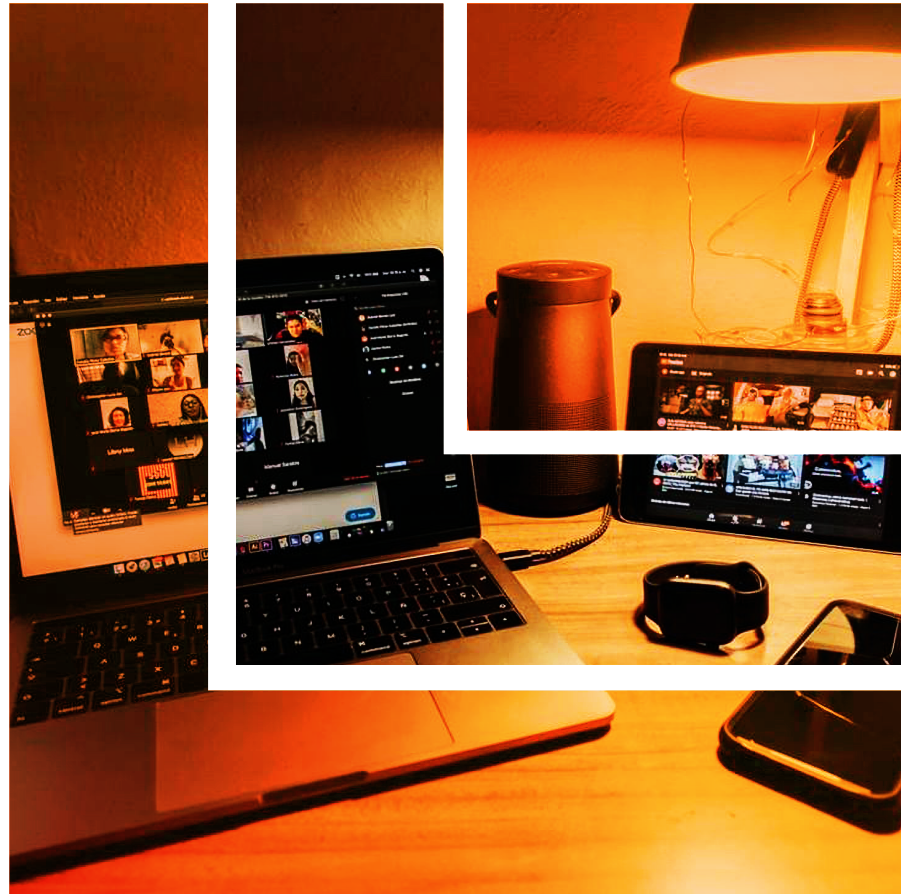


www.researchmanagement.org.au

ARMS
Australasian Research Management Society



ARMS Report To Members

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Australasian Research Management Society

About ARMS

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

Company Information

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

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

ARMS acknowledge the generous contributions of our Platinum Corporate Partner, F1 Solutions, as well as our Gold Corporate Partners, Cayuse, ExLibris-Research Professional and ResearchMaster.

We also extend our gratitude to CSIRO for sponsoring our annual awards for Research Management Practice.

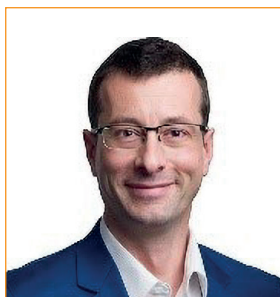


Flinders
UNIVERSITY

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

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

From the President



This report again covers a period of significant uncertainty and challenge: for ARMS, for our corporate members, for individual research management professionals, and for society at large. The response of ARMS members has been unsurprising – continuing to demonstrate the inherent characteristics of professionalism, compassion, resilience, and support for colleagues.

It has been a privilege to have represented such a dynamic community as it demonstrates its dedication to enabling global research excellence.

ARMS has also continued to deliver the outcomes described in our **Strategic Plan: Towards 2025**. Whilst there has been, and will likely continue to be, some adaptation over the coming years, I am delighted by how much progress has been made against our five Strategic Priorities; some highlights of the actions and achievements over the past year.

Strategic Priority 1: Excellence of the Individual

The Society fulfils this priority by providing a diverse and broadly accessible accreditation program, and other professional development opportunities for all members. It is important to note that, in late 2020, the Accreditation Council considered changes to ARMS' current accreditation program structure. Whilst both the Foundation and Advanced Level programs have been well subscribed, with over 500 graduates, it was agreed that a slightly more flexible framework should be considered to enable members to fulfil their individual learning needs. This approach would help individuals choose their own accreditation pathway by selecting programs either from within the current suite of ARMS' offerings or approved external programs and provide a meaningful pathway for upskilling and career progression. The Accreditation Council endorsed the new framework at its March 2021 meeting. While it is understood that there is still some work operationally and at a policy level to be completed, it is anticipated that the Society will shortly begin to transition and offer members three distinct accreditation pathways over the coming months: more details will be distributed to members.

Members have continued to show a healthy appetite to engage in virtual training sessions. As a result, we have had another year of steady uptake for our Foundation Level Accreditation Program modules with 409-unit registrations completed during 2020/2021, 190 had been taken in the online environment and 209 had been delivered via videoconference.

The Advanced Level Accreditation Program was not offered this financial year and will be replaced by a new program, the Established Level Accreditation Program to commence in 2022.

We have also continued to be active in refreshing our existing modules. In the past 12 months: important revisions have been made to many of our core modules; more modules have been converted to fully online delivery (with more to come), enabling just-in-time learning; and, following Accreditation Council approval, we have commenced delivery of two new master classes:

- Master Class on *Costing and Pricing of Research* which has been developed to provide a comprehensive understanding of Research project costing and pricing to ensure there are sufficient resources for a project to be successfully completed within the project scope and within key organisational and investor requirements.
- Master Class on *Fundamentals of Project Management* – designed to provide participants with an introduction to the fundamentals of project management and how these are implemented in a research organisation. The program takes an approach of describing project management activities for research management professionals and also provides information specific for the management of research project and programs.

From the President

Whilst uptake of the *ARMS Winter School electives* was moderately impacted by the pandemic during the reporting period, there was still sufficient interest to deliver a range of specialised courses:

- Advanced Clinical Research Management, 20 July 2020.
- Data Driven Research, 23 July 2020.
- Business Process Improvement in Research Management, 10 November 2020 (as part of Spring School) and then again on the 29 June 2021 (as part of the annual Winter School).
- Managing Complex Strategic Partnerships, 13 July 2020.
- Research Impact: Assessing the Benefits of Research (to be delivered as part of the Spring School on 28 October 2021) and 1 June 2021 as part of the Winter School.
- Development of Institutional Research Talent, 25 June 2020 to 09 July 2020.

It is incredibly rewarding to note that ARMS continues to forge new collaborations to address training needs of our members and the wider research community. As two examples, ARMS and the Australian Association of Medical Research Institutes (AAMRI) Research Integrity Adviser Practical Guide is complete and will be transition to an online platform before the end of 2021. In addition, working alongside CAUL (Council of Australian University Librarians) has led to the development of Open Research Toolkit work packages. The Open Research Toolkit is expected to be launched formally in early November 2021.

Strategic Priority 2: Promotion of the Profession

A strategic priority of ARMS is connecting with a range of stakeholders and influencers to promote the research management profession. In addition to the deployment of 'Virtual Roadshows' to maintain our routine of meeting with the leadership of major funding agencies, Government departments and key stakeholder organisations from Australia, New Zealand, and Singapore; some examples of other activity during the reporting period include:

- ARMS collaborated with the Council for the Advancement and Support of Education (CASE), Asia Pacific in delivery a co-badged event, hosted over two-day workshop (24-25 June 2021) on how Research Offices and Advancement Offices can effectively work together to increase research funding. The inaugural joint event included talks, panel sessions and a range of case studies on effective collaboration between Research and Advancement Offices. The event was well attended with over 300 registrations received for the two-day event.
- Australasian Ethics Network one day event on "Research Ethics in a Covid World" held on Wednesday the 11th of November 2020.
- ARMS collaborated with Knowledge Exchange Commercialisation (KCA) to deliver a joint workshop as part of the KCA Conference – in September 2021. The session (to be reprised at the ARMS Conference in November 2021) included case study discussions and a panel discussion including the President/Chair of KCA and ARMS. The session fostered a dialogue about further opportunities for collaboration – including potential joint training programs.

Strategic Priority 3: Creating Communities of Practice

Engagement of and with members is the lifeblood of ARMS. A chief mechanism for this is through the various approaches to provide opportunity for connecting with colleagues from across the sector and for shared learning experiences.

Key amongst these over the past year, was the delivery of ARMS' first virtual conference: **"Never Waste a Crisis: Lessons Learned"**. This incredibly successful event attracted over 800 registrations and was held over three days, Thursday 26 – Monday 30 November 2020. With typical focus on the future and the opportunities it brings, the event did not dwell on the difficulties of 2020, but rather was framed around the lessons learned, the things that have changed, and the emergence of "a new normal".

Our communities of practice through our Special Interest Groups are essential in developing and sharing of best practice and resources amongst the research management community. In December 2020, ARMS launched its inaugural SIG Fest – **See section in this report for details.**

”

Engagement of and with members is the lifeblood of ARMS.

Strategic Priority 4: International Excellence

Whilst international travel has not been an option over the past year, ARMS has continued to forge links with our sister societies across the globe and to be an active player on the INORMS Council. The launch of the INORMS Sister Association Reciprocal Benefit Strategy (ISARBS) allows participating members of the INORMS Community of research management associations to benefit from discounted rates on certain events, publications and other products offered by other associations in the INORMS community.

ARMS is also a signatory to the [Hiroshima Statement](#) which was officially launched in May 2021 at the INORMS Hiroshima Virtual Congress. The statement highlights the aspirational goal of continual improvement of local, national and international research landscapes. Collegiality, inclusivity, professionalism, innovation and accountability are the principles underpinning this statement.

During the INORMS Conference, it was a significant achievement for Professor Ren Yi to be announced as the inaugural ARMS recipient of the INORMS Awards for Excellence in Research Management Practice.

Looking forward, we are also currently working closely with colleagues from MyRMA (the new Malaysia Association of Research Managers and Administrators) to develop a bid for the INORMS 2025 Congress.

Strategic Priority 5: Innovation in Research Management

Innovation in the ways that we work has again been a requirement for ARMS and our members! In addition to the regular schedule and topics of ARMS' events, we have continued to identify other topics that are relevant to broad groups of our members and deliver one-off or short bursts of additional information sharing and training offerings. In this reporting period these have included such topics as:

- Countering Foreign Interference – including a Hot Topic Webinar attended by over 230 members and a series of fora to discuss Managing Foreign Arrangements.
- How to write a conference abstract.
- Mental Health and Relational Safety in a Post-COVID-19 World: Reflections on the New Normal.
- The Changing Research Management Landscape - Skills in demand and how to pitch yourself
- Disseminating Research Through an Online Magazine.
- Pushing on through the pandemic: The challenges, successes and strategies of regional Universities.
- Paradox, dilemma & uncertainty: Shaping an “academic me” in a performance-driven research world.
- Grantsmanship on a shoestring: a time-efficient approach.

- Australia 2030! How do we feel about the decade ahead?
- Mental Health Management for Research Administrators and Managers.
- Writing a strong job application for the research administration sector.
- Fifty shades of epidermis: Diversity beyond gender.
- Removing the anxiety around Indigenous engagement conversations.

We also continue to celebrate excellence in research management practice through our annual awards (Section on ARMS Awards).

It is worth emphasising that this vast array of initiatives and achievement is only possible through the outstanding work of the ARMS Executive Office. This small team deploys considerable skill and invention to provide the best possible support to all our members. Their work, plus the exceptional contribution from a huge number of volunteers to Committees, Working Groups, Chapter and SIG leadership, presenters at the variety of training and other educational offerings, Accreditation Council and the Board has ensured that members continue to gain benefits.

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



Dr Ross McLennan
ARMS President

ARMS Office Bearers and Committee Members

Members of the ARMS Board for the period 2020/2021:



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



Ms Connie Killey
Deakin University
*Treasurer of ARMS appointed
2017 and re-appointed in 2019.*



Dr Lesley Ashton
Quovadis Consulting
Secretary of ARMS appointed 2020.



Dr Tania Bezzobs
**Swinburne University of
Technology**
President Elect appointed 2020



Dr Maxine Bryant
AgResearch Ltd, NZ
*Committee Member of ARMS
appointed 2019.*



Dr Hannah Clarke
Canberra Hospital
*Committee Member
appointed 2020.*



Mr Steven Hannan
The University of Newcastle
*Committee Member of ARMS
appointed 2019.*



Dr Yordanka Krastev
Macquarie University
*Committee Member of ARMS
appointed 2020.*

A special acknowledgement goes to our departing Board members whose terms ended on the 26th of November 2020:

- **Dr Misty Palmer**, the National Health and Medical Research Council (NHMRC).
- **Dr Johanna Barclay** from the Victor Change Cardiac Research Institute.

Our Executive Office

Members of the ARMS Executive Office include:



Ms Maria Zollo

ARMS Chief Operating Officer

Responsible for providing operational leadership and management and supporting the ARMS Board in the implementation of its ARMS Strategic Plan – Towards 2025.



Dr Mark Hochman

ARMS Business Consultant

Responsible for extending the ARMS professional development and accreditation programs, including the exploration of business development opportunities.



Mr Brett Dobson

Management Accountant

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



Ms Dana Watts

Accreditation Program Administrator

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



Ms Kaeisha Kilmister

ARMS Events Administrator

Responsible for providing general secretariat support to the ARMS Executive Office. Appointed June 2021.



Ms Sophie Zervas

Acting Conferences and Major Events Coordinator

Responsible for the coordination and management of small to large scale events for the Society. (Replacement for Ms Grace Mulraney who was on maternity leave during the reporting period).

Appointment ended May 2021

Membership

As of June 30, 2021, the Society recorded 3693 members from across the Australasian region, including Australia, New Zealand and Singapore.

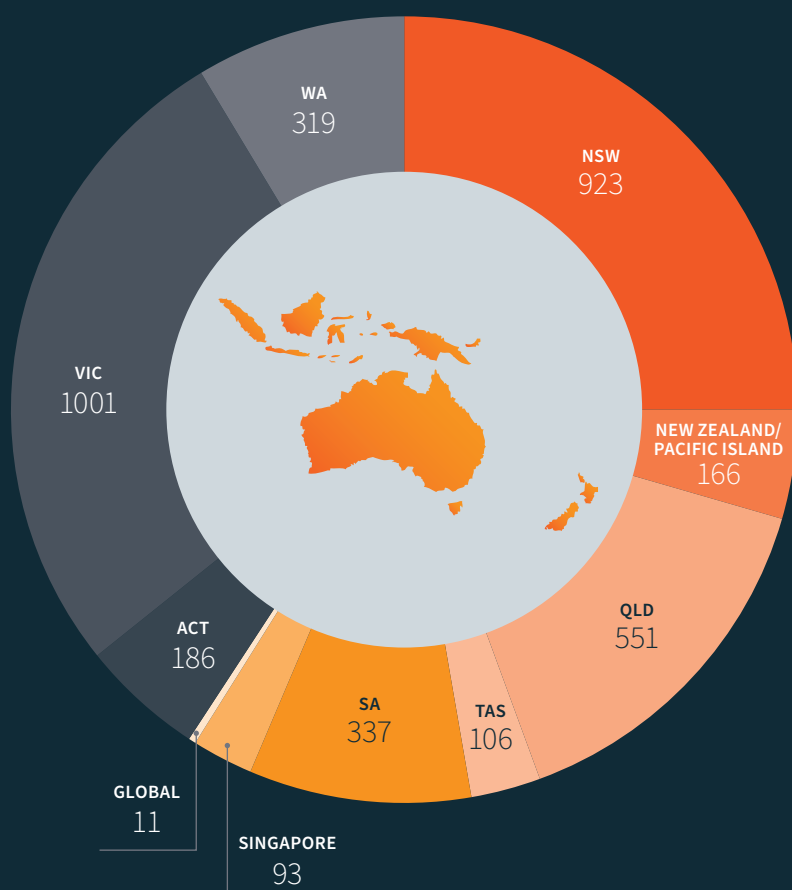
This represents a 9.86% decrease of our membership base from the previous reporting period. This reduction is the result of attrition across the sector and a more thorough review of the membership database to remove contacts that are no longer financial members of the Society.

The Victoria Chapter held the largest membership base (1,001 or 27%) followed by NSW (923 or 25%), Qld/NT/PNG (551 or 15%), South Australia (337 or 9.1%), Western Australia (319 or 8.65%), ACT (186 or 5.05%), New Zealand/Pacific Island (166 or 4.5%), Tasmania (106 or 2.9%), Singapore (93 or 2.5%) and the new Global Chapter (11 or 0.3%).

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



Graph 1: ARMS Membership by Chapter



Victoria	27%
NSW	25%
Qld/NT/PNG	15%
South Australia	9.1%
Western Australia	8.65%
ACT	5.05%
New Zealand/Pacific Island	4.5%
Tasmania	2.9%
Singapore	2.5%
Global	0.3%

1001
VICTORIAN
MEMBERS

The Victoria Chapter held the largest membership base (27%)

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

Corporate Members

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

Small Corporate Members

The Walter and Eliza Hall Institute of Medical Research	University of Notre Dame
Transport Accident Commission	Victoria University of Wellington

Corporate Membership:

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

Individual Membership:

This category has two tiers.

