



# Induction Guide for ARMS Board, Standing Committees and Chapter Committees

2020

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## **Contents**

INTRODUCTION .....	3
ABOUT ARMS.....	3
History of ARMS .....	3
Our Mission .....	3
Strategic Priorities .....	4
COMPANY INFORMATION .....	4
LEGISLATIVE REQUIREMENTS.....	4
STRUCTURE, GOVERNANCE AND FUNCTION.....	4
Governing Instrument .....	4
Organisational Structure of ARMS.....	1
ARMS Board .....	1
Roles and Responsibilities of ARMS Office Bearers and Board Members .....	1
Board Code of Conduct .....	3
Standing Committees .....	3
Governance, Finance and Audit Committee (GFAC).....	3
Education and Professional Development Committee (EPDC).....	4
Member Services Committee (MSC) .....	4
Conferences and Major Events Committee (CMEC).....	4
Chapters .....	4
Special Interest Groups .....	5
Networks .....	8
The Australasian Ethics Network (AEN) .....	8
Australasian Research Training Network (ARTN).....	8
Accreditation Council .....	8
INORMS .....	10
EXECUTIVE OFFICE.....	11
ARMS POLICIES.....	12
MEMBERSHIP .....	13
Corporate Membership.....	13
Individual Membership.....	13
Membership Benefits .....	14
EXPENSE REIMBURSEMENTS.....	14
ANNUAL BUSINESS CYCLE.....	15
SOCIAL MEDIA .....	16
ARMS WEBSITE AND PORTAL .....	17

## INTRODUCTION

Welcome to the Australasian Research Management Society Inc (ARMS). We hope that you enjoy the time serving on the ARMS Board, Chapter Committees or Standing Committees.

This induction guide has been prepared to enable the transition into your new role. It provides a brief overview about the Society, our governance structure and the resources available to support you in your role.

If you have any questions about your role, please contact the ARMS Chief Operating Officer, [Maria.Zollo@flinders.edu.au](mailto:Maria.Zollo@flinders.edu.au) or telephone +61 8 8201 5592 or visit our website [www.researchmanagement.org.au](http://www.researchmanagement.org.au)

## ABOUT ARMS

ARMS is the Australasian association of research management professionals<sup>1</sup>. 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.

### History of ARMS

Since its founding in 1999, the ARMS network has grown to involve more than 3000 members from universities, research agencies and institutes, medical research institutes, R&D corporations, research centres, government departments, funding bodies, industrial R&D teams, service providers, commercialisation bodies and consultancies. A full historical account of ARMS can be viewed at <https://researchmanagement.org.au/content/about-arms/arms-policies/arms-history>

### 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, presentation, formal and informal meetings and publications;
- Development and promotion of international best practice for research management in Australasia and Singapore that is responsive to the changing factors that influence the research environment; and
- Enhancement of the interface between researchers and research management professionals.

### Our Values

The Society values:

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

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<sup>1</sup> Research Management professionals are identified as individuals who provide strategic, management, technical and administrative or clerical assistance to support the research endeavor.

## **Strategic Priorities**

The ARMS Board launched a new strategic plan on the 20<sup>th</sup> of September 2018. The [ARMS Strategic Plan – Towards 2025](#) guides culture and provides direction to decision making and actions towards 2025 to ensure the delivery of ARMS' mission for its members.

<https://researchmanagement.org.au/content/about-arms/arms-strategic-plan/>

## **COMPANY INFORMATION**

The Australasian Research Management Society is an incorporated association formed in 1999.

ARMS is a Registrable Australian Body limited by Guarantee.

Its ABN is 57 334 849 485.

Its RBN is 609 051 443.

## **LEGISLATIVE REQUIREMENTS**

The ARMS Board is the governing body and controls and directs the affairs of the Society including its committees and publications. It determines its promotion, policies, strategic planning and methods of evaluation of the progress made towards achievement of its mission and goals.

The Board is required to comply with the ARMS Constitution, the Associations Incorporation Reform Act (Vic) 2012; Corporations Act 2001 (Cth) and other statutory regulations and must always:

- Act in good faith to promote the success of ARMS;
- Be honest and careful in its dealings at all times;
- Remain loyal to ARMS, and avoid conflicts of interest;
- Display a high standard of care, skill or diligence;
- Ensure that ARMS is able to pay its debts on time; and
- Ensure that ARMS keeps and maintains proper financial records.

## **STRUCTURE, GOVERNANCE AND FUNCTION**

### **Governing Instrument**

The Australasian Research Management Society is an Incorporated Association under the Associations Incorporation Reform Act (Vic) 2012. ARMS is also a Registrable Australian Body limited by guarantee. It is a non-profit organisation governed by an approved [Constitution](#) and operationalised by a set of [By-Laws](#) which covers matters such as:

