the Chapter travel awards for ARMS 2015 (Singapore); and
- Review of applications for various ARMS awards.



ARMS members at professional development workshop.

## 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 2015/2016:

**Ethics and Research and Integrity Special Interest Group**, led by Dr Ted Rohr, UNSW Australia

**University Research Office Directors' Special Interest Group**, led by Ms Louise Fleck, Macquarie University

**Directors of Higher Degree Research Special Interest Group**, led by Dr Helen Marsden, University of Canberra

**International Research Collaborations Special Interest Group**, led by Dr Adrian Collins, The University of Melbourne.

**Research Development Special Interest Group**, led by Dr Jill St John, The University of Melbourne and Tara McLaren, The University of Western Australia.

**Research Information Management Systems Special Interest Group**, led Dr Ben Cornwell, Wollongong 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:

## Award Recipient

## Organisation

### JANET DIBB-LEIGH AWARD FOR DISTINGUISHED SERVICE TO RESEARCH MANAGEMENT 2015

Dr Campbell Thomson

University of Western Australia

### SINGAPORE CONFERENCE 2015 TRAVEL AWARDS

#### ACT CHAPTER

Mary Gray

Dr Sian Hicks

The Australian National University

The Australian National University

#### NSW CHAPTER

Dian Wahyu Utami

Dr Nisha Rakhesh

James Walsh

Macquarie University

Western Sydney University

University of Wollongong

#### NZ/PACIFIC ISLANDS CHAPTER

Dr Elizabeth A Asbury

Ross Holland

Whitireia New Zealand

Massey University

#### QLD/NT/PNG CHAPTER

Joanne Preston

Rachel Mayhead

Carmen Buttery

Mater Research

Charles Darwin University

The University of Queensland

#### SINGAPORE

Patricia T Kin

Tan Yang Thong (Caris)

Cecilia Anggraini Chandra

Fu Yan Wei

Tham Ngiau Jee Eileen

SingHealth Polyclinics

SingHealth Polyclinics

KK Women's and Children's Hospital

KK Women's and Children's Hospital

KK Women's and Children's Hospital

#### SOUTH AUSTRALIA

Alison Elder

Nima Nezhad

Flinders University

Flinders University

#### TASMANIA CHAPTER

Adele Kay

Lauren Black

Megan Stride

University of Tasmania

University of Tasmania

University of Tasmania

#### VICTORIA CHAPTER

Kim Gilliland

Tracey McInerney

Anh Chau

The University of Melbourne

Deakin University

Monash University

#### WESTERN AUSTRALIA

Amanda Cleaver

Hinke Van Gelder

The University of Western Australia

Murdoch University







ARMS President Janice Besch  
presenting Dr Campbell Thomson  
with the 2015 JDL Trophy



## Award Recipient

## Organisation

### ARMS/UNIVERSITY OFFICE 2015 INORMS TRAVEL AWARD

Dr Anne Brocklebank Proud

Deakin University

### 2015 ARMS/THOMSON REUTERS AWARDS FOR EXCELLENCE IN RESEARCH MANAGEMENT PRACTICE

Adele Kay

Nomination: Individual Category: Leading Change

University of Tasmania

Kristen Gibbons (team members Emma Blake, Yanlin Liu, Kathleen Claire, Lisa Richardson)

Nomination: Team Category: Working Smarter

Mater Research Office

### 2015 CONFERENCE POSTER AWARDS

Dr Caroline Miller

'Consumer Engagement'

SAHMRI

Lauren Scully

'Building Blocks for Research Partnership Success and Sustainability'

University of Auckland



Mr Todd Melville from University Office, ARMS Gold Corporate Partner with award recipient Dr Anne Brocklebank-Proud.

Singapore Conference 2015 Travel Award Recipients receiving their certificates at ARMS 2015 Conference in Singapore.



Merlion performance at Opening Ceremony of the ARMS 2015 Singapore Conference at the Orchard Hotel.



## ARMS CONFERENCE 2015

Location:

Orchard Hotel, Singapore

Date:

29 September – 2 October 2015

Theme:

Research Management in a Global Context

Professional Conference Organiser:

Consec – Conference Management

No. of attendees:

416

Total Net profit including Accreditation income: **\$185,534**

Only three years old, the Singapore Chapter worked under the leadership of Chapter Convenor Professor Michael Khor and Co-Convenor, Dr Sianna Panagiotopoulos to host the Society's first ever ARMS Convergence in South East Asia. The Conference, "*Research Management in a Global Context*" attracted 416 delegates, 40% being first-time attendees. Delegates attending beyond the ARMS region came from Canada, China, Denmark, Japan, Saudi Arabia, Malaysia, the Philippines, South Africa, Switzerland, Taiwan, Thailand, the UK, USA, and West Africa. A content highlight, amongst many, was the very thorough step-by-step account generously provided by Professor Lam Khin Yong, Chief of Staff and Vice President (Research) on Nanyang Technological University's eight steps to becoming a research intensive university in the Asia region.