Tier 1:

Standard Individual Membership

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

Tier 2:

Small Organisation Membership

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

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

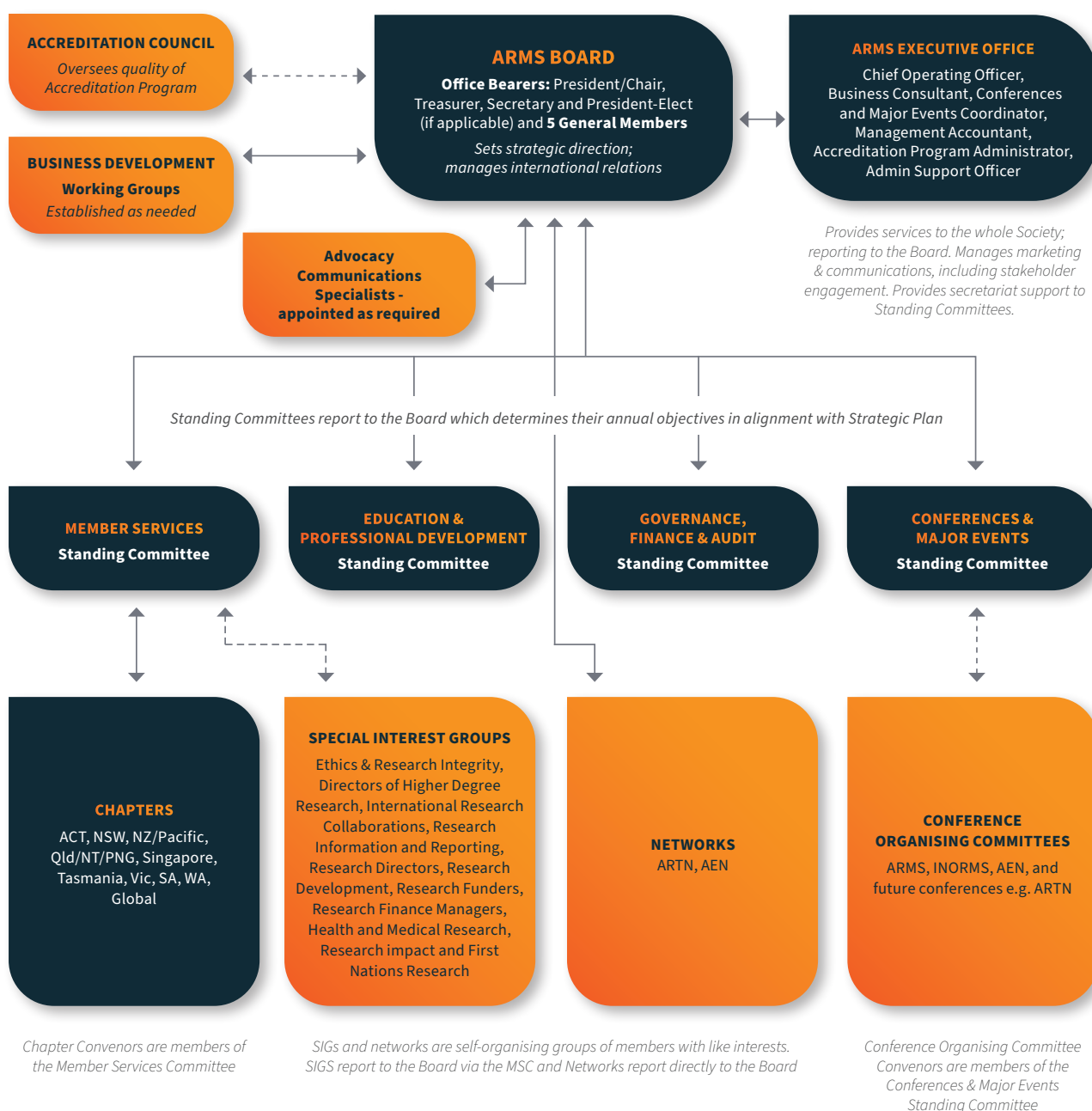
Retired Membership:

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

Management and Organisational Structure

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

ARMS Organisation Structure



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

Appointment of Office Bearers and Committee Members

The ARMS Board is the governing body and it controls and directs the affairs of the Society, including its committees and publications. The Board determines the Society's promotions, policies, and strategic planning, and it evaluates the Society's progress towards achieving its mission and goals in accordance with **ARMS' Strategic Plan – Towards 2025**. The Board has statutory responsibility for all ARMS activities.

The Board includes four office bearers - President, President-Elect, Secretary, and Treasurer including five general Committee Members, one to be appointed outside of Australia.

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

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

Induction

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

Organisation

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

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ARMS Strategic Plan

– Towards 2025

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

STRATEGIC PRIORITY 1	STRATEGIC PRIORITY 2	STRATEGIC PRIORITY 3	STRATEGIC PRIORITY 4	STRATEGIC PRIORITY 5
Excellence for the Individual	Promotion of the profession	Creating Communities of Practice	International Excellence	Innovation in Research Management
The Society provides a diverse and broadly accessible range of professional development opportunities including a high-quality accreditation program, and other resources to enable members to continually enhance their skills and expertise.	ARMS works with all stakeholders and influencers to promote the research management profession. It facilitates the delivery of research management practices that support future research excellence.	Through Chapters, Special Interest Groups and Networks, ARMS provides opportunities and resources to drive the development and sharing of best practice. This fosters dialogue, accessibility, learnings and synergies amongst its members and stakeholders.	ARMS is part of a global community of research management professionals that aim to develop best practice and attain excellence in research management. The Society also works with countries where research management is an emerging profession to support the awareness and practice of research management.	ARMS recognises the rapidly changing landscape of the research enterprise and facilitates innovation in research management to support research excellence.



Implementation Plan

The ARMS Board also developed an **Implementation Plan** which sets the framework for achievement of its strategic priorities over the next triennium.

The Implementation Plan will be monitored annually against several Key Performance Indicators.



Our Vision

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

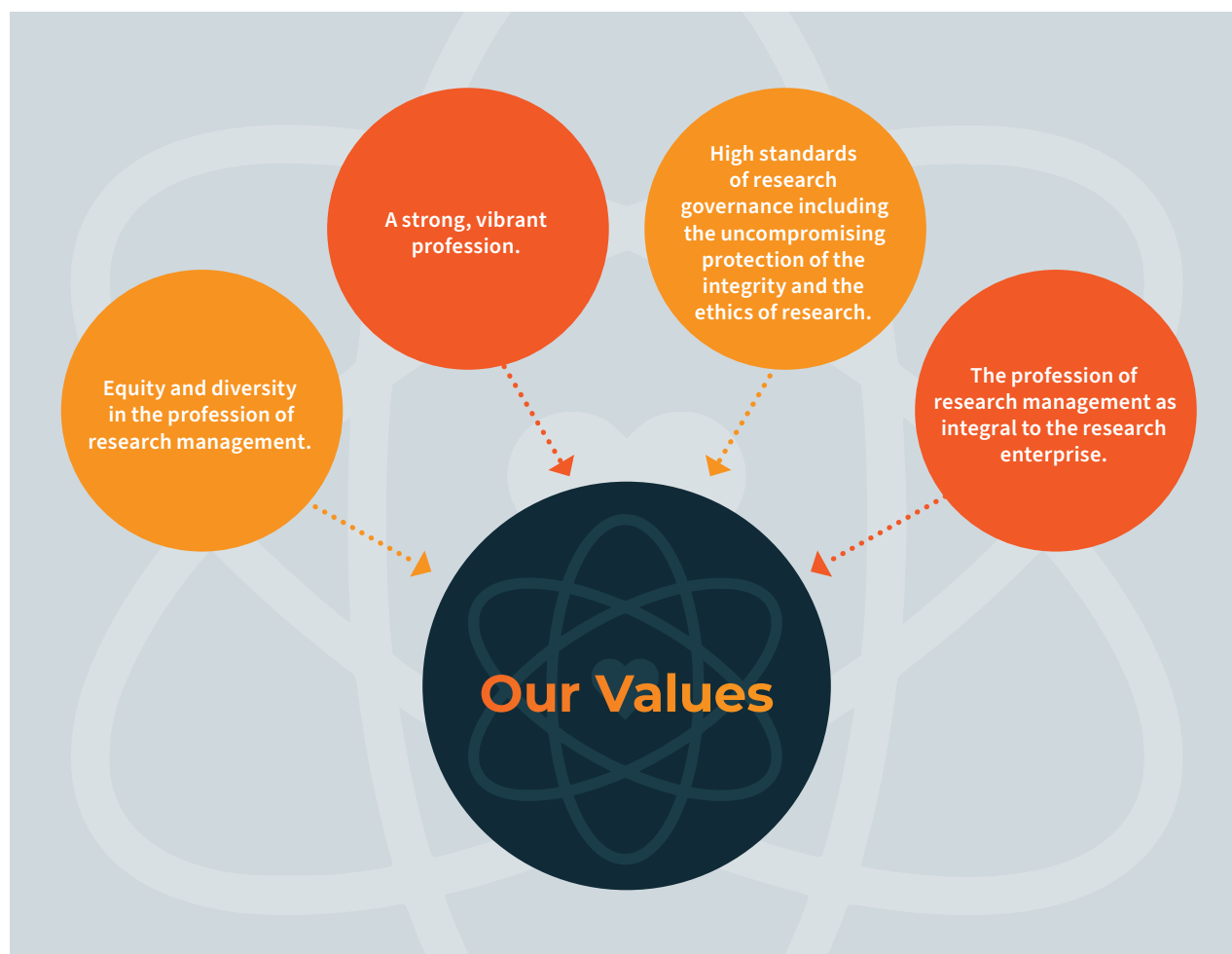


Our Mission

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

The Society fulfils its mission through:

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



ARMS

Accreditation Program

Foundation Level Accreditation Program

This report on the ARMS accreditation program covers the period July 2020-June 2021 – a year where the financial effects of COVID 19 have been evident.

Looking over the life of the accreditation program, since its inception in September 2013 with eight modules, the program has grown to serve the needs of the Australasian research management community with 20 modules which have resulted in more than 5,200-unit registrations. During 2020/2021 there were 409-unit registrations, well down on the pre-COVID days of 800-1,000 registrations per year, but up on the 321 registrations for 2019/2020.

No new Foundation level modules were added this year with major work concentrating on conversion of compulsory modules into the moodle environment and also finalising details of the move to a points-based accreditation program.

At the time of writing all three compulsory Australian modules (1.1 Overview of Australia's National Research and Innovation System, 1.2 Legislation as it Applies to Research in Australia and 1.3 Understanding Research and Researchers) were available in the online environment. Modules 1.1 and 1.2 for both Singapore and New Zealand were in the

process of being transitioned into the online environment and should become progressively available from the end of 2021. Of interest were that of the 409-unit registrations completed during 2020/2021 190 had been taken in the online environment and 209 had been delivered via videoconference.

Details of the new points-based accreditation program were also completed during this last year. This will see the replacement of our current Foundation and Advanced level programs with a three-level system of Foundation, Established and Advanced accreditation.

Each module or program is being assigned a points value and candidates will be required to obtain 25 points for Foundation level accreditation, 100 points for Established level and completion of a workplace-based assignment valued at an additional 50 points to move from Established to Advanced level.

The Accreditation Council, Education and Professional Development Committee and ARMS Board have all had input into this model and it will allow members a much more flexible combination of modules and programs to align career development with different levels of accreditation. Further details of this points-based model will appear shortly on the ARMS website.

Whilst no new Foundation level modules have been developed over the last year there were three other modules/programs completed.

Two of these, (a) Fundamentals of Project Management and (b) Costing and Pricing of Research are longer than the traditional half-day Foundation level modules and are being offered as Masterclasses. Both are sure to be popular with members.

The third, a Research Integrity Advisor guide has been developed over the last two years jointly with the Association of Australian Medical Research Institutes (AAMRI) with content having been approved by the Accreditation Council. This is also being transitioned into the online Moodle environment and should be available for members towards early 2022.

As in past years, maintaining currency of module content is essential to ensure quality of material and the Accreditation Council has established a review cycle of all existing modules. This year has seen modules 1.1 NZ and Singapore reviewed in line with their transitioning into Moodle.

A further 55 persons graduated from the ARMS Foundation accreditation program last year – a notable achievement given circumstances over the last 18 months. To date, the program has graduated more than 500 people with the post-nominal **Accredited Research Managers (Foundation) or ARMFs**.

Refer to **Appendix A** for full list of Accredited Research Managers (Foundation) or ARMFs.

Advanced Level Accreditation Program

ARMS is moving towards a three-level accreditation system from 2022. The current Advanced Level Accreditation Program is a 12-month program consisting of:

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

This program was not offered in full during the last year and will be replaced by the established level program in 2022. The information below therefore relates only to the Winter School electives held during June and July 2021.

As in previous years ARMS offered several one-day electives in the ALAP program through a Winter School open to all members (and non-members).

The following seven electives were offered in the 2021 Winter School:

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

Two electives were re-offered in Spring 2020 as follows:

- Assessing the Societal Benefit of Research, Dr Mark Hochman.
- Business Process Improvement in Research Management, Dr Bryony Wakefield.

Refer to **Appendix B** for full list of Accredited Research Managers (Advanced) or ARMAs.

Accreditation Council

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

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

The Accreditation Council farewelled two of its members, Professor Zee Upton, Institute of Medical Biology, Agency for Science, Technology and Research (A*STAR) and Dr Peter Wejbor, Children's Cancer institute. The Council formally welcomed Professor Andy Hor, A*Star Singapore and Dr Ms Kate Gunn, Children's Medical Research Institute. Both commenced formally in March 2021.

ARMS Accreditation Program

Members of the ARMS Accreditation Council



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



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



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



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



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



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



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



Ms Kate Gunn
Children's Medical Research Institute
Representing a member who has served in the position of General Manager/Chief Operating Officer of an Independent Medical Research Institute.
(Appointed March 2021).

Executive Office Staff In Attendance:



Ms Maria Zollo
ARMS Chief Operating Officer



Dr Mark Hochman
ARMS Business Consultant



Ms Dana Watts
Accreditation Program Administrator

ARMS Training Fellows

ARMS Training Fellow is a title given to an individual recognised by the Accreditation Council as having the knowledge, experience and skills to present module material for the Foundation Level Accreditation Program and some programs under the future Established/Advanced Level Accreditation Program.

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

Professional Development Framework

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

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

The table below summarises the Society's Professional Development Framework (PDF) during the reporting period. With the implementation of new Accreditation points-based system, it is anticipated that the PDF will undergo a review to ensure that it aligns with the new Established level of Accreditation.

Levels for Knowledge Enhancement



Core Areas of Knowledge



Foundation



Management



Leadership

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

Professional Development Framework



Core Areas of Knowledge



Foundation



Management



Leadership

Contextual Knowledge	Where the research management professional sits in their relevant country context	Understands and practices principles of good supervision, management and strategy development	Leads institutional research policy and strategy and promotes the institutional research agenda
Higher Degree by Research Candidature Cycle	<p><i>Understands and effectively manages the HDR (postgraduate in NZ) candidature cycle from inquiry to graduation.</i></p> <p>Foundation Level Modules</p> <p>3.1: HDR by Research Scholarships, 3.2: HDR by International Partnerships, 3.3 HDR by Candidature Management and 3.4: HDR by Admissions and Completions</p> <p>Programs offered by the Australasian Ethics Network</p>	<p><i>Establishes systems for recruitment, retention and timely completion of HDR candidates.</i></p>	<p><i>Develops and implements institutional policies and strategies at all levels of the HDR cycle. Integrates HDR management into broader research management functions and institutional strategic directions.</i></p> <p>Senior Executive Forum</p>
Programs are also under consideration by the Australasian Ethics Network			
Ethics and Integrity	<p><i>Understands and provides effective support to ethics and integrity committees and processes.</i></p> <p>Foundation Modules</p> <p>4.1: Research Ethics, 4.2: Research Integrity</p> <p>Programs offered by the Australasian Ethics Network</p>	<p><i>Establishes and implements systems to monitor and improve effectiveness of ethics and integrity processes.</i></p> <p>Advanced Level Accreditation/ ARMS Winter School/Spring School Program:</p> <ul style="list-style-type: none"> - Advanced Clinical Research Management - Managing Complex Strategic Partnerships 	<p><i>Develops, establishes and monitors an institutional research governance framework.</i></p>
A range of programs are also offered by the Australasian Ethics Network including a biennial AEN Conference			
Data and Information Management	<p><i>Collects and collates data to enable institutional and external reports.</i></p> <p>Foundation Level Module</p> <p>5.1: Research Information and Reporting</p>	<p><i>Monitors the effectiveness of institutional research management systems and data.</i></p> <p>Advanced Level Accreditation/ ARMS Winter School Program:</p> <ul style="list-style-type: none"> - Evidence Based Analysis of Research Performance - Business Process Improvements 	<p><i>Uses data to develop and implement evidence-based strategies, monitor and benchmark institutional performance, suggest changes to strategy as needed.</i></p> <p>Senior Executive Forum</p>



Core Areas of Knowledge



Foundation



Management



Leadership

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

Chapter Highlights

ACT Chapter

The ARMS ACT Chapter saw a quiet period, where committee members focussed on evaluating and broadening the membership base.

A networking event on 26 March 2021 welcomed new members from the Australian National University, University of Canberra and Canberra Hospital/ACT Health and reconnected members from the Australian Defence Force Academy/ UNSW Canberra and Elsevier.

Representatives from ARMS Platinum Sponsor F1 Solutions participated in the event.

The next Chapter activity in the works is a team-building trivia night, complete with questions about Canberra, Australian research breakthroughs, Research Management basics and general knowledge.