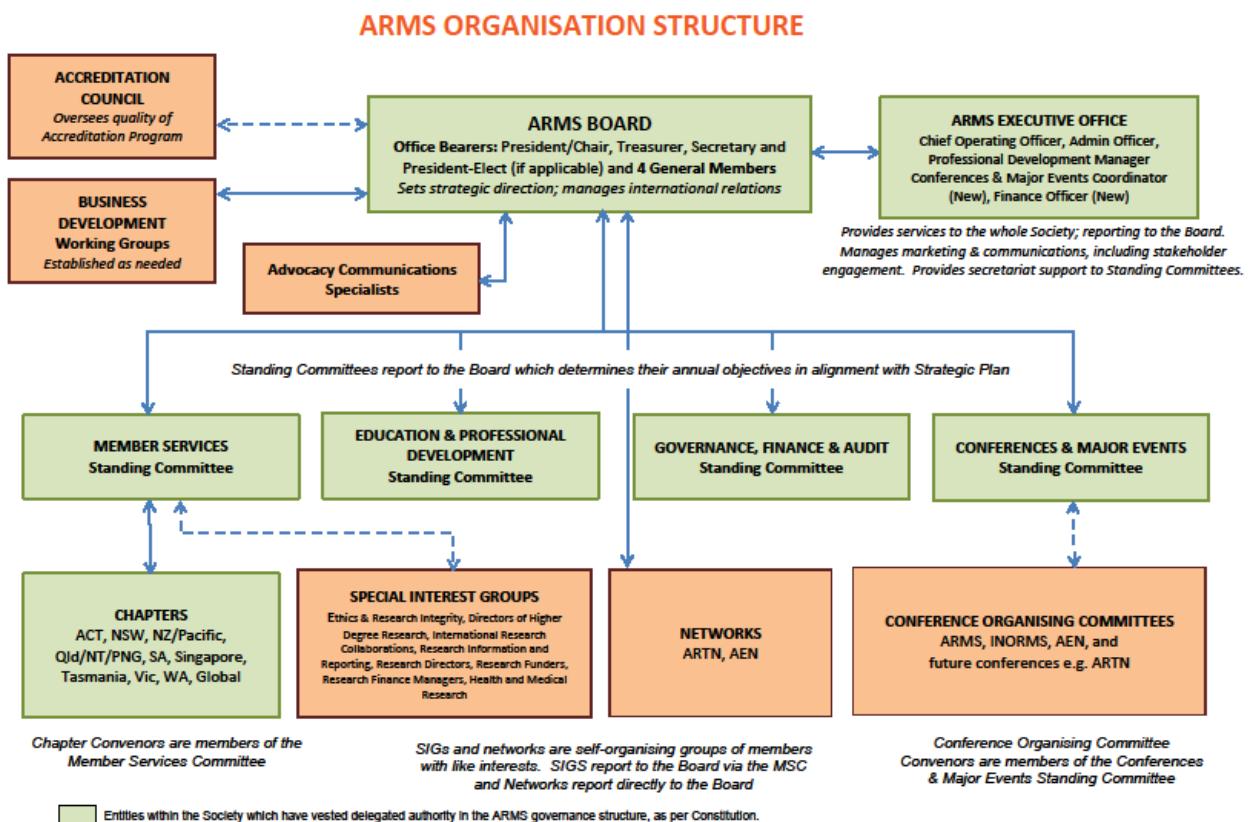
- The establishment and rules for operation of any Chapter, Special Interest Group or Network;
- The establishment and operation of any standing or ad hoc committee;
- The finances and financial procedures of the society;
- Entrance and annual membership fees of the society;
- Principles for affiliation with or by any organisation; and
- Such other matters as the Board may deem appropriate.

## Organisational Structure of ARMS

Diagram 1 below shows the organisational structure.

There are currently 10 geographical Chapters, four (4) Standing Committees and a range of special interest groups and networks of ARMS. These are described in the diagram below.

Diagram 1



It is important to note that the Global Chapter of ARMS was formally announced at the ARMS AGM on the 19<sup>th</sup> of September 2019.

## ARMS Board

The ARMS [Constitution](#) requires that the Board shall be the governing body of the Society and shall control and direct the affairs of the Society including its committees and publications and shall determine its promotion, policies, strategic planning and methods of evaluation of the progress made towards achievement of its mission and goals.

Under its new governance structure, the Board will take on a greater role in managing the Society's international relations with our sister societies (refer to full list of sister societies at Appendix 1); managing our advocacy strategy via the appointment of advocacy communication specialists; and providing guidance to the activities undertaken by our Accreditation Council (see section below).

## Roles and Responsibilities of ARMS Office Bearers and Board Members

The Board shall consist of the following voting members as detailed in Table 1 below.

Table 1: Roles and Responsibilities of ARMS Office Bearers and Board Members.

Role	Responsibilities and Term of Appointment
President	<p>The President of the Society shall be the Chair of the Board and has overall responsibility for:</p> <ul style="list-style-type: none"><li>• The delivery of the ARMS Strategic Plan: Towards 2025;</li><li>• Serving as the official spokesperson for the Society;</li><li>• Stakeholder engagement for the Society;</li><li>• Chairing of Board Meetings;</li><li>• Serving as a member of Accreditation Council;</li><li>• Chairing the Annual General Meeting of the Society;</li><li>• Under the direction of the Board, managing international relations; and</li><li>• Ensuring that the Board fulfils its legal obligations under the Corporations Act 2001 and Associations Incorporation Act (Vic) 2012.</li></ul> <p><b>The President is appointed is for a two-year term with additional (1) year as President-Elect.</b></p>
President-Elect	<p>The President-Elect becomes familiar with the governance structure of the Society and <i>mirrors and supports the role of the ARMS President</i>, specifically:</p> <ul style="list-style-type: none"><li>• The delivery of the ARMS Strategic Plan: Towards 2025;</li><li>• Serving as the official spokesperson for the Society;</li><li>• Stakeholder engagement for the Society;</li><li>• Chairing of Board Meetings in the President's absence;</li><li>• Serving as a member of Accreditation Council in the President's absence;</li><li>• Chairing the Annual General Meeting of the Society in the President's absence;</li><li>• Under the direction of the Board, managing international relations; and</li><li>• Ensuring that the Board fulfils its legal obligations under the Corporations Act 2001 and Associations Incorporation Act (Vic) 2012.</li></ul>