The conference attracted an impressive selection of high calibre keynote speakers:

- **Professor Bertil Andersson**, President, Nanyang Technological University (NTU), Singapore
- **Professor James Best**, Dean, Lee Kong Chian School of Medicine, Nanyang Technological University, Singapore
- **Sir Peter Gluckman**, Chief Science Advisor to the Prime Minister of New Zealand
- **Dr Ben McNeil**, Founder and CEO, Thinkable.org
- **Craig Roy**, Deputy Chief Executive, Commonwealth Scientific and Industrial Research Organisation (CSIRO), Australia
- **Professor Lam Khin Yong**, Chief of Staff and Vice President (Research), Nanyang Technological University, Singapore

Plenary Address by Professor Lam Khin Yong at ARMS 2015 Conference.



Dr Sianna Pangiotopoulos, 2015 ARMS Co-Convenor at the Awards Ceremony



Professor Michael Khor, ARMS 2015 Singapore Conference Convenor [left], Dr Ted Rohr [middle], and Dr Andrew Pavitt [right] at the ARMS 2015 Conference Gala Dinner



Plenary session at ARMS 2015 Conference in Singapore.



ARMS Members Ms Tori Hocking and Ms Erin Sermon enjoying the atmosphere at the ARMS 2015 Conference Gala Dinner.

# SNAPSHOT OF MAJOR ACHIEVEMENTS 2015/2016

## 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.

- Developed an advocacy policy whereby, as a minimum, the Society will be able to respond in a timely and professional manner to government calls for submission in areas relevant to the profession.
- Prepared a submission to the ARC's Engagement and Impact Assessment Consultation Paper.
- Prepared a submission to the Department of Training and Education's Sharper Incentives for Engagement Consultation Paper.
- Delivered a round table event "Comparing Approaches, Policies and Programs: Supporting International Research and Collaboration".
- The Research Directors' SIG advanced a range of initiatives in response to changes in the policy and regulatory landscape hosting two-day workshops on The Impact Agenda and Industry Partnerships and Continuous Linkages.
- Represented the interest of our Members at the ORCID Consortium Working Group.



## TRAINING AND EDUCATION

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

- Developed two new Foundation Level Accreditation modules "Research Higher Degree Scholarships" and "Higher Degree By Research International Partnerships".
- Delivered 2 Singapore specific compulsory modules to the Chapter at the annual conference in Singapore in 2015
- Delivered the Professional Accreditation Program with initial intake of 13 participants.
- Delivered the inaugural Professional Level Accreditation Program which attracted a cohort of 13 research management professionals across the country;
- Delivered the inaugural ARMS winter School
- Graduated the first cohort from Singapore.

## 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 its Gold Corporate Membership with ARMS.
- F1 Solutions joins ARMS as Gold Corporate Sponsor.
- University Office sponsors ARMS Singapore Travel Award for ARM(F)s .
- Thomson Reuters sponsors Awards for Excellence in Research Management Practice.
- Achieved 12% rise in revenue and a total net profit of \$42.9K.
- Achieved a 1.21% ROI return on a diversified portfolio investment.
- Recouped our initial investment in the Foundation Level Accreditation Program from its inception.

## MEMBER BENEFITS

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

- Delivered the first ever annual conference in South East Asia (Singapore) in September 2015.
- Launched ARMS-NCURA Fellowship Program with three recipients for the inaugural round.
- Delivered the inaugural Professional Program which attracted 13 participants.
- Delivered the inaugural ARMS Winter School.

## ACKNOWLEDGING OUR MEMBERS

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

- Announced recipient of the 2015 ARMS Janet Dibb-Leigh Award for Distinguished Service to Research Management.
- Awarded three ARMS-NCURA Fellowships for travel to the US.
- Awarded 25 members a Singapore Conference 2015 Chapter Travel Awards
- Awarded two ARMS-Thomson Reuters Awards for Excellence in Research Management Practice.
- Awarded one ARMS-University Office Singapore Conference 2015 Travel Award.