The Committee are also planning a video celebrating 20 years of ARMS and ACT's Research Management Professionals.

Membership of the ACT Chapter committee for the reporting period include:

- Rosa Gray, ANU (Treasurer).
- Catherine Karcher, ANU (Co-Convenor).
- Sébastien Lacrampe, ANU (Committee Member).
- Grahame Pearson, Elsevier (Advisor).
- Jonathan Ward, ANU (Committee Member).
- Ewa Ziolkowska, ANU (Committee Member).



ACT Chapter networking event held on the 26th of March 2021.



Global Chapter

The Global Chapter delivered an online event, titled ***"Data Privacy Matters!"*** took place on 23 April 2021, and was hosted by the University of the Witwatersrand, Johannesburg, South Africa, with input from invited specialist guest presenters.

This event was one output of the UK-SADC collaborative IRMSPD ReMPro ***TReMOR Project***. A series of online data privacy video clips from the event are now available for viewing/download via the TReMOR Project Resources Toolkit webpage: <https://sites.google.com/view/projecttremor/resources-toolkit> Select "Data and Information" and then click on "Data Privacy Videos" to access these video clip resources.

The TReMOR Project (Twitter: @TReMORProject) also subsequently generated a series of written resources on various RM topics (including grant writing, ethics, funding, partnerships, data management, publication practices, and grants management) that can be utilised by early-career RMs. These were created with inputs from 9 RM's based in South Africa, Botswana, Namibia and the UK. These resources can be downloaded from the TReMOR Project Resources Toolkit webpage: <https://sites.google.com/view/projecttremor/resources-toolkit>

The Global Chapter is currently led by Caryn McNamara. A call for further membership is expected to be made shortly.

New South Wales Chapter

The NSW Chapter Committee is focussed on delivering professional development, networking activities, peer knowledge exchange, and workshops across the state, to underpin the individual development of members and the profession in general. Despite continued disruptions caused by the pandemic, the NSW Chapter remains committed to this goal.

Highlights during the reporting period include delivery of regular chapter meetings and local education and networking events.

The Chapter offered NSW members the following events during the reporting period:

- A fun trivia session in January 2021. Intended to be a refreshing and light way to start the new year, NSW Chapter members Joseph Toltz and Stephan Waibel hosted an excellent trivia session which was well received by over 30 attendees.
- A Career Pathways workshop. Led by Chapter Co-convenors Stephanie Macmillan and James Walsh, and Chapter members Joseph Toltz, Tanya Karliychuk, Chanel Hopkinson and Emmaline Lear, the Career Pathways workshop was a highly interactive session intended to demonstrate the breadth of career pathways available for those currently working in research management. Four mentors, Steve Hannan (University of Newcastle), Emily Brennan (Macquarie University), Ksenia Sawczak (University of Sydney) and Amanda Cleaver (Raine Medical Research Foundation, WA), engaged with over 30 attendees in small breakout sessions to discuss their individual career pathway and answer questions from attendees. The session was well received, and the NSW Chapter are planning similar events for 2021/2022.

The NSW Chapter welcomed new Committee members Hayley See, Tanya Karliychuk, Stephan Waibel, Shantala Mohan, Emmaline Lear and Chanel Hopkinson.

The NSW Chapter also farewelled and formally acknowledged the contributions of Yordanka Krastev, Annette Harris, Louise Dwyer, Helen Cameron, Eleanor Colla and Emily Brennan.

Membership of the NSW Chapter for the reporting period include:

- Stephanie Macmillan, University of New South Wales, (Co-Convenor).
- James Walsh, University of Technology Sydney (Co-Convenor).
- Joseph Toltz, University of Sydney (Committee Member).
- Qian Garrett, Notre Dame University (Committee Member).
- Hayley See, Thoracic Society of Australia and New Zealand (Committee Member).
- Tanya Karliychuk, Australian Communications Consumer Action Network (ACCAN) (Committee Member).
- Stephan Waibel, University of Technology (Committee Member).
- Shantala Mohan, Western Sydney University Sydney (Committee Member).
- Emmaline Lear, Charles Sturt University (Committee Member).
- Chanel Hopkinson, University of New England (Committee Member).

Chapter Highlights

New Zealand and Pacific Islands Chapter

Members in New Zealand offered two compelling webinars during the reporting period:

- “Removing the Anxiety Around Indigenous Engagement and Conversations presented by Jaylene Wehipeihana and Dr Faith Welch from the University of Auckland. 14 July
- Paradox, dilemma & uncertainty: Shaping an “academic me” in a performance driven research world” presented by Dr Joanna Cobley, 22 October 2020

Other events are scheduled in the latter half of 2021.

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

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

Queensland, NT, PNG Chapter

The QLD/NT/PNG Chapter had another very productive year. The Committee hosted a virtual trivia session on 25 September 2020 to celebrate Research Administrators Day.

The winners were the Charles Darwin University (CDU) Angels (first prize) and Janet Wilks (lucky door prize), and despite some minor technical issues a lot of fun was had by all attendees.

In October 2020, the Chapter hosted an ARMS PD Sessions@Zoom webinar entitled *Pushing on through the Pandemic: The challenges, successes and strategies of regional universities*. The panel session focussed on how regional universities have adapted to COVID and continue to deliver high quality tertiary education and research during the pandemic. Panellists included Professor Susan Kinnear, Dean of Graduate research at CQU, Mr Andrew Johnson, Director of Research Services at UNE, Associate Professor Jason White, Director of the CSU Research Office and Dr Steve Rogers, Director of Research and Innovation at CDU.

Finally, the Chapter hosted concurrent social events in Darwin and Brisbane on 25 June 2021, just beating the COVID-19 lockdowns in both cities! Across two venues (the Trailer Boat Club in Darwin and the Ship Inn in Brisbane) 27 members attended and took advantage of the opportunity to catch up and network with members in the region.

Membership of the QLD/NT/PNG Chapter committee for the reporting period include:

- Tinashe Chiurugwi, The University of Queensland – Committee Member.
- Alison Farrington, Queensland University of Technology – (Secretary).
- Iftikhar Hayat, Charles Darwin University – Committee Member.
- Ruth Kamrowski, Griffith – Committee Member.
- Lekshmi (Leks) Sobhana, Charles Darwin University – (Treasurer).
- Megan Stephenson, Griffith University – Committee Member.
- Kelly Stewart, University of the Sunshine Coast – (Convenor).
- Belinda Watanabe, Griffith University – Committee Member.
- Sarah Wright, University of Southern Queensland – Committee Member.



ARMS QLD/NT/PNG Chapter members attending social event at The Ship Inn in Brisbane.

ARMS QLD/NT/PNG Chapter members attending social event at the Trailer Boat Club in Darwin.



Singapore Chapter

In view of the ongoing pandemic, several regular programs under the ARMS Singapore Chapter have been postponed in 2020 and 2021.

Nevertheless, in July 2020, the Chapter in collaboration with Clarivate Analytics held a webinar session titled: *“Understanding what Peer Reviewing can do for you”*. The session addressed how both researchers and research administrators can better understand the processes of peer-review, as well as the “soft-skills” that one could acquire by being a peer reviewer. As part of the program, top reviewers in Singapore who are recognized for their efforts in reviewing shared their personal anecdotes from their interactions with journal editors and administrators as well as practical ways to get a head start in developing such skills. The event saw an attendance of more than 50 participants from across the universities and the Singapore Chapter members.

Also, in October 2020, the Chapter supported the delivery of ARMS’ Foundation Level Accreditation module 1.2 – “Legislation as it Affects Research in Singapore”. It is important to note that as of January 2020, there are a total of 24 accredited members with the postnominal ARMF in Singapore.

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

South Australia Chapter

During the reporting year, the SA Chapter members were pleased to be able to attend many of the ARMS online events to continue our professional development and learning during COVID-19.

We were especially happy to “meet” some Tasmanian colleagues as part of the “Managing through and emerging from the crisis” Virtual event in June 2020. We had the opportunity via Zoom to network and this event offered a range of thought-provoking presentations and online activities.

While the pandemic has impacted the Chapter’s face to face activities, the Chapter was able to schedule a breakfast for SA Chapter colleagues in May 2021. During this informal networking session, members had a chance to debrief and reflect on the challenges and opportunities for building a strong research management community locally.

The Chapter looks forward to connecting with members more throughout the upcoming year.

Membership of the SA Chapter for the reporting period include:

- Julie Krech, University of South Australia.
- Kathy Mott (Treasurer).
- Grainne Mullen, Flinders University.
- Carly Rosewarne, University of South Australia.
- Louise Townsin, Torrens University Australia (Convenor).

Chapter Highlights

Tasmania Chapter

The Tasmanian Chapter farewelled the Co-Convenors Amy Harrington and Lorraine Ingham from the University of Tasmania with a call made to members for new Committee members.

The Chapter is pleased to formally welcome Dr Adele Kay as the incoming Convenor. While the pandemic environment has disrupted the Chapter's ability to deliver key events to members, it is anticipated that events are likely to be scheduled in the latter half of 2021.

Membership of the SA Chapter during the reporting period include:

- Nic Gaston, University of Tasmania.
- Adele Kay, University of Tasmania (Convenor).
- Shaun Kelly, University of Tasmania (Treasurer).
- Tamara Walton, CSIRO.

Victoria Chapter

The 2020-2021 period saw major changes in the Victorian ARMS Committee. Faye Zaibak stepped down as co-convenor and Fraser Rogerson became the sole convenor.

The Chapter welcomed three new members to the committee in 2021: Rachel Kennedy (Walter & Eliza Hall Institute), Sally Dickinson (University of Melbourne) and Urmi Dhagat (Walter & Eliza Hall Institute). They replace Sejal Kendal and Faye Zaibak, who completed their two years of service, and Ryan Wendt. The current committee thanks all retiring member for their many contributions.

The Victorian ARMS Chapter end-of year function was held online in December 2020. Over 60 research Management Professionals representing all Victorian universities attended. They heard two excellent presentations from Dr Amanda Caples, the Victorian Chief Scientist, about the Science, Technology and Innovation, and Dr Saraïd Billiards and Dr Marcus Nicol, about the Medical Research Future Fund. The presentations were followed by a virtual tour of Prague.

The first half of 2021 was spent recruiting new members on the committee and planning two events that were delivered in July and August of 2021 respectively; a workshop on the management of foreign engagements and a presentation about Universities Australia that was delivered nationally.

Membership of the Victoria Chapter during the reporting period include:

- Urmi Dhagat, The Walter and Eliza Hall Institute of Medical Research.
- Sally Dickinson, The University of Melbourne.
- Lachlan Doughney, Swinburne University of Technology (Treasurer).
- Rachel Kennedy, The Walter and Eliza Hall Institute of Medical Research.
- Ms Amy Kong, La Trobe University.
- Fraser Rogerson, RMIT University (Convenor).
- Sian Wright, Monash University.

”

The first half of 2021 was spent recruiting new members on the committee and planning two events that were delivered in July and August of 2021 ...

Western Australia Chapter

The WA Chapter commenced the reporting period with its virtual Annual General Meeting held on the 6th of August 2020 followed by an online event entitled “Indirect Costs: Developing Guidelines for research administrators” held on 15 October 2020.

This session was led by Tara McLaren (Head Research Development, Telethon Kids Institute) and Dhruv Shah (Research Consultant, Curtin University) at a round table discussion on how best to capture infrastructure costs and provide consistent information across the sector in WA as to what they are, why they’re needed, and ways to better implement them!

This was followed by the delivery of PD Sessions @Zoom webinar entitled “The Changing Research Management Landscape – Skills in demand and how to pitch yourself” held on the 17th of March

2021. This session included presentations from Professor Garry Allison, Associate Deputy Vice-Chancellor, Research Excellence at Curtin University, Dr Kathleen Franklyn, Career Development Consultant at Curtin University and Karen Thompson from Communicate U. The webinar focused on how the nature of research administration work is changing, the new skills needed by research management professionals and how to position and communicate our skills for future roles.

When lockdown restrictions started to ease, the Chapter coordinated an in-person breakfast on the 15th of October held at Zamia Café Kings Park. This was followed by an event on ‘Grant Connections’ delivered in collaboration with Innovation Central Perth and the Department of Industry, Science, Energy and Resources (DISER) Entrepreneur’s Programme! Bringing together Academic Researchers, Small-Medium Businesses, and Research Support Professionals to network and learn about the Accelerating Commercialisation Grant.

The Chapter Committee farewelled a number of members over the reporting period who had been instrumental in shaping the WA Chapter.

Membership of the WA Chapter during the reporting period include:

- Ieuan Linck, University of Western Australia (Co-Convenor).
- Katie Flanagan, Curtin University (Treasurer).
- Natalie Filipek, Curtin University.
- Ylva Olsen, University of Western Australia (Secretary).
- Ash Roberts, Murdoch University (Co-Convenor).
- Mona Shah, Edith Cowan University.



Standing Committee Highlights

Conferences and Major Events Committee (CMEC)

The CMEC oversees 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).

During the reporting period, the CMEC considered planning for the Virtual Event *"Never Waste a Crisis: Lessons Learned"* (26-30 November 2020) and if hybrid options of major events are possible in the next 12 months. These discussions are still under consideration.

The membership of the CMEC for the reporting period:

- Maxine Bryant, Agresearch NZ appointed as the Board Liaison for the CMEC.
- Adele Kay, University of Tasmania.
- Professor Michael Khor, Nanyang Technological University, Singapore.
- Ted Rohr, University of New South Wales (Convenor).

Education and Professional Development Committee (EPDC)

The EPDC oversees the development, promotion, operational management and delivery of the Society's Accreditation Program (Foundation, Advanced and Established once introduced in 2022) and other professional development activities to serve the needs of the members.

During the reporting period, the EPDC provided critical input into the proposed Accreditation Points Based System, as well as content review for the new master classes on Fundamentals of Project Management and Costing and Pricing of Research. The EPDC also discussed options for new module development in 2022. A key activity for the EPDC during the next reporting period will be the review of ARMS' Education, Training and Professional Development Framework.

The membership of the EPDC for the reporting period:

- Tania Bezzobs, Swinburne University of Technology (ARMS Board Liaison).
- Hannah Clarke, ACT Health (ARMS Board Liaison).
- Tania Tambiah, RMIT University (Convenor).
- Heather Thomas, Individual ARMS member.
- Monique O'Callaghan, University of Melbourne.
- Grahame Pearons, Elsevier.

Governance, Finance and Audit Committee (GFAC)

The Committee supports the Board by maintaining its By-Laws and reviewing or developing other policies as necessary.

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

Key highlights for the GFAC include a review of the Society's risk register and review of a range of policies due for review.

The membership of the GFAC for the reporting period:

- Lesley Ashton, Quovadis Consulting.
- Anna Coppel, University of Melbourne (Convenor).
- Margaret Jones, Edith Cowan University.
- Ms Elise Jione, University of the Sunshine Coast.
- Ms Connie Killey, Deakin University (ARMS Treasurer).
- Gayle Morris, Australian Institute of Business.
- Jodie Parkinson, Federation University.

Member Services Committee (MSC)

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

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

The key highlight during the reporting period was the online delivery of the highly successful PD Sessions @ Zoom, a series of one-hour professional development webinars.

The membership of the MSC for the reporting period:

- **ACT Chapter:** Catherine Karcher, Australian National University.
- **NSW Chapter:** Stephanie McMillian, UNSW (*James Walsh, UTS in Stephanie's absence*).
- **Qld/NT & PNG:** Kelly Murphy (Stewart), University of the Sunshine Coast.
- **South Australia:** Dr Louise Townsin, Torrens University.
- **Singapore:** Professor Michael Khor, Nanyang Technological University.
- **NZ/Pacific Island:** John Milnes, The University of Otago.
- **Tasmania Chapter:** Adele Kay, University of Tasmania.
- **Victoria Chapter:** Fraser Rogerson, RMIT University.
- **Western Australia:** Ashleigh Roberts, Curtin University.

A snapshot of webinars delivered during the reporting period include:

2020

14 July
Removing the anxiety around
Indigenous Engagement
Conversations

3 August
Fifty shades of epidermis:
Diversity beyond gender

10 September
Mental Health Management for
Research Administrators and
Managers

21 September
Australia 2030! "How do we feel
about the decade ahead?"

26 September
Writing a strong job application
for the research administration
sector

13 October
"Grantsmanship on a shoestring:
a time-efficient approach"

22 October
Paradox, dilemma & uncertainty:
Shaping an "academic me" in a
performance-driven research
world

28 October
Pushing on through the
pandemic: The challenges,
successes and strategies of
regional Universities

2021

19 February
Disseminating Research Through
an Online Magazine

17 March
The Changing Research
Management Landscape - Skills
in demand and how to pitch
yourself

5 May
Mental Health and Relational
Safety in a Post-COVID-19 World:
Reflections on the New Normal

23 June
How to write a conference
abstract

These webinars have been recorded and are available to members on the ARMS Portal.

Special Interest Groups

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

Directors of Higher Degree Research

The Directors of Higher Degree Research SIG is a professional network for Directors and Managers of Graduate Research Centres and Schools or those responsible for the management of research degrees in their university. A new Convenor is expected to be appointed in 2022.

First Nations Research

The First Nations Research SIG was officially launched at SIG Fest on the 3rd of December 2020. While restrictions imposed by the pandemic had affected a lot of the planned work for the remainder of the reporting period, the key highlight was the delivery of a panel session on Foreign Interference from an Indigenous

perspective held during the virtual Conference in November.

Over the next 12 months, the SIG Convenors will be surveying ARMS members to get a sense of their interests and to continue to build awareness.

