



ARMS

Australasian Research Management Society

ARMS Strategic Plan 2016 – 2018



1. Introduction

ARMS is the Australasian professional association for research managers and administrators. We have members from universities, independent research institutions, government research and health organisations. Our members span the Australasian geography, from Singapore, New Zealand and Australia.

Our Vision

To create an internationally-connected community of research managers and administrators who operate at the highest standards to support and enhance the global delivery of research excellence.

Our Mission

ARMS is dedicated to the professional development of research managers and administrators; the promotion of the profession of research management; and the enhancement of the research enterprise. The Society fulfills its mission through:

- A strong and effective professional network of research managers and administrators at all levels and based on a variety of settings through personal relationships, presentations, formal and informal meetings and publications;
- The development and promotion of professional standards for research management and administrators in Australasia and Singapore consistent with international best practices;
- The improvement of the interface between research and its management.

Our Values

We value:

- A strong, vibrant sector in the region;
- High standards of research governance including the protection of integrity and ethics of research; and
- The profession of research management as integral to the research endeavour.

2. Strategic Priorities

This Strategic Plan guides decision-making and actions until 2018 to ensure the delivery of the ARMS mission for its members. It shapes the programmes we deliver, the services we provide and the management of our business and finances to grow a sustainable, successful Society.

Excellence for the Individual

The Society supports the development of excellent research managers and administrators and encourages our members to develop their skills and expertise. ARMS provides a diverse range of professional development opportunities and resources to enable members to enhance their careers.

Excellence for the Profession

ARMS delivers a range of development, educational and communications materials to support a common standard of research management excellence that is accessible to the member community and beyond. We work with our external partners, stakeholders, policy makers and influencers to support the delivery of research management practices that support future research needs.

International Excellence

Research is an international effort of practice and collaboration. Similarly, research management and administration is a global effort. ARMS is part of a global community seeking to professionalise research management internationally. We work in partnership with sister organisations and support other international organisations to develop best practice and the attainment of excellence in research management. The Society also works with emerging countries to support the education, awareness and practice of research management as these countries seek research innovation and excellence.

Creating Communities of Practice

Through our Chapters, Special Interest Groups and Networks, we provide opportunities and resources to facilitate the sharing and development of best practice. This, in turn, increases dialogue, accessibility, learnings and synergies amongst our members, via national and international networks, and involves external stakeholders where appropriate.





Ensuring ARMS Sustainability

ARMS establishes transparent and robust governance practices that underpin strong business planning to deliver our mission and strategic priorities. Efficient and effective governance and organisational management ensures our members receive value for money and that we provide opportunity for responsible growth and the enhancement of member benefits.

Ensuring a strong financial base that is invested in our members for the continuing development of ARMS is critical to support the development and innovation of research management. In so doing, we envisage growth in the membership, reputation and profile of ARMS and, more broadly, the profession of research management.

3. Implementation

Implementing the Plan

For each of the five Strategic Priorities we have developed an Implementation, identifying our priority actions, our timeframes for delivery and our anticipated outcomes (see Appendix 1).

Measuring and Monitoring

In order to manage and improve our performance, we must measure and monitor our impacts. We will identify key performance indicators relevant to each of our Strategic Priorities and will use a combination of quantitative and qualitative analyses to determine our performance and inform improvements.

Communicating and Reporting

Communication of our Strategic Plan and Priorities and regular engagement with our members, external stakeholders and partner organisations is critical to our success. We will raise awareness by creating and implementing a robust and comprehensive communications strategy which will clearly identify:

- WHO we engage with;
- WHAT we engage on;
- WHY we are engaging;
- HOW we will engage; and
- WHEN we will engage.

Performance will be approved and monitored by the Executive and reported to the membership and our stakeholders through publication and dissemination of our Annual Report.

Resources

An appropriate level of resources will be made available to ensure delivery of our Strategic Plan. This includes financial investment but also will include the management of staff and volunteer time, staff training and development and the application of appropriate organisational management and governance processes and procedures.

Appendix 1: Implementation Plan

Strategic Priority 1: Excellence for the Individual

- 1.1 Deliver and continuously improve core professional tools and resources (Accreditation Program, Conferences).
- 1.2 Review existing member services to maximise opportunities that reflect emerging trends in research management and administration and support members' career development.
- 1.3 Review our scholarship schemes to ensure investment is appropriate, that co-commitment and leveraging of ARMS funds is possible, in order to provide greater opportunity for members to apply and benefit.
- 1.4 Facilitate knowledge sharing from ARMS Accredited Fellows and those accessing ARMS scholarship schemes in order to promote learning outcomes and best practice.
- 1.5 Review and revise education and professional development programs delivery to access digital resources to maximise promotion and delivery of programs.
- 1.6 Develop a "Research Manager's Development Framework" and "Pathways to Research Management" career routes to promote the knowledge and skills base of the profession and facilitate career progression.

Strategic Priority 2: Excellence for the Profession

- 2.1 Ensure that professional standards are recognised, understood and valued by members and the wider research profession such that research management and administration is respected and valued. A communications and marketing strategy will be developed to facilitate engagement with the media to promote ARMS and the credentials of our members' profession.
- 2.2 Promote the value and quality of the profession of research management to other professions.
- 2.3 Be an active voice for our members, engaging with them for subject-matter expertise and working with the sector to advocate and lobby for changes that support excellent research management practices.
- 2.4 Ensure all ARMS event leaders and facilitators are trainer certified.
- 2.5 Ensure the Accreditation Programs, Professional Development Programs and Annual Conference Programmes are aligned to the professional standards of the ARMS qualifications and proactively and innovatively address changing research environments.

Strategic Priority 3: International Excellence

- 3.1 Work in partnership with Sister Societies/Organisations, particularly through participation in the International Network of Research Management Societies (INORMS).
- 3.2 Align ARMS accreditation with international frameworks (e.g. European/USA).
- 3.3 Reach emerging research markets (e.g. China, India, Middle East, South America).
- 3.4 Develop MOUs with other international research institutions in emerging markets to support education and training, innovation and excellence, and communities of practice.
- 3.5 Ensure that an international outlook is integrated into the ARMS modus operandi.

Strategic Priority 4: Creating Communities of Practice

- 4.1 Maintain, develop and enhance resources that support member networking, idea sharing, problem solving and adopting best practice, through events and virtual interactions.
- 4.2 Increase and diversify the number of ARMS members.
- 4.3 Through membership diversification, identify greater opportunities to expand member resources.

Strategic Priority 5: Ensuring ARMS Sustainability

- 5.1 Develop and implement operational strategy and enabling policy that will ensure financial and organisational sustainability. This is characterised by robust governance practices (efficient and effective), strong business planning, mission and strategic priority delivery and organisational management.
- 5.2 Develop an Executive Office with a strong Enterprise Risk Management approach that underpins the management, operation and strategic direction of the other Strategic Priorities.

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