



Induction Guide for ARMS Board, Standing Committees and Chapter Committees

2024

Revised December 2023

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	4
Governance, Finance and Audit Committee (GFAC).....	4
Education and Professional Development Committee (EPDC).....	4
Member Services Committee (MSC)	4
Conferences and Major Events Committee (CMEC).....	4
Chapters	4
Special Interest Groups	6
Networks	8
The Australasian Ethics Network (AEN).....	8
Australasian Research Training Network (ARTN).....	9
Accreditation Council	9
INORMS	11
EXECUTIVE OFFICE.....	12
ARMS POLICIES.....	14
MEMBERSHIP	15
Corporate Membership.....	15
Individual Membership.....	16
Membership Benefits	16
EXPENSE REIMBURSEMENTS.....	16
ANNUAL BUSINESS CYCLE.....	18
SOCIAL MEDIA	Error! Bookmark not defined.
ARMS WEBSITE AND PORTAL	19

INTRODUCTION

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

This document has been prepared to help you transition into your role. It provides a brief overview about the Society, our governance structure, and the resources available to support you as a volunteer member.

If you have any questions about your role, please contact the ARMS Chief Operating Officer, ARMSCOO@researchmanagement.org.au or telephone +61 8 8201 2525 or visit our website www.researchmanagement.org.au

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.

History of ARMS

Since its founding in 1999, the ARMS network has grown to involve more than 3900 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.

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 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 research 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.

¹ 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 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. The strategic plan is expected to undergo a revision in 2024.