The First Nations SIG Co-Convenors are Jaylene Wehipeihana from the University of Auckland and Mandy Downing from Curtin University.

Ethics and Research Integrity

The ARMS Research Ethics & Integrity Special Interest Group continued member engagement across the three streams. The Australasian Ethics Network Stream (AEN) focused on the traditional, bi-annual conference which was meant to be hosted in Melbourne in November 2020, postponed to November 2021, and as per recent decision, further postponed to November 2022. Despite our best intentions, local face to face network meetings were not delivered during this period and plans are in tray to deliver future events. It is anticipated that another stream activity involving export controls activities are likely, with ARMS providing feed-back to Go8 regarding the past efforts of strengthening the Defence Trade Controls Act (DTCA). As for activity in the research integrity space, there are a number of key speakers scheduled for the ARMS virtual conference in the second half of 2021.

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

Health and Medical Research

The pandemic continues to influence and impact the work of all members of ARMS and in particular our colleagues in the Health and Medical Research SIG.

As the work of the SIG morphs into new business models, members continue to see the effect of these times on our industry and the researchers we work with. What has the Health and Medical Research SIG done to contribute to the knowledge bank and support systems for our members in 2021? Convenors of the SIG have been involved in providing professional development sessions on Mental health, recognition and support for our members and their stakeholders with presentations on Mental Health Management for Research

Administrators and Managers from Dr Denise Riordan, Director Clinical Services, Mental Health Justice Health Alcohol and Drug Service, ACT Health. In addition, the SIG has run a session to inform on the key things to include in an abstract submission. This webinar was facilitated by Dr Lesley Ashton and Dr Hannah Clarke.

The Convenors of the SIG have scheduled a presentation in October 2021 from Michelle Gallagher, CEO of Opyl Ltd who will share her knowledge on the dos and don'ts of social media clinical research/trial patient recruitment.

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

International Research Collaborations

The SIG Fest in December 2020 raised some great areas for potential discussion topics for the relaunch of this SIG. Emerging global challenges and the need to work together came through strongly in the discussion. It also highlights a shift in the profession towards leading engagement on international Institutional research goals. A focus early in the year was to have a relaunch webinar on the New Zealand/Australia Science, Research and Innovation Cooperative Agreement work programme. COVID-19 has hampered the policy refresh work between New Zealand and Australia, but we hope to bring this to members shortly. Another key issue this year has been around foreign interference and trade. This was discussed in the ARMS Hot Topic Webinar in May on foreign interference. Lastly, May 2021 was another significant month for SIG members with the virtual INORMS congress. The congress always has fascinating presentations on international cooperation and this year the host country described the international work of the Research University Consortium (RUC).

The International Research Collaborations SIG is convened by Jace Carson from University of Canterbury.

Research Development

The Research Development SIG attracted three new Convenors at its relaunch at SIG Fest on the 3rd of December 2020. The SIG commenced by surveying members in March 2021 to determine their specific interests and to provide guidance on how best to structure the SIG. Based on the results of the survey, the SIG has been re-structured under three key streams of activity as follows:

Stream 1 – Research Strategy, Planning and Implementation which comprise of a range of activities aimed at proactively identifying, developing and implementing strategies to enhance the research performance and reputation of a group or institution.

Stream 2 – Researcher Development which refers to activities that are aimed at supporting the professional and career development of the academic workforce and the postgraduate research community at the institution.

Stream 3 – Grant Development which encompasses activities that support the development of research funding applications from conceptualisation of project ideas and identification of funding sources through to application development and submission. There is teamwork and a number of partnerships needed within and outside of research offices that enable quality and effective grant development.

The Research Development SIG is Co-Convened by Marina Delpin from the University of South Australia, Dora Horvath from Swinburne University of Technology and Kirstie Lawrie from the University of Queensland.

Research Finance Managers

The Research Finance Managers SIG has slowly started to come back together after a very quiet year due to the pandemic. Like most ARMS members, our SIG members faced significant changes within their organisations, so most of our members were over committed and therefore unable to attend meetings through most of 2020. This also resulted in our project to establish an agreed ARC reporting template being placed on hold temporarily. However, the Research Finance Managers SIG is now pleased to advise that this item is back on the agenda and that we wish to formally Mary Lambert from Swinburne for liaising with the Australian Research Council (ARC) on this matter. We expect to have this template set up on a smart form and be made available on both the ARC and the ARMS website in due course.

The SIG has established a Microsoft Teams page to encourage communication between SIG members, and also to keep any shared documents. There are currently 27 members with representation of up to 12 people at each scheduled. The SIG has attracted representation from three of the Group of Eight University's (Go8) including, Monash University, the University of Western Australia and the University of New South Wales.

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

Special Interest Groups

Research Funders

Colleagues from the ARMS Research Funders' SIG got together via zoom for a Funders' roundtable at the ARMS SIGFest on Wednesday 2 December 2020. The group discussed the challenges and opportunities encountered during 2020, including rapid introduction of contingency plans and grant variations to respond to the impacts of COVID-19 on grant funding. Members of the Funders' SIG share an interest in developing and managing impactful, responsive, and well-governed research funding schemes and grants programs

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

Research Impact

The Research Impact SIG (RI-SIG) provides support for research managers involved in developing an impact culture, embedding impact strategies, engaging with end-users or playing any other role with an aim to assist researchers to maximise the impact of their research. At the end of 2020, the SIG delivered an interactive workshop to understand more about what the community wanted from the SIG. The idea of monthly networking sessions was well supported. As such, these have been run on the last Friday of the month throughout 2021 with a discussion topic chosen by members to frame the conversation, and often a guest speaker to lead the session. Guests have included Dr Siew Fang Law from the University of Melbourne discussing best practice around ethical

engagement and collaboration, and Tara McLaren and Tobias Schoep from Telethon Kids Institute who co-chaired the AAMRI Research Impact Working Group that developed the AAMRI Research Impact Framework. Despite the lack of international travel and ongoing lockdowns, the SIG has managed to build strong relationships between community members due to these regular informal sessions.

The Research Impact SIG would formally like to welcome Dr Anna Hutchens, Manager of Research Engagement and Impact at The Australian National University to the convening team. She will join Dr Faith Welch from the University of Auckland and Dr Tamika Heiden, Research Impact Academy.



Image taken from the Research Impact SIG meeting.

Research Information and Reporting

The Research Information and Reporting Special Interest Group (RIR SIG) organises activities to facilitate member collaboration in common areas of interest, including research information management, research performance indicators and reporting, and the systems that underpin these processes.

The RIR SIG facilitated a number of very successful online events this year. The first session was held on Tuesday, 21 July to discuss institutional approaches to implementing the new Field of Research and Socio-Economic Objective codes. The Zoom session attracted approximately 120 attendees, including various vendors.

Another similarly well-attended session was held on Wednesday, 9 September to discuss the ARC's review of ERA and EI, with over 70 participants discussing responses to the consultation questions.

Several members of the Convening Committee presented at the inaugural 'SIG Fest' in December. This was a great opportunity to showcase the SIG and discuss possible future activities.

The final session for this period was held on Friday, 12 March being a presentation by Thomas Chow from UNSW on their Aggregate Ranking of Top Universities (ARTU) league table.

In closing, the Convening Committee would like to acknowledge the contributions of Jeremy Gibson from QUT, who stepped down from his role as Research Systems Best Practice Community Lead to take up a new position with Elsevier.

RIR SIG Convening Committee:

- Michelle Duryea, Edith Cowan University.
- Adam Finch, CSIRO.
- Elizabeth Przywolnik, Notre Dame University.
- Gary Long, Western Sydney University.
- Jeremy Gibson, Queensland University of Technology.
- Joseph Toltz, University of Sydney.
- Judy Alexander, University of Newcastle.
- Justin Shearer, University of Melbourne.
- Raimond Placidi, La Trobe University.
- Sian Wright, Monash University.

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

Research Office Directors

With travel restrictions caused by the pandemic, the ARMS Directors' Special Interest Group (SIG) have continued to meet every two months.

One of the major items for discussion during the reporting period was on the topic of Managing Foreign Arrangements (MFA) which resulted in the delivery of a hot topic webinar on the 21st of May 2021 as well as three specially dedicated forums on the 9th of April 2021, 10th of May 2021 and on the 2nd of July 2021. During these sessions, presenters and attendees alike reflected on how MFA matters were being dealt with at their organisation, exchanging feedback on their experience with the use of DFAT's online portal and sharing their views on how to appropriately communicate with researchers and partner on these new arrangements.

Research Office Directors' SIG is led by Convenors Dr Jane Holt from RMIT University, Dr Jodi-Clyde Smith from the University of Queensland and Mr Andrew Johnson from the University of New England.

Special Interest Groups

SIG Fest 2020

Our communities of practice are critical in driving the development and sharing of best practice and resources amongst the research management community.

To give members an opportunity to learn more about the large range of Special Interest Groups (SIGs) and to encourage greater engagement, ARMS delivered its first ever **SIG Fest 2020 from 1-3 December 2020.**

This led to the re-launch of eleven SIGs and has contributed to our existing SIGs continuing to flourish – taking advantage of online platforms and collaboration tools.



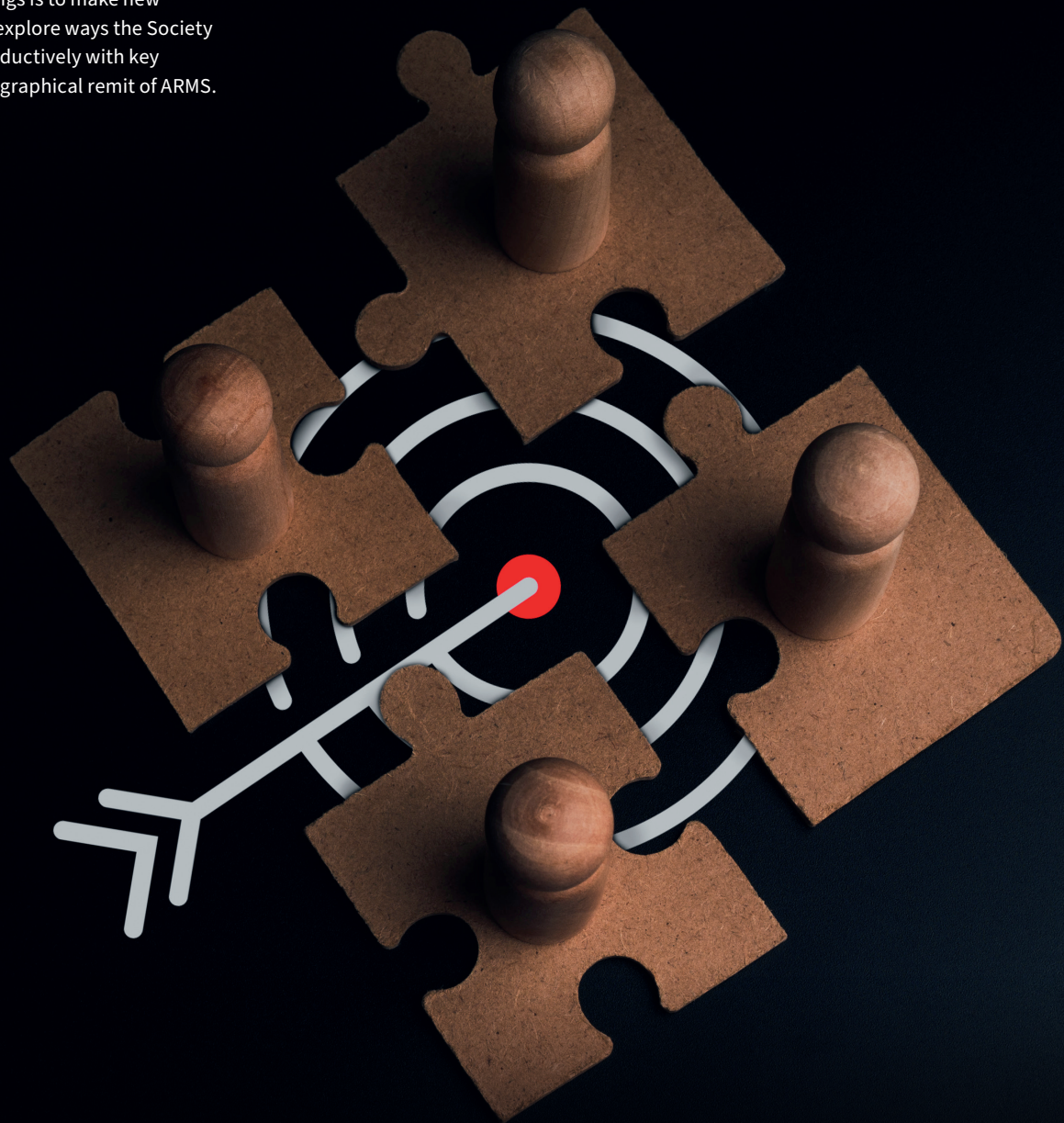
ARMS delivered its first ever SIG Fest 2020 from 1-3 December 2020.

Stakeholder Engagement

The continual promotion of the profession of research management is a key strategic priority of ARMS.

Despite travel restrictions caused by the current pandemic, Dr Ross McLennan (ARMS President) and Ms Maria Zollo (ARMS COO) coordinated a limited number of key meetings with leaders from Universities Australia, CRC Association, Australian Research Council, National Health and Medical Research Council and A*Star Singapore.

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

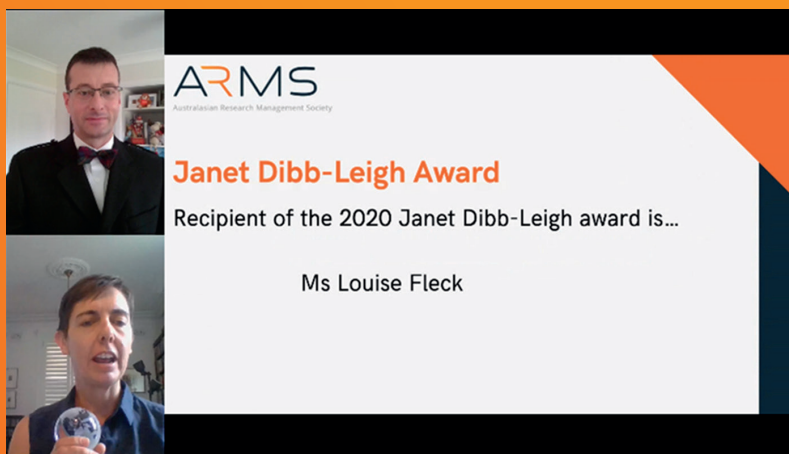


ARMS Awards

The Society supports and celebrates the professional development achievements of its members through a range of awards. Award recipients were formally recognised at a virtual awards ceremony aligned with the ARMS Virtual Conference “Never Waste a Crisis: Lessons Learned” (Thursday 26 – Monday 30 November 2020).

Janet Dibb-Leigh Award for Distinguished Service to Research Management

This award recognises an individual who has made an outstanding contribution to the enhancement of the research management sector throughout Australasia and Singapore. In 2020, this award was presented to Ms Louise Fleck from Macquarie University.



Ms Fleck and Dr McLennan at the virtual award ceremony.



A/Professor Tam Nguyen, Ms Caroline Pratt and Ms Tania Tambiah at the virtual award ceremony.

Fellows of ARMS

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

We congratulate our 2020 Fellows:

- A/Professor Tam Nguyen.
- Ms Caroline Pratt.
- Ms Tania Tambiah.

CSIRO Awards for Excellence in Research Management Practice

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



Anita Arndt, Jane Holt and Byrony Wakefield together with ARMS President, Ross McLennan at the virtual award ceremony.

We congratulate our 2020 recipients: 2020 Award Winners

Anita Arndt, RMIT University
Nomination Type: Individual
Category of Nomination: Leading Change
Institution: RMIT University

Dr Jane Holt, RMIT University
Nomination: Individual
Category: Leading Change
Institution: RMIT University

Working Smarter Team - University of Melbourne Research Return to Campus Design and Implementation Team
Nomination: Team
Category: Working Smarter
Institution: The University of Melbourne

ARMS Virtual Conference

Restrictions imposed by the current pandemic led to the forced delivery of ARMS' inaugural online conference.

ARMS VIRTUAL EVENT

THURSDAY 26 - MONDAY 30 NOVEMBER 2020

Never Waste A Crisis - Lessons Learned!



The conference picked up this theme – *“Never Waste a Crisis – Lessons Learned”* to focus not so much on the difficulties of 2020, but rather on the lessons learned by the ARMS community, the things we have changed and the emergence of “a new normal.”

The program also focused on what members are likely to retain from the past in this new normal, what we are likely to discard.

Keynote Speakers

The Program Committee allocated slots in the program that directly related to a theme and area of expertise for each keynote speaker:

- Ms Kathie Dent, Australian Research Council.
- Professor Andy Hor, A*Star Singapore.
- Professor Anne Kelso, National Health and Medical Research Council.
- Mr Max Kennedy, MBIE.
- Associate Professor Inger Mewburn, Australian National University.
- Professor Damian Purcell, Doherty Institute.

Panel Speakers

- Dr Amohia Boulton, Whakauae Research for Maori Health and Development, Whanganui, Aotearoa.
- Professor Cheryl Kickett-Tucker, Curtin University.
- Professor Chris Moran, Curtin University.
- Mr Suthagar Seevaratnam, Australian National University.

**Location:**

Virtual conference –
Delivered via the
EventsOnAir Platform.

**Date:**

Thursday 26th, Friday 27th
and Monday 30th of
November 2020.

**Theme:**

**Never Waste a Crisis:
Lessons Learned.**

**Delegates:**

840.