	<p><b>The President-Elect is appointed for a one-year term and then commences in the role of President for a two year term.</b></p>
<b>Secretary</b>	<p>The Secretary performs a vital role and is the person whom the <i>Associations Incorporation Act Reform Act (Vic) 2012</i> assists in maintaining the records of the Society.</p> <p>The Secretary shall have the responsibility for:</p> <ul style="list-style-type: none"> <li>• Calling (and attending) meetings of ARMS, including preparing notices of a meeting and of the business to be conducted at the meeting in consultation with the President of ARMS;</li> <li>• Keeping minutes of each meeting including minutes of the Annual General Meeting; and</li> <li>• Keeping copies of all correspondence of other documents relating to the Society.</li> <li>• Assisting the Board in carrying out its legal obligations; and</li> <li>• Coordinating legal advice relating to the constitution.</li> </ul> <p><b>The Secretary is appointed for a two-year term.</b></p> <p><b>Please note</b> pursuant to clause 72 2a&amp;b of the <i>Associations Incorporations Reform Act (Vic) 2012</i>, the successful candidate must at least be 18 years of age and is resident in Australia.</p>
<b>Treasurer</b>	<p>The Treasurer shall have the responsibility for:</p> <ul style="list-style-type: none"> <li>• Maintaining accurate and current records and an audit trail of all accounts maintained by the Society;</li> <li>• Financial accountability including planning and budgeting in accordance with the <u>ARMS Strategic Plan: Towards 2025</u>;</li> <li>• Advising the Board on financial strategy including preparation of financial reports, both current and forecasts;</li> <li>• Attending and participating in all scheduled Board meetings;</li> <li>• Being informed about the Society's mission, governance structure, and programs;</li> <li>• In collaboration with an externally appointed Auditor, preparing the Society's Annual Statement and its Annual Financial Statement for endorsement by our membership at the annual AGM; and</li> <li>• Assisting the Board in carrying out its legal obligations.</li> </ul> <p><b>The Treasurer is appointed for a two-year term.</b></p>
<b>Board Members x 4</b>	<p>Board members shall have the responsibility for:</p> <ul style="list-style-type: none"> <li>• Ensuring that the Society's mission and goals under the <u>ARMS Strategic Plan</u> are being achieved;</li> <li>• Representing the Board on the Society's Standing Committee;</li> <li>• Attending and participating in all scheduled Board meeting and teleconferences; and</li> <li>• Assisting the Board in carrying out its legal obligations</li> </ul> <p><b>These members will be deemed appointed for a two-year term.</b></p>

Board Members for the 2019/2020 period are:

- Dr Ross McLennan, ARMS President, University of South Australia – email [Ross.McLennan@unisa.edu.au](mailto:Ross.McLennan@unisa.edu.au)
- Dr Misty-Lee Palmer, ARMS Secretary, NHMRC (email [Misty.Palmer@nhmrc.gov.au](mailto:Misty.Palmer@nhmrc.gov.au))
- Ms Connie Mogg, ARMS Treasurer, Monash University (email [connie.mogg@monash.edu](mailto:connie.mogg@monash.edu))
- Dr Johanna Barclay (ARMS Board Committee Member), UNSW (email [Johanna.Barclay@unsw.edu.au](mailto:Johanna.Barclay@unsw.edu.au))
- Dr Maxine Bryant, University of Canterbury (email [maxine.bryant@canterbury.ac.nz](mailto:maxine.bryant@canterbury.ac.nz))
- Dr Tania Bezzobs, Swinburne University (email [tbezzobs@swin.edu.au](mailto:tbezzobs@swin.edu.au))
- Mr Stephen Hannan, Western Sydney University (email [S.Hannan@westernsydney.edu.au](mailto:S.Hannan@westernsydney.edu.au))

## **Board Code of Conduct**

The Code of Conduct was implemented in 2016, recognising that in order to function well that the ARMS Board needs to operate with strong collegiality and mutual respect, and at the same time be able to engage in constructive discussion and debate where appropriate. This includes:

- Submit meeting papers on time (typically a week before the scheduled meeting);
- Read materials in advance of meetings and come prepared;
- Arrive at Board meetings on time and stay until the meetings end;
- Declare any conflicts of interest;
- Work in the interests of the Society as a whole, not as a representative of a particular organisation or group of stakeholders;
- Seek more information or clarification where required;
- Give each Board member the opportunity to speak and actively listen to their views; and
- Engage in relevant and respectful debate.