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

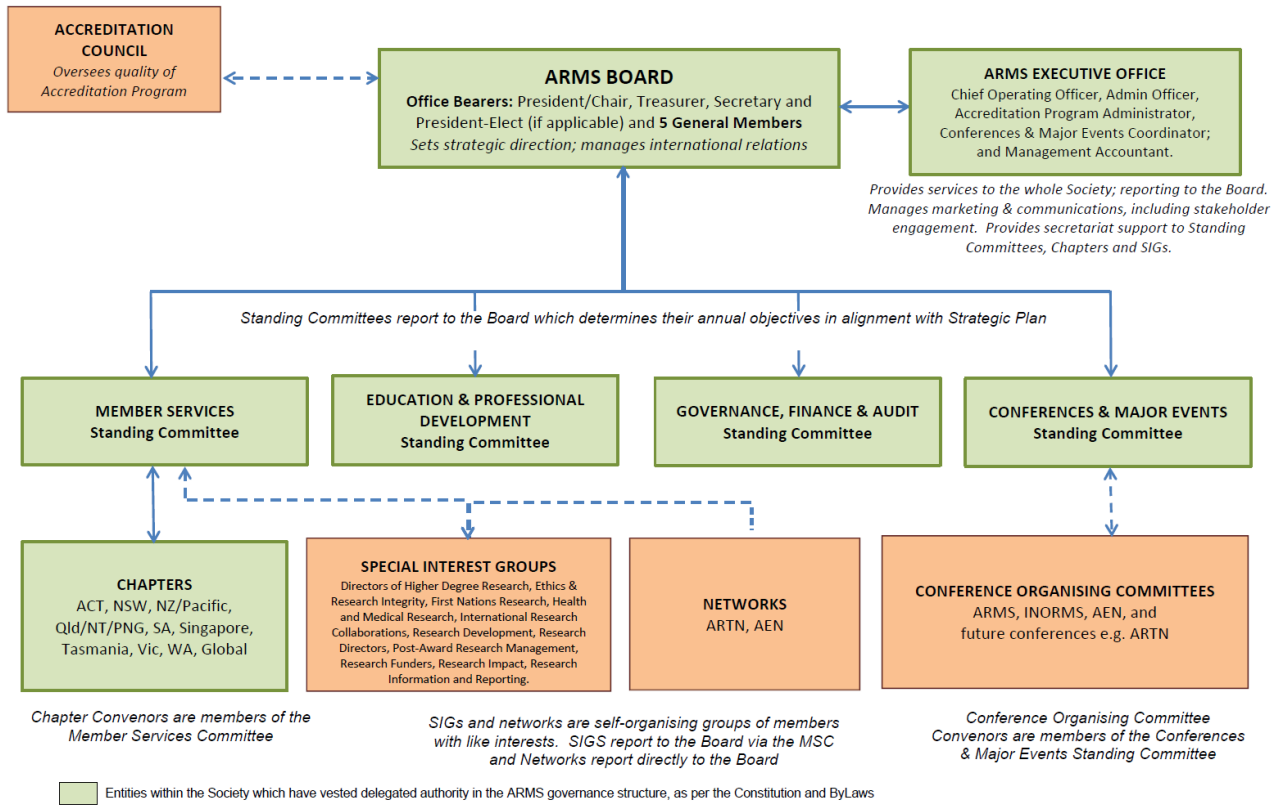
Governing Instrument

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.

The organisational structure of the Society is illustrated below:

ARMS ORGANISATIONAL STRUCTURE



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.

At a Special General Meeting of the Society held on the 10th of October 2023, a special resolution was carried to amend the Constitution. The revised Constitution is now available on the [ARMS website](#).

The Board responsible for managing the Society’s international relations with our international [member associations](#); managing our advocacy strategy via the Directors of Research Special Interest Group and engagement of other advocacy communication specialists as required; 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"> • The delivery of the ARMS Strategic Plan: Towards 2025 • Serving as the official spokesperson for the Society • Global Stakeholder engagement for the Society • Chairing of Board Meetings • Serving as a member of Accreditation Council • Chairing the Annual General Meeting of the Society • Under the direction of the Board, managing international relations; and • Ensuring that the Board fulfils its legal obligations under the Corporations Act 2001 and Associations Incorporation Act (Vic) 2012. <p>The President is appointed is for a two-year term with an additional (1) year as President-Elect.</p>
President-Elect and Deputy President	<p>The Deputy President and 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"> • The delivery of the ARMS Strategic Plan: Towards 2025 • In the absence of the President, acts as the official spokesperson for the Society • Global Stakeholder engagement for the Society • Chairing of Board Meetings in the President’s absence • Serving as a member of Accreditation Council in the President’s absence • Chairing the Annual General Meeting of the Society in the President’s absence

	<ul style="list-style-type: none"> • Under the direction of the Board, managing international relations; and • Ensuring that the Board fulfils its legal obligations under the Corporations Act 2001 and Associations Incorporation Act (Vic) 2012. <p>NOTE: The President-Elect is appointed for a one-year term and then commences in the role of President for a two-year term.</p>
Secretary	<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"> • 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 • Keeping minutes of each meeting including minutes of the Annual General Meeting • Maintaining a register of actions from the Board meeting • Updating changes to the Risk Register and Implementation Plan upon advice from the ARMS Board • Keeping copies of all correspondence of other documents relating to the Society which are maintained by the ARMS Executive Office • Assisting the Board in carrying out its legal obligations; and • Coordinating legal advice relating to the constitution <p>The Secretary is appointed for a two-year term.</p> <p>Please note pursuant to clause 72 2a&b of the Associations Incorporations Reform Act (Vic) 2012, the successful candidate must at least be 18 years of age and is resident in Australia.</p>
Treasurer	<p>The Treasurer shall have the responsibility for:</p> <ul style="list-style-type: none"> • Maintaining accurate and current records and an audit trail of all accounts maintained which are managed via the Executive Office • Financial accountability including planning and budgeting in accordance with the ARMS Strategic Plan: Towards 2025 • Advising the Board on financial strategy including preparation of financial reports, both current and forecasts • Attending and participating in all scheduled Board meetings • Being informed about the Society’s mission, governance structure, and programs • In collaboration with an externally appointed Auditor, working with the ARMS Management Accountant in preparing the Society’s Annual Statement and its Annual Financial Statement for endorsement by our membership at the annual AGM; and • Assisting the Board in carrying out its legal obligations <p>The Treasurer is appointed for a two-year term.</p>
General Board Members x 5	<p>Board members shall have the responsibility for:</p> <ul style="list-style-type: none"> • Ensuring that the Society’s mission and goals under the ARMS Strategic Plan are being achieved • Representing the Board on the Society’s Standing Committee

	<ul style="list-style-type: none"> • Attending and participating in all scheduled Board meeting and teleconferences; and • Assisting the Board in carrying out its legal obligations <p>These members will be deemed appointed for a two-year term. NOTE: One General Board member MUST be appointed outside of Australia.</p>
--	---