Program Committee

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

- Mark Hochman, ARMS' Business Consultant (Committee Chair).
- Annmaree Jackson, Griffith University.
- Roxanne Jemison, The University of Queensland.
- Tam Nguyen, St Vincent's Hospital/ Melbourne Medical School.
- Robert Rigby, Australian National University.
- Kate Swanson, The University of Queensland.
- Petra Van Nieuwenhoven, The University of Melbourne.
- Jaylene Wehipeihana, The University of Auckland.

Sponsors and Exhibitors

We formally thank our generous sponsors and exhibitors:

ResearchMaster

Gold Partner and Exhibitor

The GrantEd Group

Silver Partner and Exhibitor

ExLibris Group

Silver Partner and Exhibitor

Haplo

Bronze Partner

ShineWing Australia

Exhibitor

Elsevier

Exhibitor

Major Achievements

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

 <p>Excellence of the Individual</p>	<p>20 Foundation Level Accreditation Modules offered to members.</p>	<p>3 Foundation Level Accreditation Modules are now offered as online programs via Moodle.</p>
<p>409 unit registrations delivered for our Foundation Level Accreditation Program.</p>	<p>2 new master classes on Costing and Pricing of Research and Fundamentals of Project Management now offered to members.</p>	<p>1 Janet Dibb-Leigh Award for Distinguished Service to Research Management.</p>
<p>3 New Fellows of ARMS appointed.</p>	<p>3 CSIRO Awards for Excellence in Research Management Practice awarded.</p>	<p>1 INORMS Award for Excellence in Research Management Practice.</p>
<p>7 Winter and Spring School Electives offered to ARMS members.</p>	<p>Research Integrity Advisors Practical Guide module for Research Integrity Advisors in collaboration with AAMRI to be formally launched in early 2022.</p>	<p>Development of an Open Research toolkit on Open Research in collaboration with CAUL to be launched in the second half of 2021.</p>



Promotion of the Profession

Virtual meetings arranged with a variety of key stakeholders.

Delivery of the **first ever virtual conference** attended by 840 delegates.

Graduated a further 55 Accredited Research Managers (Foundation) bringing the total to over 500 ARMFs.



Creating Communities of Practice

Delivery of a **broad range of webinars** as part of the new PD Sessions @Zoom series.

Stronger presence of the Directors of Research Special Interest Group meeting every eight weeks.

Launch of the **First Nations Research Special Interest Group**.

Delivery of the **inaugural SIG FEST**.



Innovation in Research Management

Working for the first time with CASE Asia Pacific on the delivery of an event entitled ***"Maximising Partnerships Between Research and Advancement to Increase Funding"***.

Working with AAMRI for the first time on the development of Research Integrity Advisors Practical Guide.

Working with CAUL on the development of a Toolkit on Open Research.

Delivery of the Australasian Ethics Network (AEN) event on Research Ethics in a Covid-19 World.

Delivery of ARMS 2020 virtual conference **"Never Waste a Crisis: Lessons Learned"**.



International Excellence

Continual engagement with the International Network of Research Management Societies (INORMS).

Strengthening our engagement with the newly formed Malaysian Association, MYRMA.

Strategic Partnerships

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

Australasian Ethics Network (AEN)

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

Australasian Research Training Network (ARTN)

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

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

Association of Australian Medical Research Institutes (AAMRI)

ARMS and AAMRI formed a new collaboration with an agreement to develop jointly a training guide tailored for Research Integrity Advisors (RIA). During the reporting period, a writing group was established with representatives from each association which included regular Zoom meetings to discuss the content for the training module.

Chaired by Dr Douglas Robertson from ANU, members of the writing group were each assigned a chapter to develop and write. It is anticipated that a penultimate draft of the training guide will be completed by the end of 2021 and that it will then be assigned to a separate reading group for further editorial input.

Once completed, the content will transition into Moodle and is expected to be available to ARMS and AAMRI members by the end of 2021.

We acknowledge the tremendous work of all members of our writing group:

- Dr Douglas Robertson (Chair), Australian National University.
- Dr Daniel Barr, The Royal Melbourne Institute of Technology (RMIT).
- Dr Eva Baxter, Queensland Institute of Medical Research (UQ).
- Dr Leonie Cullen, Baker Institute.
- Dr Julianna Dawidowicz, University of Southern Queensland (USQ).
- Dr Mark Gummer, Telethon Kids.
- Dr Mark Hochman, ARMS' Business Consultant.
- Dr Lowenna Holt, Garvan Institute of Medical Research.
- Dr Peta Lisle, University of New England.
- Dr Rob McDowell, CSIRO.
- Dr Peter Thomas, AAMRI.

We also thank our reading group for their editorial input:

- Dr Nadine Barnes, Burnet Institute
- A/Professor Pam Henry, Edith Cowan University.
- Dr Mark Hochman, Australasian Research Management Society.
- Dr Mark Hooper, Queensland University of Technology.
- Dr Tara McLaren, Telethon Kids Institute.
- Dr Shantala Mohan, Western Sydney University.

CASE Asia Pacific

ARMS and the Council for the Advancement and Support of Education (CASE) - Asia Pacific, jointly hosted a two-day workshop entitled **“Maximising Partnerships Between Research and Advancement to Increase Funding”**.

The event addressed how Research Offices and Advancement Offices can effectively work together to increase funding for research and development.

The virtual event was targeted at senior leaders responsible for research and philanthropy, staff of Research Offices and Advancement Offices, College and Departmental staff responsible for attracting research funding.

Delivered online across two days, Thursday 24 – Friday 25 June, the event provided the chance for attendees to hear from key professionals in the Research and Advancement Office, be inspired by talks, panel sessions, and case studies addressing effective collaboration, with the opportunity to participate in Q&A after each session. The event attracted over 330 delegates.

The speakers for this event included:

- Mark Bentley, Director, Alumni Relations and Development, The University of Auckland.
- Nick Blinco, Vice-President, Advancement, The University of Melbourne.
- Dr Jodi Clyde-Smith, Director, Research Office, The University of Queensland.
- Professor Barney Glover AO, Vice-Chancellor and President, Western Sydney University.
- Dr Mark Hochman, Australasian Research Management Society.
- Tara McLaren, Head, Research Development, Telethon Kids Institute.
- Ivan Shin, Director of Philanthropy and Communications, Centenary Institute.
- Dr Campbell Thomson, Director, Office of Research Enterprise, The University of Western Australia.
- Tara Turner, Director, Global and Institutional Philanthropy, The University of Queensland.

We acknowledge our event sponsor and ARMS' Platinum Corporate Partner F1 Solutions as well as our session sponsor, Research Professional/The ExLibris Group.

Finally, we thank our planning committee for coordinating a very comprehensive and engaging conference program:

- Dr Mark Hochman, ARMS Business Consultant, Australasian Research Management Society (ARMS representative).
- Dr Campbell Thomson, Director, Office of Research, The University of Western Australia (ARMS representative).
- Tara Turner, Director, Global and Institutional Philanthropy, The University of Queensland (CASE representative).
- Karen Van Sacker, Director of Divisional Advancement (STEM), The University of Melbourne (CASE representative).

It is anticipated that a follow-up event will be held in June 2022.



ARMS and the Council for the Advancement and Support of Education (CASE) - Asia Pacific, jointly hosted a two-day workshop.

Strategic Partnerships

Council of Australian University Librarians (CAUL)

Members will recall that just over two years ago, on the 7th of November 2019, the ARMS-CAUL Senior Executive Forum was held in Sydney on the topic of *The Open Research Agenda in Australasia*. It was a one-day forum for Directors or equivalent of Research Offices and University Libraries, as well as executive leaders in universities such as Deputy Vice-Chancellors (Research). The forum included presentations from key funding agencies, the Australian ORCID consortium, ARDC and the Australasian Open Access Strategy Group (so named at the time).

An outcome of the forum was the establishment of an Open Research Working Group jointly convened by ARMS and CAUL to progress the development of a toolkit for use by universities to support open research. A working group was established in early 2020 with representatives from CAUL, ARMS, CAUDIT, ARDC, ARC and NHMRC but initial progress was sluggish due to the impacts of the pandemic.

Significant progress has been made on the development of the toolkit throughout the reporting period with a formal launch planned for early November 2021. The Working group has been Co-Chaired by Jason White and Alison Matthews from Charles Sturt University and Siân Woolcock from the University of South Australia.

Knowledge Exchange Australia (KCA)

ARMS and KCA agreed to collaborate on the delivery of a panel session entitled **“Opportunities for better collaboration – The Grants Office vs the IP Office – who does it better?”**

The intent of the session is to foster a dialogue about further opportunities for collaboration including future events and possible training programs that would appeal to members of both societies.

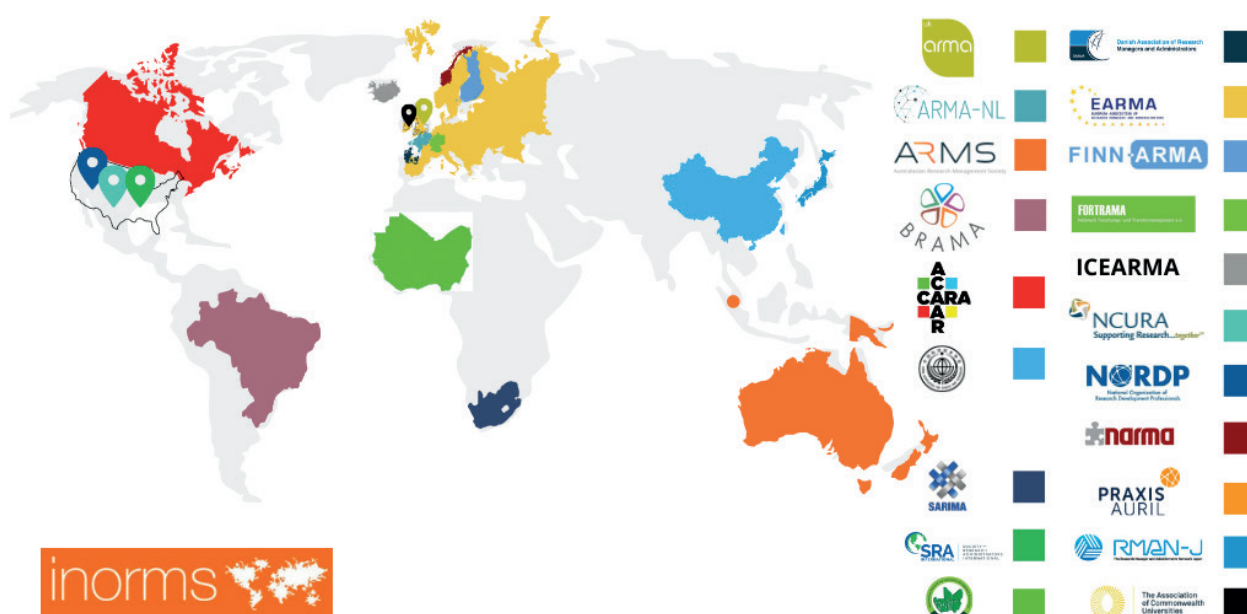
During the reporting period, ARMS President, Ross McLennan has been working with the KCA Board and Conference Program Committee to refine the structure of these workshops which will align with KCA's conference in early September 2021 and the ARMS virtual conference in November 2021. The panel session will include the following members: Ross McLennan (ARMS President from Macquarie University), Dr Erin Rayment (Queensland University of Technology), Lisa Elliot (Griffith University) and Bayode Ero-Phillips (University of Western Australia). The Moderator is Evelyn Body (University of Auckland).

”

An outcome of the forum was the establishment of an Open Research Working Group jointly convened by ARMS and CAUL to progress the development of a toolkit for use by universities to support open research.

International Engagement

International Network of Research Management Societies (INORMS)



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

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

membership and geographical base, but all face similar issues. Through INORMS, member associations are able to transfer training course structure and content, adopt comparable support mechanisms, jointly develop training materials, and jointly influence policy.

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

HIROSHIMA Statement

ARMS is also a signatory to the **Hiroshima Statement** which was officially launched in May 2021 at the INORMS Hiroshima Virtual Congress. The statement highlights the aspirational goal of continual improvement of local, national and international research landscapes. Collegiality, inclusivity, professionalism, innovation and accountability are the principles underpinning this statement.

ARMS is a member of INORMS, a network formed in 2001 to bring together research management societies and associations from across the globe.

Our Finances

This report will be my last as Treasurer for ARMS as my 2nd term on the Board comes to a close.

While it has been a challenging year, ARMS has continued to deliver on most of our key activities. Thanks to the outstanding efforts of the Executive Office, most of our programs were able to transition to an online offering, and we were able to run 2 very successful virtual conferences, our annual conference, and the inaugural ARMS and CASE joint conference.

From a financial perspective, while we still have an end of financial year deficit, the strong uptake of our programs has meant that our performance was still significantly better than we anticipated, and while we have had to draw on our reserves, this has not been to the extent we first anticipated.

Managing our payables and receivables has been incredibly important to manage our cash flow. Brett Dobson, our Management Accountant has been proactive in

successfully ensuring payment from almost all of our major outstanding debtors.

There has also been some responsible prioritisation of our outgoing payments. Ensuring that we pay on time and prioritising those payments within our cash flow. This has been imperative to ensure that the drawing down on our investment is minimised.

To that point, investment markets performed surprisingly better than most would have anticipated, and we managed to still see a return on our investment, again, contributing to the better than anticipated result for the society.

It has been a privilege to serve as Treasurer for the last 4 years. I have had incredible support from the ARMS Executive Office, through our COO Maria Zollo, and Brett Dobson, our Management Accountant, as well as the other members of the team. Thank you.

I would also express my thanks to the support of 2 wonderful Presidents, in Dr Campbell Thompson, and most recently, Dr Ross McLellan. To all of my Board colleagues over the last 4 years, you have been amazing to work with, and I have learnt so much from all of you.

I will of course continue to serve ARMS as a Training Fellow and support the Society in any way I can. I wish the incumbent Treasurer Susan Rose every success in their role.



Killey.
Connie Killey
ARMS Treasurer



The strong uptake of our programs has meant that our performance was still significantly better than we anticipated.

Audited Financial Statement for the period ending 30 June 2021

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Australasian Research Management Society

AUSTRALASIAN RESEARCH MANAGEMENT SOCIETY INC
ABN 57 334 849 485

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 2021.

COMMITTEE MEMBERS

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

Ross McLennan (President)	Johanna Barclay (resigned 27/11/20)
Tania Bezzobs (President Elect)	Maxine Bryant
Connie Killey (nee Mogg) (Treasurer)	Steve Hannan
Misty-Lee Palmer (Secretary - resigned 27/11/20)	Yordanka Krastev (appointed 27/11/20)
Lesley Ashton (Secretary - appointed 27/11/20)	Hannah Clarke (appointed 27/11/20)

PRINCIPAL ACTIVITIES

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

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

SIGNIFICANT CHANGES

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

OPERATING RESULT

The loss for the year after providing for income tax amounted to \$128,458 (2020: \$97,930). Since March 2020, the consequences of the COVID 19 pandemic have adversely affected the Society's ability to provide its full range of conferences and services and therefore its operating results have been negatively impacted. The ongoing impact of the pandemic on the Society continues to be managed by the Committee and management.

LIKELY DEVELOPMENTS

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

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



President



Treasurer

Dated this 17th day November 2021

Statement by Members of the Committee

The statements attached to this certificate give a true and fair view of the financial position and performance of Australasian Research Management Society Inc during and at the end of the financial year of the association ending 30 June 2021



President

Dr Ross McLennan
Adelaide



Treasurer

Dated this 17th day November 2021

Statement of Profit or Loss and Other Comprehensive Income

	Note	2021 AU\$	2020 AU\$
Revenue	4	505,336	1,251,396
Other Income	4	138,389	(36,318)
		643,725	1,215,078
Operating Expenses			
Administrative officer		37,748	55,133
Chapter expenses		2,785	10,420
Executive expenses		177	26,396
Chief operating officer		174,945	187,589
Professional Development Manager		56,543	95,389
Accreditation Program Administrator		100,803	127,677
Finance Officer		90,064	89,680
Conference and Major Events Coordinator		142,881	134,584
Conference expense		45,370	430,163
Award expense		36	20,557
Sub-committee expenses		-	1,927
Marketing and Communications Expense		-	-
Special interest groups		-	6,503
Administrative expenses		27,681	43,009
Sponsorship expenses		-	6,364
Depreciation		35,380	10,703
Website		11,677	4,246
Total ordinary expenses		726,090	1,250,340
Profit from ordinary activities		(82,365)	(35,262)
Expenses - special initiatives			
Accreditation expenses		46,093	62,448
Study Tour expenses		-	220
Total expenses - special initiatives		46,093	62,668
Profit/ (loss) before income tax		(128,458)	(97,930)
Income tax benefit/ (expense)		-	-
Profit/ (loss) for the year after Income tax		(128,458)	(97,930)
Other comprehensive income for the year			
Items that will be reclassified subsequently to profit or loss:			
Other comprehensive income for the year after tax		-	-
Total comprehensive income for the year		(128,458)	(97,930)

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	2021 AU\$	2020 AU\$
ASSETS			
CURRENT ASSETS			
Cash and cash equivalents	6	100,497	140,791
Trade and other receivables	7	251,311	165,140
Other current assets	8	11,999	66,652
Investments	9	1,075,270	1,025,887
TOTAL CURRENT ASSETS		1,439,077	1,398,470
NON-CURRENT ASSETS			
Plant & equipment	10	121,279	140,366
TOTAL NON-CURRENT ASSETS		121,279	140,366
TOTAL ASSETS		1,560,356	1,538,835
LIABILITIES			
CURRENT LIABILITIES			
Trade and other payables	11	467,177	317,198
TOTAL LIABILITIES		467,177	317,198
NET ASSETS		1,093,179	1,221,637
EQUITY			
Retained Earnings		1,093,179	1,221,637
Total equity		1,093,179	1,221,637

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

Statement of Cash Flows

	Note	2021 AU\$	2020 AU\$
CASH FLOWS FROM OPERATING ACTIVITIES			
Members' & customers' receipts		667,639	1,018,031
Payments to suppliers		(725,214)	(1,516,212)
Interest received		76	519
NET CASH INFLOW FROM OPERATING ACTIVITIES		(57,499)	(497,662)
CASH FLOWS FROM INVESTING ACTIVITIES			
Purchase of financial assets		(296,473)	(347,640)
Proceeds from sale of financial assets		329,971	321,646
Purchase of plant & equipment		(16,293)	(83,484)
Net cash inflow/(outflow) from investing activities		17,205	(109,478)
Net increase/(decrease) in cash and cash equivalents		(40,294)	(607,140)
Cash and cash equivalents at beginning of period		140,791	747,931
Cash and cash equivalents at end of period	6	100,497	140,791

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

Statement of Changes in Equity

	Retained Earnings \$	Financial Asset Reserve \$	Total \$
At 1 July 2019	1,319,567	-	1,319,567
Profit for the year	(97,930)	-	(97,930)
Other comprehensive income	-	-	-
Total comprehensive income for the year	(97,930)	-	(97,930)
At 30 June 2020	1,221,637	-	1,221,637
Profit for the year	(128,458)	-	(128,458)
Other comprehensive income	-	-	-
Total comprehensive income for the year	(128,458)	-	(128,458)
At 30 June 2021	1,093,179	-	1,093,179

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

Notes to the Financial Statements

NOTE 1 CORPORATE INFORMATION

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

The financial statements are presented in the Australian currency.