## **Standing Committees**

Standing Committees have been established by the Board to fulfil specific functional requirements. These committees are expected to operate within established Terms of Reference. The roles and responsibilities of the standing committees are described below:

### **Governance, Finance and Audit Committee (GFAC)**

The purpose of this committee is to ensure that there is a robust and effective process for evaluating the performance of the Board and Board Standing Committees, and to ensure the Board fulfils its legal and functional responsibilities. Further, the committee supports the Board with maintaining the By-Laws and reviewing or developing other policies as necessary. It shall oversee the rigour and independence of the election processes as well as assist the Board in fulfilling their financial responsibilities by overseeing the development and review of financial reports, assessing systems of internal controls and adequacy of risk management as well as facilitating auditing processes.

Refer to [Terms of Reference for GFAC](#) for full details.

## **Education and Professional Development Committee (EPDC)**

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

Refer to [Terms of Reference for EPDC](#) for full details.

## **Member Services Committee (MSC)**

This 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 that are to be awarded to members from time-to-time. This committee shall be a formal channel of communication between the Society and its Chapters, facilitating connectedness and the sharing of ideas.

Refer to [Terms of Reference for MSC](#) for full details.

## **Conferences and Major Events Committee (CMEC)**

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

Refer to [Terms of Reference for CMEC](#) for full details.

## **Chapters**

The Society has ten Chapters as identified in Table 2 below. These consist of regionally-based groupings of members, responsible for:

- Identifying the interests and needs of members and facilitating and arranging appropriate activities;
- Ensuring members are informed of Society initiatives;
- Providing a means of encouraging cooperation among Chapter members and the institutions to which they belong; and
- Forming linkages with related organisations in that region, or with organisations sympathetic to the aims of the Society which would be interested in participating as new ARMS members or sponsoring ARMS-related activities.

Chapter Convenors are required to report regularly to the ARMS Board and are governed by and function under the Terms of Reference for Chapters and the [ARMS By-Laws](#). Chapter Convenors will be representative members of the Member Services Committee for better alignment with the ARMS Board.

Chapters shall receive secretariat support from the ARMS Executive Office.

**Table 2: Current Chapters and their Convenors as November 2018:**

Chapter	Current Convenor(s)
The Australian Capital Territory	Marie-Helen Rousseau
New South Wales	Yordanka Krastev
New Zealand and the Pacific	To be confirmed
Queensland, the Northern Territory and Papua New Guinea	Mathew Browne
South Australia	Dr Louise Townsin
Tasmania	Dr Catherine Dwyer
Victoria	To be confirmed
Western Australia	Ms Tara McLaren
Singapore	Professor Michael Khor
Global	New – to be determined.

[Chapter Terms of Reference](#) are available on the ARMS website.

As a general requirement, outgoing Convenors of Chapter Committees are required to arrange a handover meeting with the new Convenor(s). This is essential to ensure the seamless transition of activities and knowledge across the committees as the membership changes. The handover would typically involve a teleconference between the new and departing Convenor(s) to discuss current issues faced by the Committee as well as the exchange of key information including:

- Minutes of the meeting or progress reports to the Board for the last three meetings;
- Draft policy documents or guidelines which may have been prepared and not yet approved formally by the Board;
- Budget forecasts and financial reports;
- A brief summary of key activities planned for the coming year; and
- Confirmation of current committee members.

## **Special Interest Groups**

Special Interest Groups (SIGs) are comprised of self-nominated members having a common area of practice and application. Table 3 below describes the purpose of each SIG and its Convenor(s).

**Table 3: Special Interest Groups, Convenors and Description as at November 2018**

Name of SIG	Convenor(s)	Description
Directors of Higher Degree Research	Lucy Jones	Provides a forum for directors and managers of graduate research centres and schools, or those responsible for the management of research degrees in their university, to discuss important strategic and operational issues that affect the sector. See Australasian Research Training Network (ARTN) below.

		Membership to this group is via invitation only.
Ethics and Research Integrity	Ted Rohr and Karolyn White	<p>Provides a forum for discussion of:</p> <ul style="list-style-type: none"> <li>• Research ethics and understanding research ethics codes and legislation in Australia and New Zealand, as well as improving the process of ethical approval at the institutional level (Stream 1, see Australasian Ethics Network below);</li> <li>• The responsible conduct of research in Australia and New Zealand including the institutional policy making process, training and education, and research integrity and misconduct (Stream 2)</li> <li>• Export compliance as it relates to research, in particular legislation governing Defence Trade Controls and Autonomous Sanctions (Stream 3).</li> </ul>
International Research Collaborations	Vacancy	<p>Provides a forum for:</p> <ul style="list-style-type: none"> <li>• Sharing knowledge and experiences in managing research partnerships in priority regions i.e. Asia, Europe and Americas;</li> <li>• Facilitating information sharing and experiences in dealing with compliance for international grants;</li> <li>• Benchmarking;</li> <li>• Acting as a collective voice in promoting and advocating international research collaborations with respective government bodies and authorities nationally and internationally; and</li> <li>• Organising professional development activities and seminars on relevant topics of interest to members.</li> </ul>
Research Development	Vacancy	<p>Provides a forum for:</p> <ul style="list-style-type: none"> <li>• Research managers and administrators undertaking research development activities</li> <li>• Sharing of best practice and training in research development. Note: CRC Development is a sub-group operating within the Research Development SIG.</li> </ul>