Board Members for 2024:

- Sharon Aburn, **General Committee Member**, Monash University – email sharon.aburn@monash.edu
- Dr Tania Bezzobs, **ARMS President**, University of Technology, Sydney – email Tania.Bezzobs@uts.edu.au
- Emma Collyer, **General Committee Member**, UNSW, email e.collyer@unsw.edu.au
- Lachlan Doughney **ARMS Treasurer**, RMIT University - email lachlan.doughney@rmit.edu.au
- Dr Yordanka Krastev, **General Committee Member**, Chrysalis Advisory – email dryordanka@gmail.com
- Kate Swanson, **ARMS Secretary**, University of Queensland - email k.swanson@uq.edu.au
- Dr Brett Szmajda, **General Committee Member**, CSIRO – email brett.szmajda@data61.csiro.au
- Jaylene Wehipeihana, **General Committee Member and Deputy President**, The University of Auckland – email j.wehipeihana@auckland.ac.nz

Board Code of Conduct

Recognising that in order to function well, 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. The Board Code of Conduct covers a range of minimum requirements. Specifically, Board members will be required to:

- 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.
- 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.

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, Established and Advanced) and other professional development activities to serve the needs of the members.

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.

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).

Terms of Reference for all Standing Committees are available on the governance page at <https://www.researchmanagement.org.au/governance>

Chapters

The Society has ten (10) 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 via the Member Services Committee and are governed by and function under the Terms of Reference for Chapters and the Chapter Financial Policy as well as the ARMS ByLaws. Chapter Convenors will also be representative members on the Member Services Committee.

Chapter Committees shall receive secretariat support from the ARMS Executive Office.

Table 2: Current Chapters and their Convenors as @ 1 December 2023

Chapter	Current Convenor(s)
The Australian Capital Territory	Huan Wu
New South Wales	Tanya Karliychuk and Stephan Waibel
New Zealand and the Pacific Islands	Katie Jones and Simon Lovatt
Queensland, the Northern Territory and Papua New Guinea	Iftikhar Hayat and Belinda Watanabe
South Australia	Vanessa Eley and Kathy Mott
Tasmania	Ed Benyon and Olumide Odeyemi
Victoria	Davina Dadley-Moore
Western Australia	Ieuan Linck
Singapore	Michael Khor and Willie Koh
Global	Without a Convenor at present.

Chapter Committees each have a dedicated drop box where key records are to be stored.

Chapter Terms of Reference and Chapter Financial Policy are available on the governance page of the ARMS website <https://www.researchmanagement.org.au/governance>

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 meeting between the new and departing Convenor(s) to discuss current issues faced by the Committee as well as the exchange information 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 @ 1 December 2023

Name of SIG	Convenor(s)	Description
Directors of Higher Degree Research	Part of the ARTN – Convened by: Jason White, Susan Schlinker and Tracy Sullivan	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. NOTE: ARTN has established a LinkedIn Group.
Ethics and Research Integrity	Nitya Philipson and Karolyn White	The Ethics and Research Integrity Special Interest Group: <ul style="list-style-type: none"> • Forum to discuss research ethics issues such as understanding research ethics codes and legislation in Australasia, and improving the process of ethical review at institutions. - SIG Stream 1: Australasian Ethics Network • Articulates issues related to the responsible conduct of research in Australasia including policy, processes, training and education, and research integrity and misconduct. - SIG Stream 2: Conduct of Research and Research Integrity Network
Health and Medical Research	Tam Nguyen	The Health and Medical Research 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 to up to date policies, legislation changes and best research management practice.
International Research Collaborations	Suzanne Austin and Jace Carson	Provides a forum for: <ul style="list-style-type: none"> • Sharing knowledge and experiences in managing research partnerships in priority regions i.e., Asia, Europe and Americas; • Facilitating information sharing and experiences in dealing with compliance for international grants. • Benchmarking. • Acting as a collective voice in promoting and advocating international research collaborations with