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

NOTE 2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

(a) Basis of Preparation

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

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

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

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

(b) Revenue Recognition

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

Interest

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

(c) Goods and Services Tax (GST)

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

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

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

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

(d) Income Tax

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

(e) Impairment of Assets

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

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

(f) Cash and Cash Equivalents

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

(g) Trade Receivables

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

(h) Property, Plant and Equipment

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

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

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

- Software 4 years

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

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

(i) Trade and Other Payables

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

All trade and other payables are non interest bearing.

(j) Financial Assets

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

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

Financial assets at fair value through profit or loss

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

Notes to the Financial Statements

(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 2021. At the date of authorisation of the financial statements, the Standards and Interpretations in issue but not yet effective or adopted were not expected to have a material impact.

(l) Application of new and revised Accounting Standards

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

(m) Comparative Figures

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

NOTE 3 ACCOUNTING ESTIMATES AND JUDGEMENTS

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

Key Estimates - Impairment

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

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

NOTE 4 REVENUE AND OTHER INCOME**Revenue**

	2021	2020
	AU\$	AU\$
Membership	162,461	168,468
Conference	135,215	780,209
Accreditation	188,511	259,014
Study Tours	-	4,469
Sponsorship	15,640	35,372
Advertising	3,509	3,865
	505,336	1,251,397

Other Income

Interest	76	519
Managed Funds Distributions received	55,431	40,542
Fair Value Movement on Financial Assets at Fair Value through Profit or Loss	82,882	(77,379)
	138,389	(36,318)

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	231,488	282,978
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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	98,453	138,737
Cash at bank - reserve accounts - unrestricted	2,044	2,054
	100,497	140,791

NOTE 7 TRADE AND OTHER RECEIVABLES

Trade receivables	242,625	164,040
Other receivables	7,686	1,100
Accrued Income	1,000	-
	251,311	165,140

NOTE 8 OTHER CURRENT ASSETS

Prepayments	11,999	66,652
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Notes to the Financial Statements

NOTE 9 INVESTMENTS

Financial Assets at Fair Value Through Profit or Loss

Available for sale financial assets comprise

- Units in unlisted managed funds

	2021 AU\$	2020 AU\$
Financial Assets at Fair Value Through Profit or Loss	1,075,270	1,025,887
Available for sale financial assets comprise		
- Units in unlisted managed funds	1,075,270	1,025,887
	1,075,270	1,025,887

NOTE 10 PLANT AND EQUIPMENT

Software

At cost

Accumulated depreciation

Reconciliation of Plant and equipment

Balance at the beginning of the year

Transfers from WIP

Additions

Depreciation expense

Closing carrying value

Capital WIP

At cost

Total Plant and Equipment

Software		
At cost	150,130	126,505
Accumulated depreciation	(45,145)	(9,764)
	104,985	116,741
<i>Reconciliation of Plant and equipment</i>		
Balance at the beginning of the year	116,741	939
Transfers from WIP	23,625	66,632
Additions	-	59,873
Depreciation expense	(35,380)	(10,703)
Closing carrying value	104,986	116,741
<i>Capital WIP</i>		
At cost	16,293	23,625
Total Plant and Equipment	121,279	140,366

NOTE 11 TRADE AND OTHER PAYABLES

CURRENT

Accounts Payable

Accrued Expenses

GST Payable

Deferred income

Accounts Payable	23,759	15,904
Accrued Expenses	24,242	9,233
GST Payable	10,633	(25,538)
Deferred income	408,543	317,599
	467,177	317,198

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

NOTE 12 CONTINGENT LIABILITIES

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

NOTE 13 EVENTS AFTER THE REPORTING PERIOD

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

NOTE 14 FINANCIAL RISK MANAGEMENT

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

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

	Note	2021 AU\$	2020 AU\$
FINANCIAL ASSETS			
Cash and cash equivalents	6	100,497	140,791
Accounts receivable	7	242,625	164,054
Financial Assets at Fair Value through Profit or Loss	9	1,075,270	1,025,887
TOTAL FINANCIAL ASSETS		<u>1,418,392</u>	<u>1,330,732</u>
FINANCIAL LIABILITIES			
Accounts payable	11	23,759	15,904
TOTAL FINANCIAL LIABILITIES		<u>23,759</u>	<u>15,904</u>

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

NOTE 15 FAIR VALUE MEASUREMENTS

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

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

RECURRING FAIR VALUE MEASUREMENTS*Financial Assets*

Available-for-sale financial assets	9	<u>1,075,270</u>	<u>1,025,887</u>
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Certificate by Members of the Committee

I, Dr Ross McLennan of Brisbane, Australia and
I, Connie Killey of Melbourne, Australia

certify that

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



President



Treasurer

Dated this 17th day November 2021



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 GPO Box 2018 Adelaide SA 5001
 Australia

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 2021, the statement of profit or loss and other comprehensive income, the statement of changes in equity and the statement of cash flows for the year then ended, and notes to the financial report, including a summary of significant accounting policies, and the responsible entities' declaration.

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

- (i) Giving a true and fair view of the registered entity's position as at 30 June 2021 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 Company in accordance with the auditor independence requirements and the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

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

Other information

The responsible entities 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 accordingly we do not express any form of assurance conclusion thereon.

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

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



Responsibilities of responsible entities for the Financial Report

The responsible entities of the registered entity are responsible for the preparation 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 responsible entities 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 responsible entities are responsible for assessing the registered entity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the responsible entities either intend to liquidate the registered 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_responsibilities/ar4.pdf

This description forms part of our auditor's report.

BDO Audit (SA) Pty Ltd

Andrew Tickle
Director

Adelaide, 18 November 2021

Appendix A: Accredited Research Manager Foundation (ARMF)

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

For this reporting period, there were an additional 55 candidates that have achieved the status as an ARMS Accredited Research Manager (Foundation), bringing the total number of ARMFs to 547.

Name	Institution	Date accredited
Andrew Schrader	Australian Catholic University	Nov-17
Catherine Mathews	Australian Catholic University	Jan-20
Janet Wilks	Australian Catholic University	Nov-17
Julie Thorpe	Australian Catholic University	May-14
Lihong Kong	Australian Catholic University	Dec-14
Heidi Worsley	Australian Catholic University/Macquarie	Mar-18
Chung Yan (Cherry) Yu	Baker IDI Heart and Diabetes Institute	Dec-15
Rebecca Erlich	Baker IDI Heart and Diabetes Institute	Aug-15
Lyndsey Wright	Bushfire Cooperative Research Centre	May-14
Ann Smith	Central Queensland University	Jan-20
Christine Hanley	Central Queensland University	Oct-19
Kelly Corry	Central Queensland University	Oct-18
Lynette Browning	Central Queensland University	May-14
Analyn Vargas	Charles Darwin University	Nov-17
Elizabeth Bird	Charles Darwin University	Mar-19
Eve-Marie Cranmer	Charles Darwin University	Mar-19
Fiona Quintner	Charles Darwin University	Mar-19
Hemali Seneviratne	Charles Darwin University	Mar-19
Kazi Naimal Bari	Charles Darwin University	Mar-19
Lekshmi Sobhana	Charles Darwin University	Mar-19
Lisa Poggiali	Charles Darwin University	Jan-20
Mona Ulak	Charles Darwin University	Mar-21
Olivia Richardson	Charles Darwin University	Mar-17
Rebecca Fauntleroy	Charles Darwin University	Nov-17
Roanne Ramsey	Charles Darwin University	Mar-19
Shara Close	Charles Darwin University	Jan-20
Tanya Kalinowsky	Charles Darwin University	Mar-19
Vlasta McCartney	Charles Darwin University	Mar-19
YuHui Hui (Mark) Li	Charles Darwin University	Nov-17

Name	Institution	Date accredited
Amanda Moseley	Charles Sturt University	Nov-17
Amanda Shepherd	Charles Sturt University	Mar-19
Annette Harris	Charles Sturt University	Mar-18
Chontelle Dailey	Charles Sturt University	Oct-18
Deborah Munns	Charles Sturt University	Nov-17
Elizabeth Dunlop	Charles Sturt University	Oct-18
Kate Organ	Charles Sturt University	Jan-20
Leanne Phillips	Charles Sturt University	Oct-19
Leonie Worley	Charles Sturt University	Mar-19
Linda Hourn	Charles Sturt University	Oct-19
Lisa McLean	Charles Sturt University	Mar-17
Melanie Snell	Charles Sturt University	Oct-19
Michelle Hooper	Charles Sturt University	Nov-17
Nick Morgan	Charles Sturt University	Oct-19
Rebecca Penny	Charles Sturt University	Nov-17
Sharon Geltch	Charles Sturt University	Oct-18
Alice Henderson	CSIRO	Jan-20
Catherine Barkley	CSIRO	Dec-15
Merrilyn Lárusson	CSIRO	Mar-19
Nerida Gibb	CSIRO	Jan-20
Susan Soleil	CSIRO	Mar-17
Wayne Robertson	CSIRO	Dec-14
Alina Dmitrieva	Curtin University	Jan-20
Anneli Robbshaw	Curtin University	Dec-15
Ashley Golightly	Curtin University	Sept-20
Belinda Northeast	Curtin University	Dec-15
Carly Fleming	Curtin University	Dec-14
Catherine Gangell	Curtin University	Dec-15
Chris Pestell	Curtin University	Mar-19
Christopher Pryor	Curtin University	Dec-15
Cindy Liew	Curtin University	Nov-17
Deepa Sharma Acharya	Curtin University	Dec-15
Dhruv Shah	Curtin University	Oct-19
Dhwani Patel	Curtin University	Jan-20
Grace Lamont	Curtin University	Apr-15
Jananee Raguragavan	Curtin University	Mar-17
Jennifer Liddle	Curtin University	Dec-15
Jiji George	Curtin University	Nov-17
Khyati Ananthram	Curtin University	Dec-14

Name	Institution	Date accredited
Madeline Roe	Curtin University	Mar-19
Melanie Griffith	Curtin University	Mar-17
Melissa Carrol	Curtin University	Dec-15
Mun Yin Cheong	Curtin University	Dec-15
Natalie Filipek	Curtin University	Oct-19
Pamela Lee	Curtin University	Oct-18
Peter Hirschi	Curtin University	Oct-18
Richard Pokonski	Curtin University	Dec-15
Shuie Liu	Curtin University	Dec-14
Stuart Clarke	Curtin University	Aug-17
Tanha Mahjabeen	Curtin University	Mar-19
Tanya Chambers	Curtin University	Dec-14
Teena Bowman	Curtin University	Nov-17
Tina Salisbury	Curtin University	Oct-19
Amanda Notini	Deakin University	Sept-20
Amanda Williams-Constantinou	Deakin University	May-14
Anne Brocklebank Proud	Deakin University	Dec-14
Helen Walker	Deakin University	Oct-19
Tracey McInerney	Deakin University	Oct-18
Peta Maidens	DES	Oct-19
Andy Ward	Edith Cowan University	Mar-21
Anita Anderson	Edith Cowan University	Mar-21
Ashley Ridge	Edith Cowan University	Mar-21
Claire Blankley	Edith Cowan University	Dec-15
Corin Garnett-Law	Edith Cowan University	Mar-21
Dawn Owen	Edith Cowan University	Mar-21
Gordon McIntyre	Edith Cowan University	Mar-21
Joyce De Lucia	Edith Cowan University	Dec-14
Kate Turnock	Edith Cowan University	Mar-21
Kylie Rudrum	Edith Cowan University	Dec-15
Lorraine Dunbar	Edith Cowan University	Dec-14
Mariko Huartson	Edith Cowan University	Mar-21
Meredith Gidley	Edith Cowan University	Mar-21
Nichole Kemp	Edith Cowan University	Dec-15
Russell Tassicker	Edith Cowan University	Mar-21
Sallyann Webster	Edith Cowan University	Dec-14
Sandra Green	Edith Cowan University	Dec-15
Sharon Middleton	Edith Cowan University	Dec-14
Sharon York	Edith Cowan University	Mar-21
Stacey Waters	Edith Cowan University	Mar-21

Name	Institution	Date accredited
Elanor Mahon	Federation University of Australia	May-14
Helen Wade	Federation University of Australia	Mar-19
Jane Eltringham	Federation University of Australia	Sep-14
Jill Boatman	Federation University of Australia	Mar-17
Joanne Davis	Federation University of Australia	Mar-17
Jodie Parkinson	Federation University of Australia	Nov-17
Katie Donnelly	Federation University of Australia	May-14
Louise Drohan	Federation University of Australia	Dec-16
Raimond Placidi	Federation University of Australia	May-14
Rebekah Bailey	Federation University of Australia	Mar-19
Suzanne Read	Federation University of Australia	May-14
Thembelihle Dube	Federation University of Australia	May-14
Tina D'Urbano	Federation University of Australia	Aug-17
Alex Noblet	Flinders University	May-14
Anne Cazneaux	Flinders University	Mar-19
Elizabeth Weeks	Flinders University	Mar-19
Karen Lang	Flinders University	Dec-15
Katherine Willson	Flinders University	Dec-16
Linn Kaing	Flinders University	May-14
Marina Delpin	Flinders University	Dec-15
Mary Lyons	Flinders University	Apr-16
Natalie Norton	Flinders University	Jan-20
Nima Nezhad	Flinders University	May-14
Raymond Tham	Flinders University	May-14
Rebecca Vaughan	Flinders University	Mar-19
Sally Mathews	Flinders University	Mar-18
Fiona Purkiss	Griffith University	Sept-20
Serena Gent	Griffith University	Jan-20
Roy Sneddon	Independent Freelance Research Administrator	Mar-17
Gerrie Kow	Individual member	Jan-20
James Nicholson	Individual member	Jan-20
Lowenna Holt	Individual member	Sept-20
Shijia Qiu	Individual member	Sept-20
Sneha Abraham	Individual member	Nov-17
Tina Stubenrauch	Individual Member	Jan-20
Vivienne Pearson	Institute for Breathing and Sleep, Austin Hospital	Aug-15
Belinda Lee	James Cook University	Mar-21
Dee-Ann Dunsworth	James Cook University	Sept-20
Denise Dillon	James Cook University	Jan-20

Name	Institution	Date accredited
Emma Griffiths	James Cook University	Jan-20
Kristin Nunn	James Cook University	Mar-18
Rob Smail	James Cook University	Oct-19
Susan McGrath	James Cook University	Aug-17
Trudi Raptis	James Cook University	Mar-19
Yvette Williams	James Cook University	Oct-19
Adrian Cilmi	La Trobe University	Mar-21
Allison Maplesden	La Trobe University	Mar-19
Ann Pearson	La Trobe University	May-14
Christine Atzis	La Trobe University	Jan-20
Justin Manzano	La Trobe University	Mar-19
Kate Ferris	La Trobe University	Mar-21
Lindus Conlan	La Trobe University	Mar-19
Phil Tang	La Trobe University	Jan-20
Rosa Ward	La Trobe University	Mar-19
Sejal Kendal	La Trobe University	Mar-19
Kerryn Westcott	Ludwig Institute for Cancer Research	Sep-14
Anita Quinn	Macquarie University	Mar-19
Frances Thorp	Macquarie University	Aug-17
Lynne Cousins	Macquarie University	Aug-17
Ruolan Lan	Macquarie University	Dec-14
Angela Magira	Melbourne Health	Apr-16
Carla Venturin	Menzies School of Health Research	Sept-20
Christina Spargo	Menzies School of Health Research	Mar-19
Hannah Reedy	Menzies School of Health Research	Mar-19
Jasmina Sesar	Menzies School of Health Research	Mar-19
Jennifer Girling	Menzies School of Health Research	Mar-19
Jennifer Wong	Menzies School of Health Research	Oct-18
Jodie Ellis	Menzies School of Health Research	Oct-18
Adam Brotchie	Monash University	Sept-20
Anh Chau	Monash University	Mar-18
Athena Bangara	Monash University	Nov-17
Christine Farmer	Monash University	Sep-14
Davina Dadley-Moore	Monash University	Oct-19
Gabriela Khoury	Monash University	Oct-18
Glenn Papworth	Monash University	Jan-20
Jarrad Cogle	Monash University	Nov-17
Jennifer Steen	Monash University	Nov-17
Jessica Despard	Monash University	Mar-19