<b>Research Directors</b>	Sharon Martin Donna Hannan, Andrew Johnson	Provides a forum for research office directors to discuss important strategic issues that affect the sector.  Membership is currently restricted to research office directors from Australian or New Zealand universities
<b>Research Information and Reporting</b>	Michelle Duryea	Provides a forum for <ul style="list-style-type: none"> <li>• Managers and administrators of research management systems to discuss new system features, technical developments, issues, innovations etc.</li> <li>• Enabling partnering of institutions for knowledge transfer and assistance when institutions are installing/upgrading a research management system</li> <li>• identification of common issues across institutions with potential for multi-institutional requests for development to the relevant research management system vendor</li> <li>• Enabling potential professional development opportunities.</li> </ul>
<b>Research Finance Managers</b>	Connie Mogg	In these fiscally challenging times, the financial management of research funding has become a specialized function to many organisations. The scrutiny on the expenditure of funds, and compliance requirements from funding bodies has significantly increased. In light of this, a Research Finance Managers Special Interest Group will be a platform for information sharing on best practice.
<b>Research Funders</b>	Jane Hobson and Merrilyn Lárusson	The <i>Research Funders' SIG</i> will be a platform to share information on developing and managing funding schemes; to benchmark best practice governance and procedures; to discuss key issues; and to identify relevant training and career development opportunities that would enhance the ARMS accredited training offerings.
<b>Research Impact</b>	Faith Welch and Tamika Heiden	The Research Impact Special Interest Group (RI-SIG) has been set up to provide 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.
<b>Health and Medical Research</b>	Dr Hannah Clarke and Dr Tam Nguyen	The Health and Medical Research (HMR) SIG provides an international platform for healthcare/biomedical research-related managers to influence and curate programs that better align with the

		specific interest and needs of this niche community in particular up to date policies, legislation changes and best research management practice.
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## Networks

### The Australasian Ethics Network (AEN)

The AEN is a professional network of members, administrators and researchers from human research ethics committees or involved in human research. The relationship between ARMS and the AEN has been growing steadily and has resulted in an agreement of operating principles in January 2015. The AEN does not have its own legal structure and now operates as a stream of the ARMS Ethics & Research Integrity Special Interest Group. This collaboration with ARMS provides the AEN with a governance structure and operating support beyond the capabilities of a sole network. The AEN Advisory Group steers the activities of the AEN and works with the ARMS Board and the SIG.

The AEN is currently convened by **Dr Ted Rohr, UNSW and Dr Karolyn White, Macquarie University**.

### Australasian Research Training Network (ARTN)

In June 2015, the ARMS Board approved the establishment of an alliance with the Australasian Research Training Network (ARTN). The formation of the ARTN and the agreement with ARMS was the culmination of discussions following a survey of senior higher degree research administrators at each member institution of the Australian Council of Graduate Research. The ARTN provides a forum for discussion of research training issues and the administration of research training throughout Australasia; opportunities for professional development, networking and peer support; support for the coordination of regional and international conferences relevant to the needs of its members; an avenue for the publication and distribution of relevant professional material including occasional papers; participation in appropriate local and regional activities and the opportunity to make recommendations for strategies that support the operation of research training administration.

The ARTN is currently convened by **Dr Lucy Jones from the UNSW Australia**.

## Accreditation Council

ARMS Board endorsed the establishment of an Accreditation Council whose role is to oversee the standards of module content and delivery agents, and provide a measure of independence from the ARMS Board over accreditation recommendations.

### Accreditation Council Terms of Reference

The ARMS Board endorsed the establishment of an Accreditation Council whose role is to oversee the standards of module content and delivery agents, and provide a measure of independence from the ARMS Board over accreditation recommendations. The Council's Terms of Reference include:

- To recommend accreditation status to the ARMS Board for those persons who have completed requirements for certification at the Foundation or Advanced Level of accreditation. Note in fulfilling this Term of Reference it will be necessary for ARMS to manage an assessment process for accreditation candidates, administer examinations and provide documentation to the Accreditation Council sufficient for it to make recommendations;
- To approve content of education modules following advice from the Education and Professional Development Committee on changes required to ensure currency and usefulness to those engaged in research management.

- To provide advice to the ARMS Board or the Education and Professional Development Committee on development of new modules and new market groups for ARMS educational programs;
- To provide ongoing advice to the ARMS Board and the EPDC on the design, content and assessment processes supporting accreditation such that accreditation programs and mechanisms will reflect contemporary best practice;
- To assess research management related workshops, programs of activity or other education/training meetings, offered within institutions or by other education providers and recommend an appropriate credit for the purpose of ARMS Continuing Professional Education Hours (CPE); and
- To provide strategic advice to the ARMS Board on any other matters relating to the professional development and continuing education of research management professionals.