		<p>respective government bodies and authorities nationally and internationally; and</p> <p>Organising professional development activities and seminars on relevant topics of interest to members.</p>
First Nations Research	Mandy Downing and Jaylene Wehipeihana	The First Nations Research SIG will facilitate networking between members of this emerging specialism within research management, while identifying learning and professional development needs.
Research Development	Dora Horvath and Marina Delpin	<p>Streams offered under the Research Development SIG include:</p> <ul style="list-style-type: none"> - Research strategy, planning and implementation. - Researcher development. - Grant development.
Research Directors	Hannah Allan, Simon Brennan and Nicole Makoviney	<p>Provides a forum for research office directors to discuss important strategic issues that affect the sector.</p> <p>Membership is currently restricted to research office directors from Australian or New Zealand universities.</p> <p>NOTE: The Research Directors SIG has established a LinkedIn Group.</p>
Research Information and Reporting	Gary Long and Elizabeth Przywolnik	<p>Provides a forum for:</p> <ul style="list-style-type: none"> • Managers and administrators of research management systems to discuss new system features, technical developments, issues, innovations etc. • Enabling partnering of institutions for knowledge transfer and assistance when institutions are installing/upgrading a research management system • identification of common issues across institutions with potential for multi-institutional requests for development to the relevant research management system vendor • Enabling potential professional development opportunities.
Post-Award Research Management	Frank Anastasopoulos and Connie Killey	<p>The Post Award Research Management SIG will promote the dissemination and institutional collaboration for members with the aim of providing:</p> <ul style="list-style-type: none"> - A forum for those professional staff within ARMS involved in research post award, including finance, to discuss new process, compliance requirements, technical developments, issues, innovations to reduce

		<p>duplication.</p> <ul style="list-style-type: none"> - Act as a conduit for issue identification across institutions with potential for multi-institutional requests for development to the relevant research information management organisations. - Be a combined voice to, and form a relationship with, the federal funding agencies post award team. - Discuss and review best practice in post-award processes and systems, including the connection of post-award service. - Enable partnering of institutions for knowledge transfer and assistance. - Be a mechanism for members to discuss interpretation of funding body rules relating to the post-award management of grants. - Enable knowledge transfer, potential professional development opportunities and create a network of ARMS members with an interest in research finance. - In conjunction with the ARMS office, work towards standardised templates and agreements across our universities through SIG working groups.
Research Funders	Vacancy	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.
Research Impact	Catherine McElhone and Faith Welch	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.

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 AEN does not have its own legal structure and currently 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 Nitya Phillipson and Dr Karolyn White.**

Australasian Research Training Network (ARTN)

ARMS in collaboration with the ACGR (Australian Council of Graduate Research) have recently signed a Memorandum of Understanding to re-establish the Australasian Research Training Network (ARTN). Membership of the ARTN is open to all members who have an interest in higher degree research.

The functions of the ARTN are to:

- Provide a forum for discussion of research training issues and the administration of research training throughout Australasia.
- Provide opportunities for professional development, networking and peer support.
- Support for the coordination of regional and international conferences relevant to the needs of its members.
- Provide an avenue for the publication and distribution of relevant professional material including occasional papers.
- Participate in appropriate local and regional activities; and
- Make recommendations for strategies that support the operation of research training administration.

The operations of the Network will be overseen by the ARTN Advisory Group, which will comprise nominated members from a diversity of institutions and locations. The Network will also be aligned with the Directors of Higher Degree Research Special Interest Group.

As part of the operating principles, the ARTN will align with and support the mission of the Australian Council of Graduate Research (ACGR) and commit to the Australian Graduate Research Good Practice Principles.

The ARTN is Convened by **Dr Tracy Sullivan, Dr Susan Schlinker and Professor Jason White.**

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.

Representation from....	Person appointed	Term of Membership
A person who served in the position of Pro or Deputy Vice Chancellor (Research)	Professor Alistair McEwen	Chair – 3-year appointment
A Person who served in the position of Director of a University Research Office	Dr Tania Bezzobs	3-year appointment
A Board member of ARMS. This is the President or the President’s Delegate.	Dr Melissa Straffon, CSIRO	3-year appointment
A member who has served in the position of General Manager/Chief Operating Officer of an Independent Medical Research Institute	Ms Kate Gunn, Children’s Medical Research Institute	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	Prue Torrance, NHMRC and Claire Forsyth, Australian Research Council	3-year appointment
A member drawn from key New Zealand agencies involved in research and innovation.	Joanne Looyen, MBIE, NZ	3-year appointment
A member drawn from key Singapore agencies involved in research and innovation	Professor Andy Hor, A*Star Singapore.	3-year appointment
Executive Officer	Maria Zollo, ARMS Chief Operating Officer	In attendance
Secretariat Support	Dana Watts, Accreditation Program	In attendance.