Name	Institution	Date accredited
Jessica Walker	Monash University	Nov-17
Jessica Wisniewski	Monash University	Nov-17
Katharine Cox	Monash University	Nov-17
Kristy Davidson	Monash University	Jan-20
Lisa Lavey	Monash University	Jan-20
Luke McAvaney	Monash University	Sep-14
Marilyn Stendera	Monash University	Nov-17
Michelle Armstrong	Monash University	Aug-17
Paul Daniels	Monash University	Nov-17
Reeta Kumar	Monash University	Jan-20
Saman Fernando	Monash University	Nov-17
Sarah Oliver	Monash University	Dec-16
Sharon Aburn	Monash University	Jan-20
Shelley Lyon	Monash University	Jan-20
Shirin Jambhulkar	Monash University	Mar-19
Vanalysa Ly	Monash University	Nov-17
Wade Moore	Monash University	Nov-17
Chrissandra Zagami	Murdoch Children's Research Institute	May-14
Marianne Ciavarella	Murdoch Children's Research Institute	May-14
Nicole Donker	Murdoch Children's Research Institute	Mar-19
Silvia Vargiu	Murdoch Children's Research Institute	Mar-19
Adrian Cheng	Murdoch University	Dec-14
Carla De Gois	Murdoch University	Aug-17
Hinke Gelder	Murdoch University	Dec-15
Janine Blake	Murdoch University	Dec-15
Jennifer Radford	Murdoch University	Aug-17
Jessica Derrett	Murdoch University	Aug-17
Julia McMath	Murdoch University	Mar-21
Kate Brooks	Murdoch University	Aug-17
Kiloshni Hahn	Murdoch University	Dec-14
Kim Hutchins	Murdoch university	Sept-20
Misty-Lee Lee Palmer	Murdoch University	May-14
Naomi Arbon	Murdoch University	Dec-14
Nicola Barlow	Murdoch University	Dec-15
Siobhan Hodge	Murdoch University	Aug-17
Amarnisha Mohd	Nanyang Technological University	May-16
Ambar Widiastuti	Nanyang Technological University	May-16
Anna Chan	Nanyang Technological University	Oct-18
Bee Quek Tan	Nanyang Technological University	May-16

Name	Institution	Date accredited
Cheng Peng Woon	Nanyang Technological University	May-16
Christina Liaw	Nanyang Technological University	Oct-18
Daphne Wai Lin Su	Nanyang Technological University	Oct-19
Huey Shan Lew	Nanyang Technological University	Oct-18
Isabelle Yu Cui Zhang	Nanyang Technological University	Oct-19
Jie Ying Au Yong	Nanyang Technological University	Oct-18
Joycelyn Tang	Nanyang Technological University	Nov-17
Juan Mei Lim	Nanyang Technological University	Oct-18
Krisnan Kumutha	Nanyang Technological University	May-16
Poh Ling Chiam	Nanyang Technological University	Oct-18
Riduan Bin Mazlan	Nanyang Technological University	May-16
Seah Fang Ang	Nanyang Technological University	Jan-20
Sheryl Yong Puay Fen	Nanyang Technological University	Mar-19
Shirley Ho	Nanyang Technological University	May-16
Tan Ching Ong	Nanyang Technological University	Mar-19
Valerie Wai Kuan Loh	Nanyang Technological University	Oct-18
Vincent Sung	Nanyang Technological University	May-16
Wei Chin Wang	Nanyang Technological University	Oct-18
Xiaoping Chen	Nanyang Technological University	Oct-18
Yennie Kadarusman	Nanyang Technological University	Jan-20
Yvonne Ng	Nanyang Technological University	May-16
Musfirah Musa	National Institute of Education	Jan-20
Zahra Hassim	National Institute of Education	Oct-18
Alison Farrington	Queensland University of Technology	Nov-17
Amanda Robertson	Queensland University of Technology	Jan-20
Carla Shield	Queensland University of Technology	Mar-18
Gail Kenny	Queensland University of Technology	Mar-19
Jon Hu	Queensland University of Technology	Jan-20
Louise Barnsbee	Queensland University of Technology	Mar-19
Boris Sarcevic	RMIT University	Nov-17
Emma Hegarty	RMIT University	Aug-17
Fraser Rogerson	RMIT University	Nov-17
Rachael Dunstan	RMIT University	Nov-17
Rachel Nowotnik	RMIT University	Nov-17
Stefanie Johnstone	RMIT University	Jan-20
Catherine Standing	Royal District Nursing Service	Aug-17
Jackie Wolstenholme	Southern Cross University	Mar-19
Karin Wiltshire	Southern Cross University	Jan-20
Suzanne Ryan	Sunshine Coast Hospital and Health Service	Dec-14

Name	Institution	Date accredited
Ai Yoshida-Parisi	Swinburne University of Technology	Mar-19
Alex Campbell	Swinburne University of Technology	Jan-20
Amber Sarna	Swinburne University of Technology	Nov-17
Ann Gaeth	Swinburne University of Technology	Nov-17
Antionette Goh	Swinburne University of Technology	Mar-19
Astrid Nordmann	Swinburne University of Technology	Mar-19
Caroline Ditchburn	Swinburne University of Technology	Jan-20
Dhanushka Dodangollegama	Swinburne University of Technology	Mar-19
Fatma Mohammed	Swinburne University of Technology	Mar-19
Katia Wilson	Swinburne University of Technology	Jan-20
Kim Wark	Swinburne University of Technology	Jan-20
Lachlan Doughney	Swinburne University of Technology	Nov-17
Lucy Weaver	Swinburne University of Technology	Mar-19
Mary Lambert	Swinburne University of Technology	Mar-21
Melanie Reay	Swinburne University of Technology	Mar-19
Rachel Bower	Swinburne University of Technology	Mar-19
Sheila Hamilton-Brown	Swinburne University of Technology	Aug-17
Ashley Schoof	Telethon Kids Institute	Dec-14
Charles Czank	Telethon Kids Institute	Apr-16
Erica Fay	Telethon Kids Institute	Sept-20
Giuliana D'Alerio	Telethon Kids Institute	Dec-15
Leanne Scott	Telethon Kids Institute	Dec-14
Narelle Mullan	Telethon Kids Institute	Aug-17
Angela McKeegan	The Australian National University	Dec-14
Belle Ling) Ma	The Australian National University	Aug-15
Catherine Karcher	The Australian National University	Sept-20
Danielle Hughes	The Australian National University	Mar-17
Danuta Pniewski	The Australian National University	Jan-20
Judi Burtenshaw	The Australian National University	Oct-19
Katy Paterson	The Australian National University	May-14
Lorraine Piper	The Australian National University	May-14
Louise Knox	The Australian National University	May-14
Meredith Thomas	The Australian National University	Jan-20
Ragini Singh	The Australian National University	May-14
Rose Flaunce	The Australian National University	Sept-20
Sarah Cutfield	The Australian National University	Sept-20
Sean Downes	The Australian National University	May-14
Sebastien Lacrampe Cuyaubere Flieutete	The Australian National University	Sept-20
Suzy Hainsworth	The Australian National University	Mar-18

Name	Institution	Date accredited
Katie Hayne	The University of Canberra	Jan-20
Adelene Auyong	The University of Melbourne	Mar-18
Belinda Hofmeyr	The University of Melbourne	Mar-19
Catherine Bressanutti	The University of Melbourne	Mar-17
David Lane	The University of Melbourne	Mar-19
Dimity Evans	The University of Melbourne	Mar-17
Eliette Dupre Husser	The University of Melbourne	Aug-17
Julie Blasioli	The University of Melbourne	Mar-17
Kathy Graham	The University of Melbourne	Mar-19
Kristie Matthews	The University of Melbourne	Nov-17
Melanie Willingham	The University of Melbourne	Mar-17
Nancy Del Romano	The University of Melbourne	Mar-21
Nikki Fisher	The University of Melbourne	Jan-20
Thomas Wright	The University of Melbourne	Aug-17
Veronica Loew	The University of Melbourne	Mar-19
Katherine Yeh	The University of New South Wales	May-14
Luc Legeret	The University of New South Wales	Dec-16
Mitchell Legeret	The University of New South Wales	Nov-17
Nakia Bolt	The University of New South Wales	Apr-15
Roshana Sultan	The University of New South Wales	Jan-20
Vigneshwaran Ramalingam	The University of New South Wales	Oct-19
Xiao Jacky) Niu	The University of New South Wales	Mar-18
Adam Koppers	The University of Newcastle	Mar-19
Alan Hales	The University of Newcastle	Dec-16
Angela McPherson	The University of Newcastle	Mar-19
Belinda Peden	The University of Newcastle	Mar-19
Helen Cameron	The University of Newcastle	Mar-19
Jane Graham	The University of Newcastle	Mar-19
Jo Hanley	The University of Newcastle	Oct-19
Jo Midwinter	The University of Newcastle	Oct-19
Jodi McLean	The University of Newcastle	May-14
Kate Beentjes	The University of Newcastle	Oct-18
Kate Hayes	The University of Newcastle	Oct-18
Katrina King	The University of Newcastle	Mar-19
Kylie Hugo	The University of Newcastle	Mar-17
Luke Layzell	The University of Newcastle	Mar-21
Melissa Maloney	The University of Newcastle	Mar-19
Naama Hasson	The University of Newcastle	Mar-19
Neil Vikash Singh	The University of Newcastle	Mar-19

Name	Institution	Date accredited
Rebecca Ford	The University of Newcastle	Mar-19
Ruth Gibbins	The University of Newcastle	Mar-21
Shirley Savy	The University of Newcastle	Mar-19
Anys Price	The University of Notre Dame Australia	Nov-17
Bahareh Badrian	The University of Notre Dame Australia	Dec-15
Denise McLinden	The University of Notre Dame Australia	Dec-14
Hayley Coppinger	The University of Notre Dame Australia	Dec-14
Heather Clarke	The University of Notre Dame Australia	Dec-14
Kate Howell	The University of Notre Dame Australia	Oct-19
Lorraine Mayhew	The University of Notre Dame Australia	Dec-14
Margaret Jones	The University of Notre Dame Australia	Dec-14
Natalie Giles	The University of Notre Dame Australia	Dec-14
Alisa Lindfield-Pratt	The University of Queensland	Sept-20
Breeann Silvester	The University of Queensland	Jan-20
Carmen Buttery	The University of Queensland	May-14
Claire Fuller	The University of Queensland	Jan-20
Cristina Risco	The University of Queensland	Oct-19
John Gunders	The University of Queensland	Mar-19
Justin Nicholls	The University of Queensland	Apr-16
Linda Maher	The University of Queensland	Oct-19
Madonna Devaney	The University of Queensland	Jan-20
Roxanne Jemison	The University of Queensland	Mar-19
Sandrine Kingston-Ducrot	The University of Queensland	Dec-16
Amber Dalrymple	The University of Sydney	Mar-21
Anna Vo	The University of Sydney	Sept-20
Benjamin Breeds	The University of Sydney	Sept-20
Danielle Thyer	The University of Sydney	Sept-20
Edward Hendriks	The University of Sydney	Oct-19
Evelyn Riegler	The University of Sydney	Mar-21
Hannah Buckley	The University of Sydney	Mar-21
Helen Ball	The University of Sydney	Jan-20
Mariette Le Roux	The University of Sydney	Mar-19
Melissa Robinson	The University of Sydney	Oct-19
Monika Dzidowska	The University of Sydney	May-14
Nataasha Baker	The University of Sydney	Mar-21
Pedro Telleria Teixeira	The University of Sydney	Mar-18
Priscilla Gundelach	The University of Sydney	Sept-20
Sarah Cui	The University of Sydney	Oct-19
Sarah Lonsdale	The University of Sydney	Sept-20

Name	Institution	Date accredited
Sarah Taylor	The University of Sydney	Sept-20
Zemi Zhao	The University of Sydney	Sept-20
Alison Panther	The University of Western Australia	Dec-15
Amanda Cleaver	The University of Western Australia	Dec-14
Andrea Tongue	The University of Western Australia	Dec-14
Animesh Ghosh	The University of Western Australia	Aug-17
Bernadette Ferns	The University of Western Australia	Nov-17
Caixia Li	The University of Western Australia	Dec-14
Carina Marshall	The University of Western Australia	Dec-15
Deirdre Bourke	The University of Western Australia	Nov-17
Diane Arnott	The University of Western Australia	Aug-17
Evenda Dench	The University of Western Australia	Mar-19
Fiona Miotti	The University of Western Australia	Aug-17
Gail Dixon	The University of Western Australia	Mar-18
Hanh Tran	The University of Western Australia	Nov-17
Heather Gordon	The University of Western Australia	Dec-15
Helen Tanner	The University of Western Australia	Jan-20
Ieuan Linck	The University of Western Australia	Aug-17
Irene Heystek	The University of Western Australia	Oct-18
Jennifer Grant	The University of Western Australia	Dec-14
Jeremy Foster	The University of Western Australia	Nov-17
Karen Dalby	The University of Western Australia	Dec-14
Karen Muir	The University of Western Australia	Nov-17
Kate Croker	The University of Western Australia	Nov-16
Katina Toufexis	The University of Western Australia	Dec-15
Kim Wragg	The University of Western Australia	Mar-18
Laila Simpson	The University of Western Australia	Dec-15
Lara DeLacour	The University of Western Australia	Aug-17
Leah Simeon	The University of Western Australia	Mar-19
Leonisa Manea	The University of Western Australia	Nov-17
Leylani Taylor	The University of Western Australia	Mar-19
Liam Casey	The University of Western Australia	Jan-20
Lisa Melvin	The University of Western Australia	Apr-16
Louise Wedlock	The University of Western Australia	Dec-14
Mark Davies	The University of Western Australia	Nov-17
Maruf Razzaq	The University of Western Australia	Dec-14
Mary Vukmirovic	The University of Western Australia	Apr-16
Matt Genevieve	The University of Western Australia	Nov-17
Melissa Lindeman	The University of Western Australia	Aug-17

Name	Institution	Date accredited
Monika Mathyssek-Kilburn	The University of Western Australia	Dec-15
Monique Fountain	The University of Western Australia	Dec-15
Nicolette Stewart	The University of Western Australia	Mar-19
Peter Miller	The University of Western Australia	Dec-15
Rachel Benton	The University of Western Australia	Nov-17
Rosanna Marchesani	The University of Western Australia	Aug-17
Scott Mitchell	The University of Western Australia	Nov-17
Sina Mesiti	The University of Western Australia	Mar-19
Sohini Haldar	The University of Western Australia	Dec-15
Stephanie Charlotte Black	The University of Western Australia	Jan-20
Valerie Mandel	The University of Western Australia	Dec-15
Vicky Johnstone	The University of Western Australia	Aug-17
Victoria Stead-Wynne	The University of Western Australia	Nov-17
Ylva Olsen	The University of Western Australia	Jan-20
Louise Townsin	Torrens University Australia	Jan-20
Helen Au Yeung	Unitec Institute of Technology	Aug-17
Natalie Scerra	Uniting Care Children Young People and Families	May-14
Caroline Pratt	University of Auckland	Aug-17
Bethany Ayers	University of New England	Sept-20
Briahna McGregor	University of New England	Mar-19
Eleanor Colla	University of New England	Jan-20
Julie Orr	University of New England	Mar-17
Kath Dougall	University of New England	May-14
Katrina Vardanega	University of New England	May-14
Libby Magann	University of New England	May-14
Sarah Frizell	University of New England	Mar-19
Carmen Holliday	University of South Australia	Oct-19
Dawn Leonard	University of South Australia	Apr-16
Emma McLennan	University of South Australia	Oct-18
Jo-Anne Holmes	University of South Australia	Oct-19
Julie Krech	University of South Australia	Jan-20
Kate Gridley	University of South Australia	Jan-20
Katy Dolman	University of South Australia	Aug-17
Kirsty Turner	University of South Australia	Sept-20
Kylie Aston	University of South Australia	May-14
Michelle Chen	University of South Australia	Dec-15
Michelle Thewlis	University of South Australia	Mar-19
Robyn Hicks	University of South Australia	Oct-18
Ruth Brogan	University of South Australia	May-14

