



Induction Guide for ARMS Board 2026

Revised October 2025

Contents

INTRODUCTION	3
ABOUT ARMS.....	3
History of ARMS	3
Our Mission	3
Strategic Priorities	4
COMPANY INFORMATION	5
LEGISLATIVE REQUIREMENTS.....	5
STRUCTURE, GOVERNANCE AND FUNCTION.....	5
Governing Instrument	5
ARMS Board	6
Terms of Reference	7
Roles and Responsibilities of ARMS Office Bearers and Board Members	10
Participation of Non-Board members at Board Meetings	12
Standing Committees	13
Governance, Finance and Audit Committee (GFAC).....	13
Education and Professional Development Committee (EPDC)	13
Member Services Committee (MSC)	13
Conferences and Major Events Committee (CMEC).....	14
Chapters	14
Special Interest Groups	15
Networks	15
The Australasian Ethics Network (AEN)	15
Australasian Research Training Network (ARTN).....	16
Accreditation Council	16
Other Established Working Groups	18
ADVOCACY.....	18
INORMS	19
EXECUTIVE OFFICE.....	20
ARMS POLICIES.....	22
MEMBERSHIP	23
Corporate Membership.....	24
Individual Membership.....	24
Membership Benefits	24
ANNUAL BUSINESS CYCLE.....	26
ARMS WEBSITE AND PORTAL	27
FEEDBACK.....	27

INTRODUCTION

We're delighted to have you join us in your role with the ARMS Board, Chapter Committees, or Standing Committees. Your contribution is deeply valued, and we hope your experience is both professionally fulfilling and personally enriching.

This guide is designed to support your transition into your new role. It provides a concise introduction to the Society, an outline of our governance structure, and key resources available to assist you as a volunteer member of ARMS.

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, Aotearoa (New Zealand) and Singapore.

History of ARMS

Since its founding in 1999, the ARMS network has grown to involve more than 4500 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

In accordance with section 2 of the Constitution:

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 shall fulfil 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.
- Enhancement of the interface between researchers and research management professionals; and
- Such other activities as the membership shall adopt.

Our Values

Our values include:

Leadership, innovation and forward-thinking - Proactively adapting to change, generating new ideas and being courageous in our approach.

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

Respect - Valuing diverse perspectives and backgrounds, treating everyone with dignity, and fostering a culture of inclusivity in all our interactions.

Collaboration and an engaged community - Creating a connected and engaged community to achieve common goals in research management

Strategic Priorities

Our Strategic Plan serves as a roadmap, fostering a vibrant culture and guiding decision-making through to 2030. It ensures the delivery of our mission for members by shaping our programs and services. Our focus is clear: building a sustainable and thriving Society.

Our strategic priorities under our new Strategic Plan: Towards 2030 are as follows:

Demonstrating the value of ARMS to research leaders, government peak bodies, and key stakeholders in the research ecosystem through advocacy, insights and engagement.

Cement ARMS' position as a critical asset, not just for its members, but for the broader research ecosystem. This will occur through advocacy, representation and insights in relation to research management policy and practice, and identification and discussion of current and future trends both within our region and globally.

Through these activities, ARMS will be recognised as a trusted voice for and about research management, which will lead to new and strengthened partnerships and collaborations.

Building a research management environment that embeds and respects the practices of First Nations and Indigenous peoples.

Fostering a profession that respects and recognises the needs of First Nations and Indigenous research and research management practice. We will do this through supporting and incorporating First Nations and Indigenous voices in research management practices and investing in First Nations and Indigenous research management professionals.

Continue to develop and elevate professional development for our members.

We aim to continue to grow the capability of research management professionals from those at the start of their careers through to emerging and current leaders. We will aim to equip research management professionals with the necessary skills and knowledge to navigate the increasingly complex research environment.

Increase breadth, depth and diversity of membership.

We seek to attract a wider range of research management professionals, encompassing various institutions and career stages and deepen our engagement within institutions. By diversifying and strengthening its membership, ARMS aims to foster a richer exchange of knowledge and experiences, ultimately strengthening the research management community across Australasia.

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.