# STRATEGIC PARTNERSHIPS

## AUSTRALASIAN ETHICS NETWORK (AEN)

The Australasian Ethics Network (AEN) is a professional network of members and administrators and researchers from human research ethics committees or involved in human research. The relationship between ARMS and the AEN has been growing steadily and resulted in an agreement on operating principles in January 2015. The AEN does not have its own legal structure and now operates as a stream of the ARMS Ethics & Research Integrity Special Interest Group (SIG).

The AEN held a successful workshop “Ethics in the Field” at Macquarie University in November, 2015. The event was well-attended by Human Research Committee members and Chairs, and administrators. As a resource, the workshop was professionally filmed and edited. The videos will be available to all ARMS members on the ARMS website.

The AEN has also been working with an associated group: The Australasian Association of Bioethics and Health Law. It is anticipated that the 2018 AEN conference will be combined with AABLE.

The 2016 AEN conference will be held in Adelaide on 23-25, November 2016.

## AUSTRALASIAN RESEARCH TRAINING NETWORK (ARTN)

An agreement was signed in October 2015 between the Australasian Research Training Network (ARTN) and ARMS. The purpose of this agreement was to provide a legal structure (‘Operating Principles’) to support the functions of the ARTN. The agreement includes the formation of an ARTN Advisory Group whose role is to steer the activities of the ARTN and is composed of nominated ARMS members. The Chair of the Advisory Group is one of the Co-Convenors of the ARMS Directors of Higher Degree Research Special Interest Group, elected by the Advisory Group and confirmed by the ARMS Executive.

A targeted call for Advisory Group members was made in April 2015. To ensure equity, a working group to the ARMS Executive recommended that there be one representative from each university and that the appointee holds a middle to senior management role in the research training sector.

The ARMS Executive endorsed the appointment of the following to the ARTN Advisory Group:

- Professor Joe Luca (Dean Graduate School, Edith Cowan University) was appointed as Co-Convenor
- Professor Lucy Johnston (Dean Graduate Studies, The University of Newcastle) was appointed as Co-Convenor.

The other members of the ARTN are as follows:

Mr George Carayannopoulos	The University of Sydney	Manager, Office of Research & Research Training
Ms Susan Gasson	Queensland University of Technology	Manager, Research Students Centre
Dr Sharon Saunders	Griffith University	Director, Graduate Research School
Dr Jennifer Scott	Monash University	Manager, Graduate Research
Ms Jacqueline Sbragia	The University of Melbourne	Manager, Graduate Research
Professor Tony Williams	Advondale College of Higher Education	Vice President (Academic and Research)

# EXPANDING OUR INTERNATIONAL NETWORKS

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.



## INORMS Sister Associations

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**  
**PraxisUnico**  
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**

Each society has its own distinct remit, constitution, membership, and geographical base.



The objectives of INORMS are to:

- Internationalise the body of knowledge on research management;
- Exchange best practice; and
- Develop international approaches to supporting the research enterprise.

## INORMS 2016

In 2014, ARMS was the successful bidder for delivery of the 6<sup>th</sup> INORMS Congress in 2016. INORMS 2016 will be led by the Victoria Chapter under the direction of Convenors Dr Tania Bezzobs from Swinburne University of Technology and Ms Janette Hocking. The event will be held from 11-15 September at the Melbourne Convention and Exhibition Centre.





## OUR FINANCES

ARMS continues to grow both in terms of members and reach of activities. As a result, the complexity of the budgeting and financial management responsibilities have also increased and it has become ever more critical to ensure we have a model in place that supports the ongoing sustainability of the Society.

In looking at the picture painted by the audited financial report, it is pleasing that ARMS attained a 12% increase (\$130k) in revenue compared to the previous financial year and a total net profit of \$42.9k. Although this was substantially less than last year, this can be attributed to reinvesting into key strategic priorities to progress the aims and objectives of the Society and for the benefit of members.

For example, this financial year we saw a steep increase in the income generated from the Accreditation Program, which is also thanks, in part, to the successful introduction of the new Professional Level Program. As a result, I'm happy to report that we have now recouped our initial investment in the program from its inception.

Finally, it should be noted that this year a new strategy was implemented to maximise the return on our reserve funds. The Executive investigated and approved the establishment of a highly diversified investment portfolio with the assistance of financial advice firm, Stanford Brown. Despite a volatile market since the funds were invested in August, we have maximised the preservation of our capital and achieved a 1.21% ROI for this financial year, remaining confident that this is a wise long-term strategy.