<b>Representation from....</b>	<b>Person appointed</b>	<b>Term of Membership</b>
A person who served in the position of Pro or Deputy Vice Chancellor (Research)	Professor Joe Graffam	Chair - 3 year appointment
A Person who served in the position of Director of a University Research Office	Dr Ross McLennan	3 year appointment
An Board member of ARMS. This is the President or the President's Delegate.	Ms Jodieann Dawe	3 year appointment
A member who has served in the position of General Manager/Chief Operating Officer of an Independent Medical Research Institute	Dr Peter Wejbora	3 year appointment
Two members from key Australian Agencies involved in the research and innovation system, including but not limited to CSIRO, ARC, NHMRC, the CRC Association	Dr Melissa Straffon, CSIRO Dr Kathie Dent, ARC	3 year appointment
A member drawn from key New Zealand agencies involved in research and innovation.	Ms Joanne Looyen, MBIE, NZ	3 year appointment
A member drawn from key Singapore agencies involved in research and innovation	Professor Zee Upton	3 year appointment
ARMS Executive Office	Dr Mark Hochman, ARMS Business Consultant	In attendance
Executive Officer	Maria Zollo, ARMS Chief Operating Officer	In attendance

**The Accreditation Council's role** is quality assurance and to maintain the integrity of the Accreditation Program.

**The Board's role** is to ensure that the program is viable and meets ARMS' Strategy.

**The Education and Professional Development Committee (EPDC)** role is to oversee programs offered within the Professional Development and to recommend new programs, review content and monitor content to ensure currency.

The full [Terms of Reference](#) for the Accreditation Council are available on the website.

## INORMS

INORMS was formed in 2001 to bring together research management societies and associations (*Association(s)*) from across the globe. Its purpose is to enable interactions, sharing of good practice, and joint activities between the member Associations, to the benefit of their individual memberships.

The network enables the officers of its member Associations to compare their national, international or regional issues, and to learn from each other. Each member Association has its own distinct remit, constitution, membership and geographical base, but all face similar issues. Through INORMS, member Associations are able to transfer training course structure and content, adopt comparable support mechanisms, jointly develop training materials, and jointly influence policy.

The network is managed by a Board which comprises the current Presidents/Chairs of Associations from around the world (see Appendix 1).

The INORMS Board will be chaired by ARMA UK, as the immediate past host of the biennial congress. The duties of the Chair and their Association are to:

- Convene and Chair the meetings of the INORMS Board;
- Manage new applications of Associations to join INORMS;
- Manage expressions of interest for Associations to host upcoming INORMS Congresses; and
- Manage the INORMS website and communications.

The INORMS Board also has a Vice-Chair who is the President/Chair of the Association hosting the upcoming INORMS congress. The duties of the Vice-Chair and their Association are to:

- Provide liaison between the organizing committee of the upcoming congress and the INORMS Board;
- Manage the Congress website and communications; and
- Attempt to ensure the upcoming Congress has sufficient scholarships built into the budget to enable a reasonable number of attendees from developing countries.

The role of Chair (and Vice-Chair) changes at the conclusion of the next INORMS Congress.

Full details about INORMS are available on the [website](#)

## EXECUTIVE OFFICE

The Executive Office is accountable to the ARMS Board and is responsible for the day-to-day operations of the Society on terms set by the Board.

The Executive Office comprises

- **Chief Operating Officer, 1.0 FTE – responsible for:**
  - The management of the Society's Executive Office, including the engagement and performance of staff and contractors;
  - Ensuring high levels of operational administrative support are provided to facilitate the sustainable development and delivery of high quality professional development offerings;
  - Ensuring the highest quality management and operational support to the ARMS Board, its committees and working Groups and to the Society's networks and Special Interest Groups as well as ensuring all regulatory compliance is achieved;
  - Ensuring that the Society's conferences and major events are delivered within a robust business planning framework;
  - Representing and advancing the ARMS profile and interest of the ARMS members through strong working relationships with external stakeholders, sister associations, corporate members, media and relevant government agencies.
  - **The COO provides dedicated Executive Officer support to the ARMS Accreditation Council.**
- **Business Consultant responsible for:** Business Development and overall support for the ARMS Accreditation Programs and online delivery of ARMS Foundation Level Accreditation Program.
- **Accreditation Administration Officer, 1.0 FTE, responsible for:**
  - Providing general administrative support services for Chapter Committees, Special Interest Groups, Networks and other ad-hoc committees as required. This includes the coordination of meetings, preparation and distribution of agendas and minutes, report writing and follow-up on any actions arising from the meeting.
  - Providing project management support for the Accreditation Program and other key events managed via the ARMS Executive Office such as the preparation of the annual accreditation delivery schedule, management of registrations on the ARMS portal and support online delivery of accreditation programs; dispatching pre-reading materials; writing and disseminating promotional campaigns;
  - Coordinating the ARMS website - the incumbent will assist with the maintenance of the website, specifically the regular monitoring of its content to ensure that it is kept current. The incumbent will be expected to update and create new web pages, including content development when required and liaise with the external web provider as and when more substantial amendments to the website are essential.
  - **The Accreditation Administration Officer provides dedicated Executive Officer support to the Member Services Committee.**
- **Conferences and Major Events Coordinator, 1.0 FTE, responsible for:**
  - Co-ordinating and managing small to large scale events as determined by the Conferences and Major Events Committee.
  - Coordinating venue; venue logistics; facilities; entertainment, catering, invitations, marketing and promotional materials for events.