Executive Office Location

The Executive Office is hosted at Flinders University, operating under secondment arrangements with the University. This strategic partnership enables the Executive Office to benefit from Flinders University's academic environment and infrastructure while maintaining its organisational independence.

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) AIR Act 2012; Corporations Act 2001 (*Cth*) and other statutory regulations. Examples include and are not limited to the following:

- Act in good faith and for a proper purpose – In other words, act with integrity and in the best interests of ARMS, assisting ARMS to achieve its purpose – Refer to [section 85 of the AIR Act](#).
- Not misuse information or office – Office holders must not misuse information acquired by virtue of holding office to gain an advantage for themselves or another person or to cause detriment to ARMS – Refer to [section 83 of the AIR Act](#).
- Disclose material interests – A member of the Board who has a material (meaning “significant or major” personal interest in a matter being considered by the Board must, as soon as the member becomes aware of their interest in the matter, disclose to the Board – Refer to [section 80 of the AIR Act](#).
- Duty to act with care and diligence – A Board member must exercise their powers and discharge their duties with the degree of care and diligence that a reasonable person would exercise – refer to [section 84 of the AIR Act](#).

Also refer to Section 8 of the ARMS Constitution - [Duties of Office Holders](#).

Training

At the initial induction meeting, Board members receive professional legal and financial training to ensure a clear understanding of their governance responsibilities and fiduciary duties. This dedicated session is facilitated by qualified experts in these fields. Additionally, the Society maintains Directors' and Officers' liability insurance to safeguard Board members in the execution of their roles.

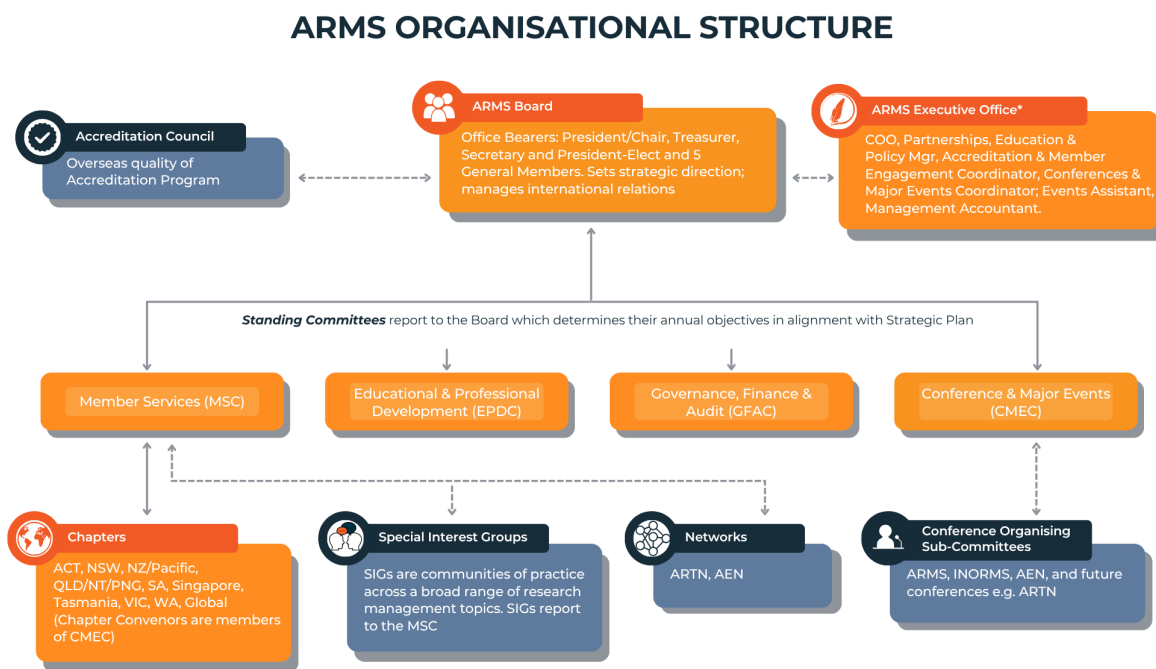
STRUCTURE, GOVERNANCE AND FUNCTION

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:



*Provides services to the entire Society, reporting to the Board of Directors; Supports marketing and communications, including stakeholder engagement; provides Secretariat support to Standing Committees, Chapters, SIGs and Networks.