**MICHELLE DURYEA**

ARMS Treasurer

# AUSTRALASIAN RESEARCH MANAGEMENT SOCIETY INC.

## DETAILED PROFIT AND LOSS STATEMENT FOR THE YEAR ENDED 30 JUNE 2016

Information for Members on the 2016 Financial Statements

	2016 (\$)	2015 (\$)
<b>INCOME</b>		
Membership revenue	165,851	141,660
Conference revenue	615,037	610,722
Accreditation income	214,171	96,574
Sponsorship	30,706	37,085
NSW Chapter revenue	-	5,565
Qld/NT/PNG Chapter revenue	5,566	5,638
SA Chapter revenue	889	471
VC Chapter revenue	7,991	-
WA Chapter revenue	727	-
Special interest groups revenue	6,739	-
Sundry income	862	25
Advertising revenue	382	1,182
Realised gain (loss) on disposal of investments	(4,092)	-
Distributions received	8,614	-
Interest received	2,437	22,181
<b>TOTAL INCOME</b>	<b>1,055,880</b>	<b>921,103</b>

	2016 (\$)	2015 (\$)
<b>EXPENDITURE ORDINARY ACTIVITIES</b>		
Bank charges	1,651	825
Secretarial support	11,020	43,897
Audit fees	4,091	3,915
ARMS Awards	-	1,000
Professional Development Committee	-	6,496
International Committee	3,390	3,962
Marketing & Communications Committee	9,285	4,026
Bookkeeper	-	1,225
ACT Chapter expenses	1,911	1,575
NSW Chapter expenses	107	1,180
NZ & Pacific Islands Chapter expenses	3,593	2,548
Qld/NT/PNG Chapter expenses	2,892	3,543
SA Chapter expenses	2,709	2,785
Singapore Chapter expenses	166	205
Tas Chapter expenses	1,380	
VIC Chapter expenses	5,000	1,179
WA Chapter expenses	5,031	2,213
Special interest groups	9,867	955
Insurance	1,362	1,157
Legal fees	4,840	8,343
Executive office expenses	10,053	4,545
Chief Operating Officer	159,731	132,844
Administrative officer	94,840	31,778
Executive Officer administration support	5,173	-
Staff development expenses	-	3,412
Website expenses	7,357	7,557
ARC/NHMRC Conference	6,088	5,890

	2016 (\$)	2015 (\$)
<b>EXPENDITURE ORDINARY ACTIVITIES (cont.)</b>		
Other expenses	2,210	545
Conference expenses	457,935	393,059
Sponsorship expenses	7,633	17,278
Executive Committee expenses	4,602	4,061
Executive Committee meetings	17,582	21,984
Amortisation expense	12,447	2,816
Teleconference expense	3,267	2,112
Adviser expenses	9,482	-
ACT awards	2,500	909
NSW awards	4,500	909
NZ & Pacific Islands Awards	2,500	2,769
Qld/NT/PNG Awards	2,499	1,818
SA Awards	2,500	2,769
Singapore awards	2,500	1,909
Tas awards	2,499	-
Vic awards	3,135	1,364
WA awards	2,500	1,818
<b>Total Ordinary Expenses</b>	<b>891,828</b>	<b>730,406</b>
<b>Profit (loss) from ordinary activities</b>	<b>164,052</b>	<b>190,697</b>
<b>EXPENDITURE – SPECIAL INITIATIVES</b>		
PD Consultancy	41,400	43,200
Governance review	15,480	-
Accreditation	64,245	23,325
<b>Total expenses – special initiatives</b>	<b>121,125</b>	<b>66,525</b>
<b>Profit (loss) before income tax</b>	<b>42,927</b>	<b>124,172</b>
Income tax expense	-	-
<b>Profit (loss) after income tax</b>	<b>42,927</b>	<b>124,172</b>
Retained profits at the beginning of the financial year	982,965	858,793
<b>RETAINED PROFITS AT THE END OF THE FINANCIAL YEAR</b>	<b>1,025,892</b>	<b>982,965</b>