	Administrators	
EPDC Board Liaison	Dr Brett Szmajda	Link between EPDC and Accreditation Council

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 www.inorms.net

The INORMS Council will be chaired by SARIMA, 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.

HIROSHIMA STATEMENT

In May 2021, INORMS released the [Hiroshima Statement](#) at its 2021 Congress in Hiroshima, Japan. 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.

INORMS SISTER ASSOCIATION RECIPROCAL BENEFIT STRATEGY (ISARBS)

ISARBS is a new initiative that allows participating members of the INORMS community to benefit from discounted rates on certain events, publications and products offered by other associations in the INORMS community.

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.

Members of the Executive Office include:

- **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 and the Education, Professional Development Standing Committee.**
- **Accreditation Program Administrator, 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.

- **The Accreditation Administration Officer provides dedicated Executive Officer support to the Member Services Standing KaCommittee.**
- **Conferences and Major Events Coordinator, currently 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**
- **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 Standing Committee.**
- **Events Administrator, 1.0 FTE, responsible for:**
 - Providing general admin support across the ARMS Executive Office, including support for events management and coordination of social media campaigning.

Executive Office contacts are as follows:

- **Ms Maria Zollo, ARMS Chief Operating Officer**
ARMSCoo@researchmanagement.org.au
- **Mr Brett Dobson, Management Accountant**
ARMSFinance@researchmanagement.org.au
- **Ms Dana Watts, ARMS Accreditation Program Administrator**
ARMSAccreditation@researchmanagement.org.au
- **Kaisha Kilmister, ARMS Conferences and Major Events Coordinator**
ARMSEvents@researchmanagement.org.au

- Vacancy, Events Administrative Assistant, email ARMSAdmin@researchmanagement.org.au

ARMS POLICIES

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

General Governance

ARMS Constitution and By-Laws: Note the By-Laws are now currently under review.

Terms of Reference - Standing Committees (recently updated)

[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

[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](#)

[Code of Conduct](#)

[Operating Principles and Procedures for GFAC to Assess Board Nominations](#)

[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 \(for ARMS Training Fellows\)](#)

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/>

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

The revised corporate membership fee structure for implementation for FY 2023/2024 was endorsed on the 7th of December 2022 as follows:

Tier 1 Corporate Membership – Unchanged from existing membership-fee structure in terms of cost structure. 2023/2024 FY = AUD \$3,510 ex GST.

- Research organisations - Up to AUD\$50m external research revenue in the most recent financial year); OR
- Funding agencies/organisations and councils) - Up to AUD\$50m in external grant funding (distributed to other organisations) managed in the most recent financial year; or
- Other organisations not elsewhere covered – Up to AUD\$30m total expenditure.

Tier 2 Corporate Membership – New. 2023/2024 FY = AUD\$4,914 ex GST.

- Research organisations - AUD \$50m-\$99.99m in external research revenue in the most recent financial year; or
- Funding agencies/organisations/councils – AUD\$50 m - AUD\$99.99m in external grant funding management in the most recent financial year; or
- Other organisations not elsewhere classified, AUD\$30m-AUD\$60m expenditure.

Tier 3 Corporate Membership – New. 2023/2024 FY = AUD\$6,880 ex GST.

- Research Organisation - >AUD \$100m external research revenue in the most recent financial year); or
- Funding agencies/organisations/council - > AUD\$100m in external grant funding managed in the most recent financial year; or
- Other organisations not elsewhere classified, AUD >\$60m expenditure.

The Tier 1 membership fee structure was slightly modified to allow organisation experiencing financial hardship to access Tier 1 under exceptional circumstances, with such cases considered independently by the ARMS Board.

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 the 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

Members of the Board

Pursuant to the By-Laws (2.2 – Travel Policy for Board Members)

The Society will schedule quarterly meetings of the Board. Two Meetings shall be in-person, noting that one of the designated in-person meeting shall be aligned with the annual conference. All other meetings of the Board shall be online.