ARMS Board

In accordance with Section 7 of the Constitution, 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.

Specifically, the Board (under Section 7.2):

- Shall control and manage the business and affairs of the Society and establish and oversee the operation and development of the strategic plan for the Society from time-to-time.

- May, subject to the Constitution, the Act and the Regulations, exercise all such powers and functions that are required by this Constitution to be exercised by general meetings of the members of the Society; and
- Subject to the Constitution, the Act and the Regulations, has power to perform all such acts and things as appear to the Board to be essential for the proper management of the business and affairs of the Society.

A full copy of the Constitution is available on the [ARMS website](#).

The Board is responsible for managing the Society’s international relations with international [member associations](#); managing the Society’s advocacy strategy via the Directors of Research Special Interest Group and engagement of other advocacy communication specialists as required. The Board also provides guidance to the activities undertaken by our Chapters, Standing Committees, Networks and the Accreditation Council (see section below).

Terms of Reference

Purpose

The Board is responsible for managing the Society’s international relations with international [member associations](#); managing the Society’s advocacy strategy via the Directors of Research Special Interest Group and engagement of other advocacy communication specialists as required. The Board also provides guidance to the activities undertaken by our Chapters, Standing Committees, Networks and the Accreditation Council (see relevant section below).

Scope and Responsibilities:

- Acts as the governing body of the Society.
- Oversees committees, publications, strategic direction, and progress evaluation.
- Manages the Society’s business and affairs, including:
 - Developing and implementing strategic plans
 - Exercising powers not reserved for member meetings
 - Making decisions necessary for effective management

Membership

Membership of the Board is described in Table 1.

In summary, composition of the Board comprises:

- Officers: President, President-elect (if applicable), Secretary, Treasurer
- General Members: Five elected members (at least one international), serving two-year terms with staggered retirement
- In absence of a President-elect, a **Deputy President** is appointed by the Board.
- The **President chairs** the Board.

Meetings Frequency and Expense Reimbursement

In accordance with ByLaw 2.2

- The Society shall convene quarterly Board meetings, with two held in-person. One of these in-person meetings will be scheduled to coincide with the Society’s Annual Conference. All other meetings will be conducted online.
- For in-person meetings not aligned with the Annual Conference:
 - The Society will cover all reasonable expenses incurred by Board members.
 - The Executive Office will coordinate group accommodation for members who require lodging.

- Catering will be arranged by the Executive Office for all attending Board members.
- For in-person meetings aligned with the Annual Conference:
 - The Society will cover all reasonable and best-priced travel and accommodation expenses, including:
 - Standard economy airfare (excluding premium economy)
 - Local transfers
 - Up to five nights' accommodation
 - This provision reflects Board members' service commitment during the full duration of the conference, including active contributions to conference delivery.
 - Catering during the Board meeting will be provided and coordinated by the Executive Office.
 - Each Board member will receive a non-transferrable, complimentary registration for the conference.
 - Any additional costs (e.g., extended accommodation, extra catering or transport arrangements) are the responsibility of the Board member and/or their employing organisation.
- Under exceptional circumstances, the Board may approve additional expenses incurred by a Board member, at its discretion.

Decision-Making and Participation

- Quorum: At least half the Board members.
- Voting: Decisions made by simple majority.
- Members may attend and vote remotely using real-time communication technology.
- Board members will attend at least 75% of scheduled meetings and not miss more than two consecutive meetings without an apology. If a Board member is unable to commit to this level of participation, they will stand down as soon as this is known or at the Discretion of the President.

Role of the Chair of the Board

- Board meetings shall be chaired by the President. In the event the President is unavailable, the President Elect will assume the Chair. If both are unavailable, the Board will nominate a member from among its ranks to Chair the meeting.
Refer to **Table 1** for further information on role delegation.
- The Secretary of the Board, in collaboration with the President/President Elect and the Chief Operating Officer (COO), will:
 - Prepare the agenda for each Board meeting.
 - Record and formalise decisions and actions through accurate meeting minutes.
(See **Table 1** for detailed responsibilities of the Secretary.)
- **All Board papers and minutes will be stored centrally in a secure Dropbox folder, with access restricted to Board Members and designated Executive Office staff only.**

Please Note: A dedicated email address, ARMSPresident@researchmanagement.org.au has been established exclusively for the appointed President. Access to this account is restricted to the President alone, ensuring confidential communication with Board members, association members, and other key stakeholders.