- The Conferences and Major Events Coordinator provides dedicated Executive Officer support to the Conferences and Major Events Standing Committee and the Education, Professional Development Committee.
- Management Accountant, 0.8 FTE, responsible for:
  - Providing day-to-day financial management and bookkeeping expertise to ensure accurate transactional management and processing of ARMS accounts;
  - Preparing the annual ARMS Budget forecast and other strategic initiative budgets in consultation with the ARMS Treasurer;
  - Providing support to the ARMS Treasurer in the preparation of Profit & Loss, Balance Sheets and other financial reports as required;
  - Providing appropriate information to the External auditor under the guidance of the Treasurer to ensure appropriate auditing standards are maintained.
  - Coordinating the ARMS Membership Database – regularly monitoring and review of the membership database to ensure that all member records are maintained at a high standard and interrogate data from the portal to prepare regular reports with any recommendations for action for consideration by the ARMS Board.
  - Overseeing the preparation and submission of annual membership renewal notices, including follow-up of outstanding invoices (issuing of reminder notices), provision of receipts.
  - The Management Accountant provides dedicated Executive Officer support to the Governance, Finance and Audit Committee.

Executive Office contacts are as follows:

- Ms Maria Zollo, ARMS Chief Operating Officer, email [Maria.Zollo@flinders.edu.au](mailto:Maria.Zollo@flinders.edu.au)
- Dr Mark Hochman, Business Consultant, email [arms\\_bdm@researchmanagement.org.au](mailto:arms_bdm@researchmanagement.org.au)
- Ms Bridget Jay, ARMS Administration Officer, email [arms.adminofficer@flinders.edu.au](mailto:arms.adminofficer@flinders.edu.au)
- Mr Brett Dobson, Management Accountant, email [Brett.Dobson@flinders.edu.au](mailto:Brett.Dobson@flinders.edu.au)
- Ms Grace Mulraney, ARMS Conferences and Major Events Coordinator, email [Grace.Mulraney@flinders.edu.au](mailto:Grace.Mulraney@flinders.edu.au)

## ARMS POLICIES

ARMS maintains a register of policies and guidelines, available widely to our membership on the ARMS [website](#). These include:

### General Governance

#### Terms of Reference - Standing Committees (new)

[Terms of Reference for Conferences and Major Event Committee](#)

[Terms of Reference for Education and Professional Development Committee](#)

[Terms of Reference for Governance, Finance and Audit Committee](#)

[Terms of Reference for Member Services Committee](#)

#### Terms of Reference - Chapter Committees (under review)

[Terms of Reference for Chapter Convenors](#)

## **Marketing and Communications**

Social Media Policy

Corporate Sponsorship Brochure

## **Conference and Events**

ARMS Annual Conference Guidelines (available upon request)

Cancellation and Refund Policy

## **Finance**

Delegation of Authority Policy

Reimbursement Form

Policy on the Management of Singapore and New Zealand Bank Accounts

Procurement Policy for Purchase of Goods and Services

Financial Reserves Policy

## **Travel and Accommodation**

Travel and Accommodation Guidelines

## **Human Resources**

Board Election Nomination Guide (new)

Code of Conduct (new)

Operating Principles and Procedures for GFAC to Assess Board Nominations (new)

Conflict of Interest Policy

Induction Guide for ARMS Board, Standing Committees and Chapter Committees (new)

## **Accreditation**

Terms of Reference for Accreditation Council

Accreditation Policy Document

Guidelines on the Delivery of Accreditation Modules (for ARMS Training Fellows)

## **MEMBERSHIP**

ARMS recognises that its members represent a wide variety of organisations with diverse interests. These include the higher education sector, medical research institutes, hospitals, government departments and research organisations, funding agencies, Cooperative Research Centres, business and non-profit organisations. We have tailored three membership packages to meet differing requirements.

### **Corporate Membership**

This package is designed for organisations with large teams managing, administering and supporting research. It provides unlimited membership of individuals of which 20 will be given voting rights of the Society.

### **Individual Membership**

This package is designed for individuals who are not part of a large corporate organisation but are active in research management and administration at any level and in any sector of the research community. There are three tiers to the individual membership fee type as follows:

**Tier 1: Standard Individual Membership**

**Tier 2: Small Organisation Membership**

**Tier 3: Retired Membership:** This package is designed for individuals who are not directly employed or active in research management but want to be a member of ARMS.

## **Membership Benefits**

Members enjoy a range of benefits including:

- Knowledge exchange;
- Sharing experiences and insights leading to best practice in research management and administration;
- Developing specialised skills and knowledge;
- Developing professional networks with other members from a variety of sectors working in the research management area;
- Networks with other sister society's and with the International Network of Research Management Societies (INORMS – see Appendix 1) to enable exchange of knowledge and expertise globally;
- Targeted professional development;
- Access to an annual conference at a reduced rate;
- Access to an accredited foundation and professional level accreditation program;
- Early-bird information about priority emerging issues and workshops;
- Reduced rate to attend Chapter events;
- Access to awards and scholarships; and
- Access to online resources.

ARMS recognises the importance of providing strong professional training and networks as well as development frameworks for its members at all levels of research management and administration. Becoming a member of ARMS can assist in improving your own research management career.

## **EXPENSE REIMBURSEMENTS**

Pursuant to the **By-Laws** (2.2, 2.9), the Society shall reimburse Members of the Board for their expenses in travel and accommodation to attend Meetings of the Board or other meetings approved by the Board. Where costs of attendance at such meeting are supported by the Member's employing organisation, the Society may, on request of that organisation, reimburse that organisation the costs (expenses) of attending the meeting.

**Standing Committee Meetings:** The Society shall reimburse Members of Standing Committees reasonable expenses in travel and accommodation to attend one face-to-face meeting approved annually by the Board.