When an in-person Board meeting not aligned with the conference meeting is scheduled, the Society shall cover all reasonable expenses. The Executive Office will also coordinate bulk accommodation for members requiring accommodation and catering for all Board members.

When a Board Meeting aligns with the annual conference, the Society shall cover all reasonable expenses including standard economy airfare, local transfers and up to two night's accommodation. Catering will also be provided during the Board meeting. In addition, each Board Member shall receive a non-transferrable, complimentary conference registration. Any additional expenses relating to attendance to the conference such as accommodation, catering costs and transfers relating to

participation at the annual conference must be covered by the Board Member and/or their host organisation.

NOTE: Under exceptional circumstances the Board may approve additional costs incurred by the Board Member at its discretion.

Standing Committee Meetings: Pursuant with ByLaw 2.2.2 – Standing Committee Meetings
The Society may reimburse Members of Standing Committees reasonable expenses in travel and accommodation to attend one face-to-face meeting approved annually by the Board, if required.

International Travel: Pursuant with ByLaw 2.2.3 - The Society shall reimburse an expense limit of up to AUD\$5,000 per individual for economy class international travel which has been pre- approved by the Board.

Expense Reimbursement (general) – Pursuant with Bylaw 2.9 The Society will reimburse officers and committee members for reasonable pre-approved out-of-pocket expenses.

Members should use the expense reimbursement claim form available on the website or provide a tax invoice.

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	Key ARMS Activity
December 2023	Call for: <ul style="list-style-type: none"> • Indigenous Conference Travel Award Program (ICTAP) • Early Career Research Management Award (ECRM) • International Travel Award (ITAP)
January 2024	<ul style="list-style-type: none"> - 8 January 2024 - Executive Office officially re-opens. - Call for Indigenous Conference Awards; ECRM Program and ITAP
February 2024	<ul style="list-style-type: none"> - ARMS Board Induction (1 April 2024, Melbourne) - ARMS Board Meeting (2 February 2024, Melbourne) - Up In ARMS newsletter (19 February 2024 distribution)
March 2024	<ul style="list-style-type: none"> - ARMS Board Meeting (22 March 2024 - online) - ECRM and ICTAP award closes
April 2024	<ul style="list-style-type: none"> - Up-In-ARMS monthly newsletter (22 April 2024 distribution) - Call for Chapter Travel Awards 2024 (date tbc) - ITAP Award closes
May 2024	<ul style="list-style-type: none"> - ARMS Board Meeting (31 May 2024 - online) - Release of annual membership subscriptions - Nominations for Chapter Travel Awards 2024 closes (date tbc)
June 2024	<ul style="list-style-type: none"> - Up-In-ARMS monthly newsletter (24 June 2024 distribution) - Election Cycle commences (date tbc) - Call for Fellow of ARMS and JDL Awards (date tbc) - 2024/2025 Budget forecast approved by ARMS Board.
July 2024	<ul style="list-style-type: none"> - ARMS Board Meeting (26 July 2024 - Online) - Call for RMIT Paul Taylor Awards (date tbc) - Ballot commences (if required).
August 2024	<ul style="list-style-type: none"> - Up-In-ARMS monthly newsletter (19 August 2024 distribution) - Nominations for Fellow of ARMS and JDL Awards closes (date tbc) - Nominations for RMIT Paul Taylor Awards closes (date tbc)
September 2024	<ul style="list-style-type: none"> - ARMS Board Meeting (September 2024 – Darwin) - ARMS Annual Conference (Darwin) 10 – 13 September 2024 - ARMS Annual General Meeting of ARMS (one week prior to the conference) - Up-In-ARMS monthly newsletter - Research Administrator Day (25/9 – celebrated annually).
October 2024	<ul style="list-style-type: none"> - Up-In-ARMS monthly newsletter
November 2024	<ul style="list-style-type: none"> - Up-In-ARMS monthly newsletter - Induction meeting of new ARMS Board ARMS Board - tbc
December 2024/January 2025	<ul style="list-style-type: none"> - Release of 2023/2024 Report to Members - Executive Office closure.

ARMS WEBSITE AND PORTAL

Website: www.researchmanagement.org.au

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