# APPENDIX A:

## ACCREDITED RESEARCH MANAGERS FOUNDATION (ARMF)

NAME	ORGANISATION	DATE OF ACCREDITATION
Lihong Kong	Australian Catholic University	Dec-14
Andrew Schrader	Australian Catholic University	May-14
Rebecca Erlich	Baker IDI Heart and Diabetes Institute	Aug-15
Chung Yan (Cherry) Yu	Baker IDI Heart and Diabetes Institute	Dec-15
Lyndsey Wright	Bushfire Cooperative Research Centre	May-14
Lynette Browning	Central Queensland University	May-14
Catherine Barkley	CSIRO	Dec-15
Wayne Robinson	CSIRO	Dec-14
Deepa Sharma Acharya	Curtin University	Dec-15
Khyati Ananthram	Curtin University	Dec-14
Melissa Carrol	Curtin University	Dec-15
Tanya Chambers	Curtin University	Dec-14
Mun Yin Cheong	Curtin University	Dec-15
Carly Fleming	Curtin University	Dec-14
Catherine Gangell	Curtin University	Dec-15
Grace Lamont	Curtin University	Apr-15
Jennifer Liddle	Curtin University	Dec-15
Shuie Liu	Curtin University	Dec-14
Belinda Northeast	Curtin University	Dec-15
Richard Pokonski	Curtin University	Dec-15
Christopher Pryor	Curtin University	Dec-15
Anneli Robbshaw	Curtin University	Dec-15
Anne Brocklebank Proud	Deakin University	Dec-14
Amanda Williams-Constantinou	Deakin University	May-14
Claire Blankley	Edith Cowan University	Dec-15
Joyce De Lucia	Edith Cowan University	Dec-14

NAME	ORGANISATION	DATE OF ACCREDITATION
Lorraine Dunbar	Edith Cowan University	Dec-14
Sandra Green	Edith Cowan University	Dec-15
Nichole Kemp	Edith Cowan University	Dec-15
Sharon Middleton	Edith Cowan University	Dec-14
Kylie Rudrum	Edith Cowan University	Dec-15
Sallyann Webster	Edith Cowan University	Dec-14
Katie Donnelly	Federation University of Australia	May-14
Thembelihle Dube	Federation University of Australia	May-14
Jane Eltringham	Federation University of Australia	Sep-14
Elanor Mahon	Federation University of Australia	May-14
Raimond Placidi	Federation University of Australia	May-14
Suzanne Read	Federation University of Australia	May-14
Marina Delpin	Flinders University	Dec-15
Linn Kaing	Flinders University	May-14
Karen Lang	Flinders University	Dec-15
Mary Lyons	Flinders University	Apr-16
Nima Nezhad	Flinders University	May-14
Alex Noblet	Flinders University	May-14
Raymond Tham	Flinders University	May-14
Vivienne Pearson	Institute for Breathing and Sleep, Austin Hospital	Aug-15
Ann Pearson	La Trobe University	May-14
Kerryn Westcott	Ludwig Institute for Cancer Research	Sep-14
Ruolan Lan	Macquarie University	Dec-14
Angela Magira	Melbourne Health	Apr-16
Christine Farmer	Monash University	Sep-14
Luke McAvaney	Monash University	Sep-14
Marianne Ciavarella	Murdoch Childrens Research Institute	May-14
Chrissandra Zagami	Murdoch Childrens Research Institute	May-14
Naomi Arbon	Murdoch University	Dec-14
Nicola Barlow	Murdoch University	Dec-15

NAME	ORGANISATION	DATE OF ACCREDITATION
Janine Blake	Murdoch University	Dec-15
Adrian Cheng	Murdoch University	December 2014
Kiloshni Hahn	Murdoch University	Dec-14
Hinke van Gelder	Murdoch University	Dec-15
Riduan Bin Mazlan	Nanyang Technology University	May-16
Shirley Ho	Nanyang Technology University	May-16
Krisnan Kumutha	Nanyang Technology University	May-16
Amarnisha Mohd	Nanyang Technology University	May-16
Yvonne Ng	Nanyang Technology University	May-16
Bee hua Quek Tan	Nanyang Technology University	May-16
Vincent Sung	Nanyang Technology University	May-16
Ambar Widiastuti	Nanyang Technology University	May-16
Cheng Peng Woon	Nanyang Technology University	May-16
Misty-Lee Palmer	National Centre of Excellence in Desalination	May-14
Suzanne Ryan	Sunshine Coast Hospital and Health Service	Dec-14
Charles Czank	Telethon Kids Institute	Apr-16
Giuliana D'Alerio	Telethon Kids Institute	Dec-15
Ashley Schoof	Telethon Kids Institute	Dec-14
Leanne Scott	Telethon Kids Institute	Dec-14
Sean Downes	The Australian National University	May-14
Louise Knox	The Australian National University	May-14
Belle (Ling) Ma	The Australian National University	Aug-15
Angela McKeegan	The Australian National University	Dec-14
Katy Paterson	The Australian National University	May-14
Lorraine Piper	The Australian National University	May-14
Ragini Singh	The Australian National University	May-14
Catherine Bressanutti	The University of Melbourne	Dec-15
Julie Blasioli	The University of Melbourne	May-14
Nakia Bolt	The University of New South Wales	Apr-15
Katherine Yeh	The University of New South Wales	May-14