Committees

To ensure strategic alignment and effective governance, Board members will serve as Liaisons to the Society's Standing Committees (see full list below). This role is essential for fostering collaboration

between the Board and each Standing Committee, ensuring decisions are informed, timely and connected to the broader objectives and strategic direction of ARMS.

Board Liaisons responsibilities Include:

- Acting as a conduit between the Board and Committee, ensuring two-way communication.
- Supporting committees in aligning work with the Society's Strategic Plan
- Providing governance insights while respecting committee autonomy
- Reporting committee progress, risks and key outcomes of the ARMS 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.

Disputes and Mediation

Disputes and Mediation are set out in clause 16.1 of the ARMS Constitution.

Review and Evaluation

To foster a constructive Board culture, strengthen oversight and accountability, and support the professional development of directors, the Board undertakes a periodic review (biennially). The review promotes good governance, continuous improvement, and alignment with ARMS' Strategic goals.

The review will assess and enhance

- Board composition, diversity, and expertise
- Role clarity and effectiveness of Board responsibilities
- Efficiency of meetings and workload distribution
- Governance systems, documentation, and decision-making
- Stakeholder relationships and engagement
- Responsiveness to the Strategic Plan and external change
- Risks or concerns impacting governance performance

Vacancies and Removal

- Office becomes vacant if a member resigns, becomes insolvent, or ceases Society membership.
- The President may appoint temporary replacements until the next election.

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
<p>President</p>	<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 Society’s Strategic Plan • Serving as the official spokesperson for the Society • Global Stakeholder engagement for the Society • Chairing of Board Meetings • Chairing the Annual General Meeting of the Society • Serving as a member on the Accreditation Council • 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 for a two-year term with an additional (1) year as President-Elect (3-year total commitment).</p>
<p>President-Elect (including Deputy President)</p>	<p>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 • 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 • 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> <p>SPECIAL NOTE: Under clause 7.5.3 of the ARMS Constitution, in those years where there is no President-Elect, the Board shall appoint one of the five members elected</p>

	to act as Deputy President. The Deputy President shall act as President in the case of absence or incapacity of the President.
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 (or President-Elect/Deputy President during absence of the President). • Through a repository (Dropbox) maintained by the Executive Office, keep minutes of each meeting of the Board 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 • Through a repository (Dropbox) maintained by the Executive Office, keep copies of all correspondence of other documents relating to the Society. • Assisting the Board in carrying out its legal obligations. • Coordinating legal advice relating to the Constitution. • Working with the Board to ensure that the Society’s mission and goals under the Strategic Plan are being achieved. <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. • 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

	<ul style="list-style-type: none"> • Representing the Board on the Society’s Standing Committee • 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>
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Board Members for 2025 (in alpha order by last name):

- **Hannah Allan, President Elect**, Curtin University – email Hannah.Allan@curtin.edu.au
- **Sharon Aburn, General Committee Member**, Monash University – email sharon.aburn@monash.edu
- **Dr Michael Baker**, General Committee Member, Western Sydney University – email mi.baker@westernsydney.edu.au
- **Dr Denise Dillon, General Committee Member (International)**, James Cook University – email Denise.Dillon@jcu.edu.au
- **Dr Lachlan Doughney, ARMS Treasurer**, RMIT University - email lachlan.doughney@rmit.edu.au
- **Dr Louise Dwyer, ARMS Secretary**, Macquarie University, Louise.Dwyer@mq.edu.au
- **Amber Jennings, General Committee Member**, Monash University, email Amber.Jennings@monash.edu
- **Tara McLaren, General Committee Member**, AIMS, email t.mclaren@aims.gov.au

Board Liaisons on Standing Committees

The Board Liaison is a designated member of the Board who serves as a communication bridge between the board and the various standing committees, Accreditation Council and Networks. They facilitate information flow, coordinate meeting logistics, and ensure alignment between board decisions and operational execution.