**International Travel:** The Society shall reimburse an expense limit of up to \$3500 per individual for economy class international travel which has been pre- approved by the Board.

An expense reimbursement form is available on the [ARMS website](#).

## ANNUAL BUSINESS CYCLE

Table 5 below provides an overview of the standard annual operational and governance cycle of ARMS.

**Table 5: Standard Annual Operational and Governance Cycle of ARMS**

Month	Election Cycle	Key ARMS Activity
September 2019	Ratification of Election results at Board Meeting  Announcement of New Board at AGM and Gala Dinner at annual conference	<b>Up-In-ARMS monthly newsletter</b> <b>ARMS Board Meeting in Adelaide</b> ARMS Annual Conference (Adelaide)  Call for ARMS/NCURA Fellowship Program  Research Administrator Day (celebrated annually on 25/9)  Review of ARMS Implementation Plan (aligning with the ARMS Strategic Plan: Towards 2025)
October 2019		<b>Up-In-ARMS monthly newsletter</b>  ARMS Supported ARC/NHMRC Research Administrators Workshop (Canberra)
November 2019		<b>Up-In-ARMS monthly newsletter (November/December)</b>  <b>Induction of new ARMS Board – Face to Face (21-22/11/2019).</b>
December 2019		Release of the 2018/2019 ARMS Report To Members.
January 2020		<b>ARMS Board Teleconference (24/01/2020) – via zoom</b>
February 2020		
March 2020		<b>Up-In-ARMS monthly newsletter</b> Accreditation Council Meeting (17/3/2020) President's Roadshow (18 & 19/3/2020) and <b>ARMS Board Meeting (20/3/2020)</b>
April 2020		<b>Up-In-ARMS monthly newsletter</b>  Call for Chapter Travel Awards
May 2020		<b>ARMS Board Teleconference (15/5/2020) – via zoom</b>  <b>Up-In-ARMS monthly newsletter</b>  Release of annual membership subscriptions  INORMS Congress (Hiroshima 25-28 May 2020)
June 2020		<b>Up-In-ARMS monthly newsletter</b>  Final 2019/2020 budget endorsed by the Board.

		<p>Call for Awards for Excellence in Research Management Practice.</p> <p>Call for University Office Travel Award</p> <p>Call for Janet Dibb-Leigh Award</p> <p>Call for Fellows of ARMS</p>
July 2020	Call for Nominations	<p><b>ARMS Board Meeting Face to Face (2-3 July) Wellington to include President's meeting with stakeholders.</b></p> <p><b>Up-In-ARMS monthly newsletter</b></p> <p>Call for RMIT Paul Taylor Award</p> <p>Call for CSIRO Awards for Excellence</p>
August 2020	Closing date for nominations Issue of Ballot (if applicable)	<p><b>ARMS Board Teleconference (21/8/2020) – via zoom.</b> <b>President's Roadshow in Singapore (TBC)</b></p> <p><b>Up-In-ARMS monthly newsletter</b></p>
September 2020	<p>Closing date for Ballot</p> <p>Declaration of result by Board</p> <p>AGM Ratification of Result</p> <p>Induction of New Board</p>	<p><b>ARMS Board Meeting (Face to Face) in Perth on 21 September 2020</b></p> <p><b>Up-In-ARMS monthly newsletter</b></p> <p>Annual Conference (Perth – 22-25 September 2020)</p> <p>ARMS Annual General Meeting at Perth Conference 2020</p> <p>Announcement of ARMS Awards at Gala Dinner (ARMS Perth Conference)</p> <p>Research Administrator Day (25/9 – celebrated annually).</p>
October 2020		<b>Up-In-ARMS monthly newsletter</b>
November 2020		<p><b>Up-In-ARMS monthly newsletter (November/December edition).</b></p> <p>Board meeting of the new ARMS Board (date and details TBC).</p>
December 2020		Release of 2019/2020 Report to Members

## SOCIAL MEDIA

The Society subscribes to the following social media platforms. These are managed (and monitored) through the ARMS Executive Office.

Twitter

<https://twitter.com/ARMSoa>

LinkedIn

<http://www.linkedin.com/groups?gid=3211536&mostPopular=&trk=tyah>

Facebook

<https://www.facebook.com/AustralasianResearchManagementSocietyInc/>

## ARMS WEBSITE AND PORTAL

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

Access to the ARMS portal <https://researchmanagement.org.au/login>

## **Appendix 1 INORMS MEMBER ASSOCIATIONS**

Association of Research Managers and Administrators (UK)  
Association of Research Managers and Administrators (The Netherlands)  
Australasian Research Management Society  
Brazilian Association of Research Managers and Administrators  
Canadian Association of Research Administrators  
Chinese Association for Science of Science and Science &Technology Policy (CASSSP)  
Danish Association of Research Managers and Administrators  
European Association of Research Managers and Administrators  
Finnish Association of Research Managers and Advisors  
Network of Research- and Transfermanagement (FORTRAMA)  
Icelandic Association for Research Managers and Administrators (ICEARMA, Iceland)  
National Council of University Research Administrators  
Norwegian Network for Administration and Research Management  
PraxisAuril  
Research Manager and Administrator Network Japan  
Southern African Research and Innovation Management Association  
Society of Research Administrators International  
West African Research and Innovation Management Association  
The Association of Commonwealth Universities