NAME	ORGANISATION	DATE OF ACCREDITATION
Jodi McLean	The University of Newcastle	May-14
Bahareh Badrian	The University of Notre Dame Australia	Dec-15
Hayley Coppinger	The University of Notre Dame Australia	Dec-14
Natalie Giles	The University of Notre Dame Australia	Dec-14
Margaret Jones	The University of Notre Dame Australia	Dec-14
Lorraine Mayhew	The University of Notre Dame Australia	Dec-14
Denise McLinden	The University of Notre Dame Australia	Dec-14
Heather Clarke	The University of Notre Dame Australia	Dec-14
Carmen Buttery	The University of Queensland	May-14
Justin Nicholls	The University of Queensland	April-16
Monika Dzikowska	The University of Sydney	May-14
Amanda Cleaver	The University of Western Australia	Dec-14
Karen Dalby	The University of Western Australia	Dec-14
Amanda Elliott	The University of Western Australia	Dec-14
Monique Fountain	The University of Western Australia	Dec-15
Heather Gordon	The University of Western Australia	Dec-15
Jennifer Grant	The University of Western Australia	Dec-14
Sohini Haldar	The University of Western Australia	Dec-15
Caizia Li	The University of Western Australia	Dec-14
Valerie Mandel	The University of Western Australia	Dec-15
Carina Marshall	The University of Western Australia	Dec-15
Monika Mathyssek-Kilburn	The University of Western Australia	Dec-15
Lisa Melvin	The University of Western Australia	Apr-16
Peter Miller	The University of Western Australia	Dec-15
Alison Panther	The University of Western Australia	Dec-15
Maruf Razzaq	The University of Western Australia	Dec-14
Laila Simpson	The University of Western Australia	Dec-15
Katina Toufexis	The University of Western Australia	Dec-15
Andrea Tongue	The University of Western Australia	Dec-14
Mary Vukmirovic	The University of Western Australia	Apr-16



NAME	ORGANISATION	DATE OF ACCREDITATION
Louise Wedlock	The University of Western Australia	Dec-14
Natalie Scerra	Uniting Care Children Young People and Families	May-14
Kath Dougall	University of New England	May-14
Libby Magann	University of New England	May-14
Katrina Vardanega	University of New England	May-14
Kylie Aston	University of South Australia	May-14
Ruth Brogan	University of South Australia	May-14
Michelle Chen	University of South Australia	Dec-15
Shona Ellison	University of South Australia	May-14
Dawn Leonard	University of South Australia	Apr-16
Alison Curtis	University of Southern Queensland	May-14
Nigel Blundell	University of Tasmania	Aug-15
Caroline Burbury	University of Tasmania	Aug-15
Tracey Burke	University of Tasmania	May-14
Catherine Dwyer	University of Tasmania	Aug-15
Nicola Hodgman	University of Tasmania	May-14
Julianne O'Reilly Wapstra	University of Tasmania	Aug-15
Mandy Pink	University of Tasmania	Aug-15
Jennifer Robinson	University of Tasmania	Aug-15
Daniele Ryrle	University of Tasmania	Aug-15
Kate Vincent	University of Tasmania	Aug-15
Richard Evans	University Office	May-14
Cheng Yue Pan	Workplace Safety & Health Institute, Singapore	May-16
Cora Ng	Victoria University	May-14
Rebecca Cook-Johnson	Walter and Eliza Hall Institute	May-14



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## 2016 Highlights for University Office

**Successful implementation projects at Griffith University, University of Wollongong and Murdoch University**

**Announcement and design of the new IRMA user interface and mobile app**

**Federation University signed as a new client**

**Successful integrations to the NHMRC's HREA, ARC's RMS and Ringgold**

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*"The Australian Research Council (ARC) has successfully completed a pilot implementation with The University of Sydney to integrate the ARC's Research Management System (RMS) Application Programming Interface (API) into their system. The API is the ARC's preferred solution for data sharing and we encourage all interested universities, and their vendors, to contact us for assistance in implementing the ARC's API. If you would like further information, please contact the ARC's RMS help desk ([rms.helpdesk@arc.gov.au](mailto:rms.helpdesk@arc.gov.au))."*

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