The Board Liaisons for 2026 are:

Conference and Major Events Committee: Amber Jennings and Dr Denise Dillon

Governance, Finance and Audit Committee: Dr Lachlan Doughney and Dr Louise Dwyer

Member Services Committee: Dr Michael Baker

Education and Professional Development Committee: Tara McLaren and Sharon Aburn

Accreditation Council: Sharon Aburn/Tara McLaren (Note: Tara only likely to attend AC meetings on items related to the PD Review).

Australasian Training Network – Dr Louise Dwyer

Participation of non-board members at Board Meetings

The following are guiding principles relating to attendance of non-board members to scheduled Board meetings:

- The **Chief Operating Officer (COO)** is expected to attend **all scheduled Board** meetings (in-person and online).
- The **PEP Manager** should attend relevant sections of Board meetings, remotely if not in-person, where discussions directly relate to their role (e.g., professional development reviews, policy, and frameworks). Attendance is not generally required for unrelated agenda items, to avoid duplication of resources during extended meetings, unless there is a compelling reason for both the **COO** and **PEP Manager** to be present. It is acknowledged that participation may occasionally be limited or not possible due to constraints in hybrid meeting infrastructure.
- **Other members of the ARMS Executive Office**, or additional **co-opted contributors**, may attend by invitation only and are expected to speak solely to the item for which they have been invited.
- The Board retains the option to hold ‘in-camera’ sessions, discussions without Executive Office members present. This is acknowledged as a sound governance practice and should remain available as needed.

PLEASE NOTE: Occasionally, the **PEP Manager** may be invited to attend a full Board meeting at the Board’s discretion. This is recognised as a valuable opportunity for professional development in their capacity as second-in-charge (2IC). However, such invitations should be considered exceptions and would typically coincide with scheduled in-person meetings, such as those held in conjunction with the annual conference.

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

Chapter	Current Convenor(s)
The Australian Capital Territory	Ms Suzanne Austin
New South Wales	Dr Najwa Reynolds and Dr Jodie Richardson
New Zealand and the Pacific Islands	Katie Jones and Dr Simon Lovatt
Queensland, the Northern Territory and Papua New Guinea	Dr Junna Hayashi
South Australia	Vanessa Eley and Dr Marina Zupan
Tasmania	Ed Benyon and Olumide Odeyemi
Victoria	Davina Dadley-Moore and Sheila Hamilton-Brown.
Western Australia	Sanita Kratina
Singapore	Professor Michael Khor and Dr Willie Koh
Global	Currently inactive and 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: Current Special Interest Groups

Name of SIG	Convenor(s)
Artificial Intelligence in Research Management.	Dr Stephanie Black, Dr Michaela Jackson and Dr Fotini Toso
Directors of Research	Tania Tambiah, Samantha Rose and Nicole Makoviney
Ethics and Research Integrity	Nitya Philipson and Karolyn White
First Nations Research	Professor Mandy Downing and Jaylene Wehipeihana
Health and Medical Research	Ms Melanie Wright, A/Prof Tam Nguyen
International Research Collaborations	Suzanne Austin and Jace Carson
Major Research Collaborations	Ms Vesna Stefanovski, Dr Yordanka Krastev. Another member from NZ to be appointed shortly.
Research Development	Dr Anna Wallace, Jo Dixon, Dr Annie Sharbeen and Dr Dora Horvath.
Research Impact	Faith Welch, Catherine McElhone, Julie Ward and Dr Helen Slaney
Research Information and Reporting	Scott McWhirter and Dr Tania Wilmann
Post-Award Research Management	Frank Anastasopoulos and Connie Killey
Research Funders	Jade Hurst

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 and Catherine Murphy**.

Accreditation Council

The role of the Accreditation Council 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 Council's Terms of Reference include:

- To recommend accreditation status to the ARMS Board for those persons who have completed requirements for certification at Foundation or Established/Advanced levels of accreditation. (Note – in fulfilling this Terms of Reference it will be necessary for the ARMS Executive Office to manage an assessment process for accreditation candidates, administer examinations and provide documentation to the Accreditation Council sufficient for it to make recommendations).
- To monitor and review content of educational modules provided by ARMS and provide advice to the ARMS Board or the Education and Professional Development Committee on changes

required to ensure currency and usefulness to those engaged in research management. 3. To provide advice to the ARMS Board and the Education and Professional Development Committee on the development of new modules and new market groups for ARMS educational programs.