Name	Institution	Date accredited
Shona Ellison	University of South Australia	May-14
Sophie Neill	University of South Australia	Jan-20
Steph De La Rue	University of South Australia	Jan-20
Alison Curtis	University of Southern Queensland	May-14
Lisa Wainwright	University of Southern Queensland	Jan-20
Sam Davis	University of Southern Queensland	Mar-19
Caroline Burbury	University of Tasmania	Aug-15
Catherine Dwyer	University of Tasmania	Aug-15
Daniele Ryrie	University of Tasmania	Aug-15
Fiona Taylor	University of Tasmania	Oct-18
Jennifer Robinson	University of Tasmania	Aug-15
Julianne O'Reilly Wapstra	University of Tasmania	Aug-15
Kate Vincent	University of Tasmania	Aug-15
Mandy Pink	University of Tasmania	Aug-15
Nicola Hodgman	University of Tasmania	May-14
Nigel Blundell	University of Tasmania	Aug-15
Oliver Grant	University of Tasmania	Mar-17
Tracey Burke	University of Tasmania	May-14
Adelaide Judson	University of Technology Sydney	Jan-20
Adra Anthoney	University of Technology Sydney	Oct-18
Alexandra Fransen	University of Technology Sydney	Oct-19
Andrew Groth	University of Technology Sydney	Sept-20
Annie Mui Kuen Au-Yeung	University of Technology Sydney	Jan-20
Ashleigh Hall	University of Technology Sydney	Mar-21
Catherine McElhone	University of Technology Sydney	Jan-20
Chihao Duong	University of Technology Sydney	Jan-20
Christopher Fernandes	University of Technology Sydney	Jan-20
Daren Sirbough	University of Technology Sydney	Jan-20
Eddy Dharmadji	University of Technology Sydney	Jan-20
Jing Zhao	University of Technology Sydney	Jan-20
Kanwal Baluch	University of Technology Sydney	Sept-20
Karen Gomez	University of Technology Sydney	Mar-18
Lisa Merry	University of Technology Sydney	Jan-20
Maha Hameed	University of Technology Sydney	Mar-21
Merry Chandra	University of Technology Sydney	Jan-20
Namrata Ghanshamdas	University of Technology Sydney	Oct-19
Priya Nair	University of Technology Sydney	Mar-19
Racheal Laugery	University of Technology Sydney	Jan-20
Rebekah Tatian	University of Technology Sydney	Jan-20

Name	Institution	Date accredited
Tamara Ogilvie	University of Technology Sydney	Jan-20
Tatiana Vlzcaino	University of Technology Sydney	Jan-20
Wade Tozer	University of Technology Sydney	Jan-20
Yuveena Gopalan	University of Technology Sydney	Jan-20
Brittney Duffy	University of Waikato	Mar-18
Lucas Hughes	University of Wollongong	Mar-21
Richard Evans	University Office	May-14
Jenny McKellar	Victor Chang Cardiac Research Institute	Dec-16
Cora Ng	Victoria University	May-14
Li He	Victoria University	Mar-19
Rebecca Cook-Johnson	Walter and Eliza Hall Institute	May-14
Alison Dayes	Western Sydney University	Jan-20
Andrea Kantek	Western Sydney University	Jan-20
Ben Dowswell	Western Sydney University	Jan-20
David Batten	Western Sydney University	Oct-19
Gurvinder Kaur	Western Sydney University	Jan-20
Karen Hutchings	Western Sydney University	Jan-20
Lin Brown	Western Sydney University	Mar-19
Manijah Hakim	Western Sydney University	Mar-19
Melinda Jewel	Western Sydney University	Mar-21
Moufid Atme	Western Sydney University	Mar-19
Nicola Blaxill	Western Sydney University	Jan-20
Niru Ramanathan	Western Sydney University	Mar-19
Vicki Fox	Western Sydney University	Oct-19
Cheng Yue Pan	Workplace Safety and Health Institute, Singapore	Apr-16
Grace Kwan	Yale-NUS	Oct-18
Xinlei Hong	Yale-NUS	Oct-18

Appendix B: Accredited Research Manager (Advanced)

Advanced Research Managers (Advanced) or ARMAs are individuals that have stepped through an intensive development program for more senior research professionals.

2016 Cohort

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

2018 Cohort

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

2017 Cohort

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

2019 Cohort

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

Due to implications resulting from the current pandemic, this program was not delivered in 2020/2021.

Appendix C:

ARMS Training Fellows

Australian Capital Territory

Mr Marc Haynes

The Australian National University

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

Module 2.3: Research Finance

(Note: Mr Haynes stepped down in November 2020)

Dr Marie-Helene Rousseau

The Australian National University

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

Module 1.3: Understanding Research and Researchers

Module 2.1: Pre-Award Grants Processes

Module 2.2: Post-Award Processes

Module 2.3: Research Finance

Ms Shubhra Aurita Roy

University of Canberra

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

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

Module 1.3: Understanding Research and Researchers

Module 2.1: Pre-Award Grants Processes

Module 2.2: Post-Award Processes

Module 2.3: Research Finance

Module 6.1: Working with Industry

(Note: Ms Roy stepped down in February 2021)

Dr Paul Wong

The Australian National University

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

Module 5.1: Research Information and Reporting

New South Wales

Dr George Carayannopoulos University of Sydney	Module 1.1- Australia: National Research and Innovation System in Australia Module 1.3: Understanding Research and Researchers Module 3.1: Higher Degree by Research Scholarships Module 3.3: Higher Degree by Research Candidature Management Module 3.4: Higher Degree by Research Admissions and Completions <i>(Note: Dr Carayannopoulos stepped down in December 2020)</i>
Mr Taksil Dias University of Technology Sydney	Module 1.3: Understanding Research and Researchers Module 6.1: Working with Industry
Dr Louise Dwyer Macquarie University	Module 1.3: Understanding Research and Researchers Module 3.1: Higher Degree by Research Scholarships Module 3.2: Higher Degree by Research International Partnerships Module 3.3: Higher Degree by Research Candidature Management Module 3.4: Higher Degree by Research Admissions and Completions
Mr Alan Hales The University of Newcastle	Module 4.1: Research Ethics - human and animal Module 4.2: Research Integrity
Dr Yordanka Krastev MQ Health, Macquarie University	Module 4.1: Research Ethics - human and animal Module 4.2: Research Integrity
Mr Alan Melrose The University of New South Wales	Module 1.2- Australia: Legislation as it Affects Research in Australia
Mr Nicholas Morgan Charles Sturt University	Module 3.1: Higher Degree by Research Scholarships Module 3.3: Higher Degree by Research Candidature Management Module 3.4: Higher Degree by Research Admissions and Completions
Mr Grahame Pearson Elsevier	Module 1.1- Australia: National Research and Innovation System in Australia Module 1.3: Understanding Research and Researchers Module 5.1: Research Information and Reporting
Dr Ted Rohr The University of New South Wales	Module 4.1: Research Ethics - human and animal Module 4.2: Research Integrity
Dr Julian Zipparo University of Technology Sydney	Module 1.1- Australia: National Research and Innovation System in Australia Module 2.1: Pre-Award Grants Processes

Appendix C:

ARMS Training Fellows

New Zealand

Dr Maxine Bryant AgResearch New Zealand	Module 5.1: Research Information and Reporting
Ms Melissa Climo University of Canterbury	Module 1.1 - New Zealand: National Research and Innovation System in New Zealand Module 2.1: Pre-Award Grants Processes Module 2.2: Post-Award Processes <i>(Note: Ms Climo stepped down in September 2020)</i>
Dr Joanna Cobley University of Canterbury	Module 1.1 - New Zealand: National Research and Innovation System in New Zealand Module 1.3: Understanding Research and Researchers Module 4.2: Research Integrity
Dr Denise Greenwood The University of Auckland	Module 1.2 - New Zealand: Legislation as it Affects Research in New Zealand Module 1.3: Understanding Research and Researchers Module 2.1: Pre-Award Grants Process <i>(Note: Dr Greenwood stepped down in August 2021)</i>
Ms Heather Thomas Private Consultant	Module 1.2 - New Zealand: Legislation as it Affects Research in New Zealand Module 1.3: Understanding Research and Researchers Module 2.1: Pre-Award Grants Processes Module 2.2: Post-Award Processes

Queensland

Ms Richelle Coll CQ University	Module 5.1: Research Information and Reporting
Ms Kelly Stewart University of the Sunshine Coast	Module 1.1- Australia: National Research and Innovation System in Australia Module 2.1: Pre-Award Grants Processes Module 2.2: Post-Award Processes
Mrs Annmaree Jackson The University of Southern Queensland	Module 1.1 - Australia: Legislation as it Affects Research in Australia Module 3.3: Higher Degree by Research Candidature Management Module 4.1: Research Ethics – human and animal Module 4.2: Research Integrity <i>(Note Mrs Jackson stepped down in December 2020)</i>

South Australia

Ms Karen Burke University of Adelaide	Module 1.1- Australia: National Research and Innovation System in Australia Module 1.3: Understanding Research and Researchers Module 2.1: Pre-Award Grants Processes Module 2.2: Post-Award Processes
Dr Marina Delpin University of South Australia	Module 1.1- Australia: National Research and Innovation System in Australia Module 1.3: Understanding Research and Researchers Module 4.1: Research Ethics - human and animal Module 4.2: Research Integrity
Mr Jeff Kasparian KasComm Pty Ltd	Costing and Pricing of Research Fundamentals of Project Management
Mr Roy Sneddon Independent Freelance Research Administrator	Module 1.2- Australia: Legislation as it Affects Research in Australia <i>(Note Mr Sneddon stepped down in March 2021)</i>

Singapore

Dr David Huang National Institute of Education, Singapore	Module 1.3: Understanding Research and Researchers Module 2.1: Pre-Award Grants Processes Module 2.2: Post-Award Processes
Dr Willie Koh Nanyang Technological University	Module 1.2-Singapore: Legislation as it Affects research in Singapore Module 4.1: Research Ethics - human and animal Module 4.2: Research Integrity

Tasmania

Dr Megan Dean University of Tasmania	Module 3.1: Higher Degree by Research Scholarships Module 3.3: Higher Degree by Research Candidature Management Module 3.4: Higher Degree by Research Admissions and Completions
Professor Peter Frappell University of Tasmania	Module 3.1: Higher Degree by Research Scholarships Module 3.2: Higher Degree by Research International Partnerships Module 3.3: Higher Degree by Research Candidature Management Module 3.4: Higher Degree by Research Admissions and Completions
Dr Mark Hochman ARMS Business Development Consultant	Module 1.1- Australia: National Research and Innovation System in Australia Module 1.2- Australia: Legislation as it Affects Research in Australia Module 1.3: Understanding Research and Researchers Module 2.1: Pre-Award Grants Processes Module 2.2: Post-Award Processes Module 4.2: Research Integrity Module 6.1: Working with Industry

Appendix C:

ARMS Training Fellows

Victoria	
Dr Sharon Aburn Monash University	Fundamentals of Project Management
Dr Daniel Barr RMIT University	Module 1.3: Understanding Research and Researchers Module 4.1: Research Ethics – human and animal Module 4.2: Research Integrity
Dr Tania Bezzobs Swinburne University of Technology	Module 1.1- Australia: National Research and Innovation System in Australia Module 2.1: Pre-Award Grants Processes Module 2.2: Post-Award Processes Module 6.1: Working with Industry
Ms Joann Cattlin University of Melbourne	Fundamentals of Project Management
Ms Kavitha Chandra-Shekeran RMIT University	Module 6.1: Working with Industry
Mr Alistair Duncan La Trobe University	Module 5.1: Research Information and Reporting
Dr Heidi Gaulke Austin Health	Module 4.1: Research Ethics – human and animal
Ms Elise Grosser University of Melbourne	Module 1.3: Understanding Research and Researchers Module 4.1: Research Ethics – human and animal Module 4.2: Research Integrity
Dr David Halliwell Deakin University	Costing and Pricing of Research
Ms Connie Killey Deakin University	Module 2.2: Post-Award Processes Module 2.3: Research Finance Costing and Pricing of Research

Dr Tam C Nguyen St Vincent's Hospital Melbourne, RMIT University (Adjunct Associate Professor); and University of Melbourne (Honorary Senior Fellow)	Module 1.1- Australia: National Research and Innovation System in Australia Module 1.3: Understanding Research and Researchers Module 2.1: Pre-Award Grants Processes Module 2.2: Post-Award Processes Module 2.3: Research Finance Module 4.1: Research Ethics – human and animal Module 4.2: Research Integrity Module 6.1: Working with Industry Costing and Pricing of Research Fundamentals of Research Management
Dr Fraser Rogerson RMIT University	Module 1.3: Understanding Research and Researchers
Dr Boris Sarcevic Olivia Newton-John Cancer Research Institute	Module 1.3: Understanding Research and Researchers
Ms Tania Tambiah RMIT University	Module 1.1- Australia: National Research and Innovation System in Australia Module 1.3: Understanding Research and Researchers Module 2.1: Pre-Award Grants Processes Module 2.2: Post-Award Processes Module 6.1: Working with Industry
Mr Christopher Thompson Independent	Module 2.3: Research Finance Costing and Pricing of Research
Dr Bryony Wakefield University of Melbourne	Module 1.1- Australia: National Research and Innovation System in Australia Module 1.2- Australia: Legislation as it Affects Research in Australia Module 1.3: Understanding Research and Researchers Module 2.1: Pre-Award Grants Processes Module 2.2: Post-Award Processes
Ms Fiona Zammit Director of Edu Management and Consulting	Module 1.3: Understanding Research and Researchers Module 3.1: Higher Degree by Research Scholarships Module 3.2: Higher Degree by Research International Partnerships Module 3.3: Higher Degree by Research Candidature Management Module 3.4: Higher Degree by Research Admissions and Completions

Appendix C:

ARMS Training Fellows

Western Australia

Dr Mark Dixon

The University of Western Australia

Authorised by the Accreditation Council to present:
 Module 1.2- Australia: Legislation as it Affects Research in Australia
 Module 1.3: Understanding Research and Researchers
 Module 4.1: Research Ethics – human and animal
 Module 4.2: Research Integrity
(Note: Dr Dixon stepped down in August 2020)

Ms Michelle Duryea

Edith Cowan University

Authorised by the Accreditation Council to present:
 Module 1.1- Australia: National Research and Innovation System in Australia
 Module 5.1: Research Information and Reporting

Professor Lucy Johnston

Murdoch University

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

Professor Margaret Jones

Edith Cowan University

Authorised by the Accreditation Council to present:
 Module 1.3: Understanding Research and Researchers
 Module 2.1: Pre-Award Grants Processes

Professor Joe Luca

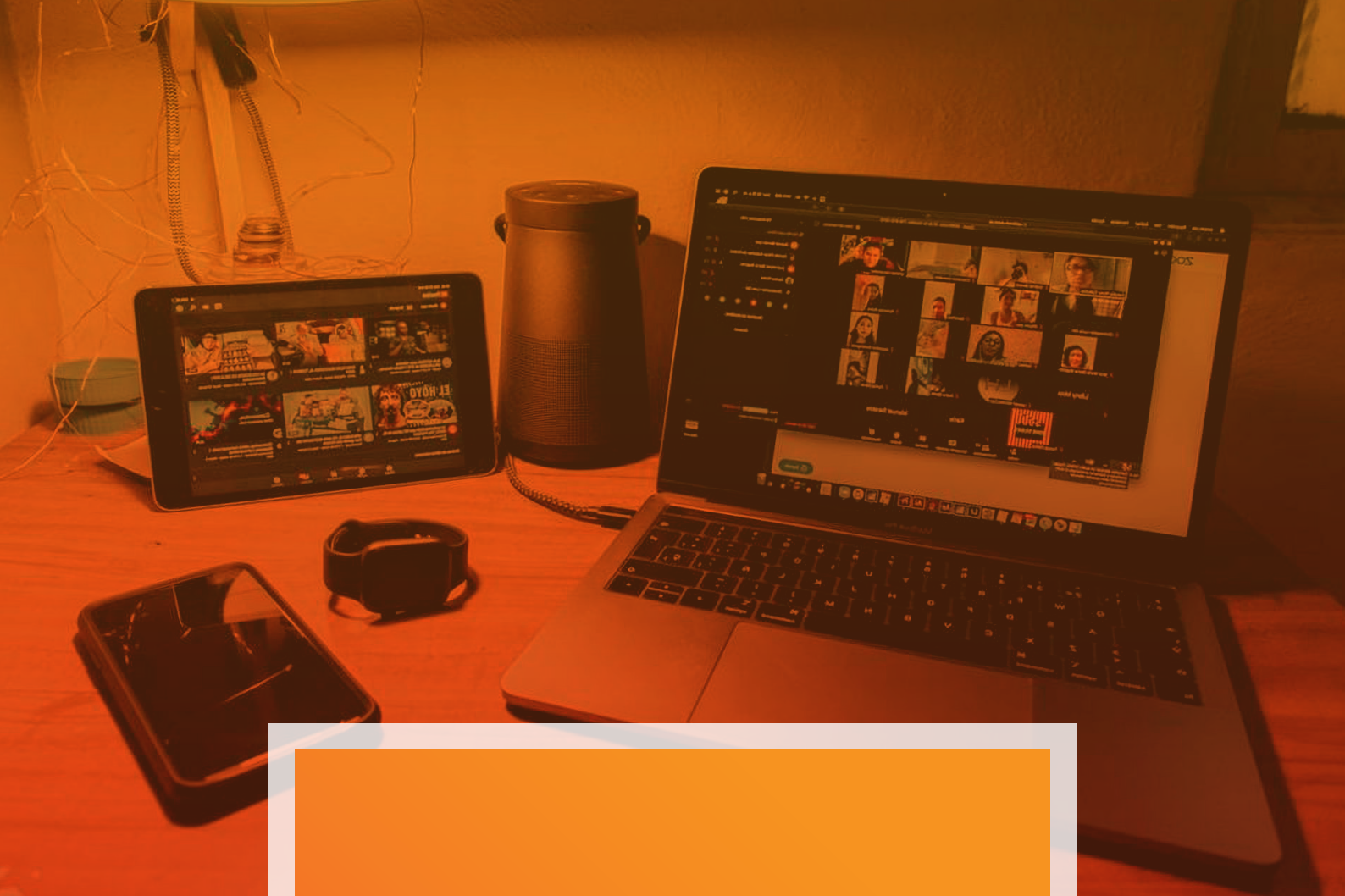
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