- To provide ongoing advice to the ARMS Board and the Education and Professional Development Committee on the design, content and assessment processes supporting accreditation such that accreditation programs and mechanisms will align with good practice and global trends.
- To consider and approve a policy on accreditation to include the review of research management related workshops, programs of activity or other education/training meetings, offered within institutions or by other educational providers, and recommend an appropriate credit for the purposes of ARMS Continuing Professional Development (CPD) hours.
- To provide quality assurance measures for the assessment of all programs. This may include the review of feedback received from participants relating to the content of all education and training programs and accreditation processes as well as subject experts selected by the Accreditation Council to deliver these programs.
- 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	Position vacant	3-year appointment
A Board member of ARMS. This is the President or the President’s Delegate.	Mrs Hannah Allan	3-year appointment
A member who has served in the position of General Manager/Chief Operating Officer of an Independent Medical Research Institute	Position vacant	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 Administrators	In attendance.
EPDC Board Liaison	Sharon Aburn/Tara McLaren	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.

Other Established Working Groups

From time to time, the Board may establish ad-hoc working groups to address specific operational needs or strategic initiatives; for instance, the Marketing Communications Advisory (MARCOM) was formed in 2024, and an Indigenous Engagement Working Group is anticipated to be established in the near future.

ADVOCACY

To establish a clear and coordinated internal process for managing strategic engagement and responses to policy consultation which align with the Society’s Strategic Plan, an Advocacy and Policy Consultation Framework has been established. The policy document is predicated on several guiding principles including:

- Collaboration: Engage relevant internal and external stakeholders
- Transparency: Document decisions and processes and communicate in relation to consultations to members
- Proactivity and responsiveness: Be proactive in identifying emerging issues and be timely on action
- Evidence-based: Ground advocacy in research management and member insights
- Alignment: Ensure consistency with ARMS’ values and strategic priorities

The document sets out the roles and responsibilities of all key contributors, including a workflow process. A copy of the policy can be found [here](#).

Marketing and Communications Plan

The Marketing and Communications Strategy for the Australasian Research Management Society (ARMS) outlines key marketing, public relations, and advocacy activities that align with ARMS' Vision, Mission, and strategic objectives as detailed in the ARMS Strategic Plan: *Towards 2030*. This strategy aims to enhance ARMS' visibility, engagement, and financial sustainability, while promoting the profession of research management and fostering a connected global community of research management professionals.

A draft version of the plan is accessible [here](#) and is anticipated to be finalised and formally endorsed by the incoming Board in the near future.

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 EARMA, 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.

In accordance with the ARMS ByLaws 2.2.4:

The ARMS President (or delegate) is an official member of the INORMS Council and, therefore, represents the interests of the Society at all scheduled INORMS Council meetings. These meetings are either held in-person, online or a hybrid approach may be offered to INORMS Council members. When a meeting of the INORMS Council aligns with the biennial INORMS Congress, the ARMS President (or delegate) shall be provided with financial assistance to attend. An expense limit of up to AUD\$5,000 will be made available, subject to the provision of reimbursement claim form including evidence of receipts. The expense limit shall be used to defray the reasonable cost of standard economy flights (not premium economy), accommodation, transfers, and other incidental expenses. The INORMS Congress registration is typically provided as a complimentary registration to all Council members by the host of the INORMS Congress.

During the alternate year of the INORMS Congress, the ARMS President (or delegate) may also attend one scheduled in-person meeting of the INORMS Council. An expense limit of AUD\$5,000 will be made available, subject to the provision of a reimbursement claim form including evidence of receipts. The expense limit shall be used to defray the reasonable cost of a standard economy airfare (not premium economy), accommodation, transfers, and other incidental expenses.

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 shall provide dedicated Secretariat Support for the Australasian Research Training Network (ARTN) Advisory and other ad-hoc working groups as required.**

Partnerships, Education and Policy Manager, 1.0 FTE responsible for:

- Leading, supporting and enabling Professional Development Programs of the Society: The expansion of ARMS' suite of education and training development programs.
- Partnership engagement and business development to assist in growth of the ARMS membership base and the diversification of ARMS' revenue sources.
- Policy and advocacy involving the preparation of policy consultations and similar initiatives to ensure that research management's voice is heard.
- **The Partnerships, Education and Policy Manager shall provide dedicated Secretariat Support for the Education and Professional Development Committee (EPDC) and the Marketing Communications Committee (MARCOM) and the Directors of Research Special Interest Group.**

Accreditation and Member Engagement Coordinator, 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 Committee and to the Accreditation Council.**

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 Administrative Assistant, 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
- Partnerships, Education and Policy Manager
ARMSPEP@researchmanagement.org.au
- Mr Brett Dobson, Management Accountant
ARMSFinance@researchmanagement.org.au
- Ms Dana Watts, ARMS Accreditation and Member Engagement Coordinator
ARMSAccreditation@researchmanagement.org.au or
ARMSMembership@researchmanagement.org.au
- Kaeisha Kilmister, ARMS Conferences and Major Events Coordinator
ARMSEvents@researchmanagement.org.au
- Janice Yau 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

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.

X

<https://twitter.com/ARMSoa> - Continual use of this platform is currently under review. It is anticipated that it will discontinue in 2026.

LinkedIn

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

Facebook

<https://www.facebook.com/AustralasianResearchManagementSocietyInc/> - Continual use of this platform is currently under review. It is anticipated that it will discontinue in 2026.

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

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

- 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

- 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 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.

ANNUAL BUSINESS CYCLE

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

Table 5: High-Level Annual Operational and Governance Cycle of ARMS

Month	Key ARMS Activity
November/December 2025	<ul style="list-style-type: none"> • Call for International Travel Award (ITAP) • New Board Induction Meeting (7 November) • Board Meeting # 1 (new Board) (14 November) + Board dinner the evening prior (13 November)
January 2026	- 5 January 2026 - Executive Office officially re-opens.
February 2026	<ul style="list-style-type: none"> - Accreditation Council Meeting (6 February) - Member Services Committee Meeting (13 February) - Governance, Finance and Audit Committee (20 February) - Conferences and Major Events Committee (TBC) - Education and Professional Development Committee (27 February)
March 2026	- Board Meeting # 2 Online (6 March)
April 2026	- Up-In-ARMS monthly newsletter distributed every 6 weeks.
May 2026	
June 2026	<ul style="list-style-type: none"> - Board Meeting # 3 online (12 June) - Up-In-ARMS monthly newsletter - Election Cycle commences (date tbc) - Call for Fellow of ARMS and JDL Awards (date tbc) - 2025/2026 Budget forecast approved by ARMS Board. - Release of annual membership subscriptions
July 2026	<ul style="list-style-type: none"> - Call for RMIT Paul Taylor Awards (date tbc) - Board election Ballot commences (if required). - Accreditation Council (24 July) - Member Services Committee (31 July) - Conferences and Major Events Committee (TBC)
August 2026	<ul style="list-style-type: none"> - Governance, Finance and Audit Committee (7 August) - Education and Professional Development Committee (14 August) - 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 2026	<ul style="list-style-type: none"> - Board Meeting #4 (7 September - Perth) - ARMS Annual Conference (Perth) - ARMS Annual General Meeting of ARMS - Up-In-ARMS monthly newsletter - Research Administrator Day (25/9 – celebrated annually).
October 2026	- Up-In-ARMS monthly newsletter
November 2026	<ul style="list-style-type: none"> - Up-In-ARMS monthly newsletter - Induction meeting of new ARMS Board ARMS Board - tbc
December 2026	<ul style="list-style-type: none"> - Release of 2025/2026 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>

FEEDBACK

Board members are encouraged to provide ongoing feedback to support the continual refinement of our induction procedures and governance practices. Constructive input helps ensure the induction process remains relevant, effective, and aligned with the needs of incoming directors.

Feedback can be submitted directly to: ARMSCOO@researchmanagement.org.au