

The logo for the Australasian Research Management Society (ARMS) is displayed in a dark blue area. The letters 'A', 'M', and 'S' are white, while the 'R' is orange. The 'R' is stylized with a horizontal bar that extends to the left and curves under the letter.

ARMS

Australasian Research Management Society

The title of the strategic plan is centered in the orange geometric-patterned section. 'STRATEGIC PLAN' is in a bold, black, sans-serif font, and 'Towards 2025' is in a white, italicized, sans-serif font.

**STRATEGIC PLAN**  
*Towards 2025*

# Introduction

ARMS is the Australasian association of research management professionals<sup>1</sup>. The Society's membership spans universities, independent research institutions, government and health research organisations from across the Australasian region including Australia, New Zealand and Singapore.

## VISION

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

## 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 researchers and research management professionals.

## 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.



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

# Strategic Priorities

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

STRATEGIC  
PRIORITY

1

## Excellence of the Individual

The Society supports the development of excellent research management professionals. It provides a diverse and broadly accessible range of professional development opportunities, including a high quality accreditation program, and other resources to enable members to continually enhance their skills and expertise.

STRATEGIC  
PRIORITY

2

## Promotion of the Profession

ARMS works with all stakeholders and influencers to promote the research management profession. It facilitates the delivery of research management practices that support future research excellence.

STRATEGIC  
PRIORITY

3

## Creating Communities of Practice

Through Chapters, Special Interest Groups and Networks, ARMS provides opportunities and resources to drive the development and sharing of best practice. This fosters dialogue, accessibility, learnings and synergies amongst its members and stakeholders.

STRATEGIC  
PRIORITY

4

## International Excellence

ARMS is part of a global community of research management professionals that aim to develop best practice and attain excellence in research management. The Society also works with countries where research management is an emerging profession to support the awareness and practice of research management.

STRATEGIC  
PRIORITY

5

## Innovation in Research Management

ARMS recognises the rapidly changing landscape of the research enterprise and facilitates innovation in research management to support research excellence.

# Appendix 1: Implementation Plan 2019-2021

The Implementation Plan sets the framework for achievement of ARMS' strategic priorities over the next triennium. It will take effect from 2019 and will be monitored annually against a number of Key Performance Indicators (KPIs). Monitoring of the established KPIs shall be a function of the Board and the Executive Office.

The ARMS Board will review the Society's Implementation Plan again in 2021 to assess its continuing relevance to the strategic priorities of ARMS and to ensure that the Strategic Plan is keeping pace with the changing landscape of the profession.

## **Strategic Priority 1: Excellence of the Individual**

- 1.1 Deliver and continuously improve core tools and resources to support the Professional Development Framework;
- 1.2 Ensure that member services continue to meet the changing needs of research management professionals;
- 1.3 Maximise uptake of education and professional development programs through innovative delivery channels, particularly online; and
- 1.4 Foster the development of future leaders of the Society.

## **Strategic Priority 2: Promotion of the Profession**

- 2.1 Inform stakeholders and influencers about the contribution of the profession to the success of the research enterprise;
- 2.2 Develop case studies that demonstrate the value and contribution of research management professionals;
- 2.3 Be an active voice for our members, engaging with them for subject-matter expertise and working with the sector to advocate for changes to policy and practice that support excellent research management; and
- 2.4 Extend its circle of influence by developing productive conversations with like professions.

## **Strategic Priority 3: Creating communities of Practice**

- 3.1 Maintain, develop and enhance opportunities and resources that support individual members to network, share ideas and solve problems;
- 3.2 Identify and promote best practice in managing and supporting communities and networks; and
- 3.3 Expand and support the numbers of engaged and relevant ARMS communities.

## **Strategic Priority 4: International Excellence**

- 4.1 Work in partnership with equivalent societies and/or organisations, through participation in the International Network of Research Management Societies (INORMS);
- 4.2 Support, where appropriate, the alignment of ARMS accreditation with international frameworks, including through the development of country specific modules on research and innovation systems; and
- 4.3 Engage with countries where research management is an emerging profession.

## **Strategic Priority 5: Innovation in Research Management**

- 5.1 Support and encourage members and member networks to engage with issues that will influence future research management practice and to develop 'next' practice;
- 5.2 Identify, recognise and promote excellence and innovation through ARMS programs; and
- 5.3 Create opportunities to identify and explore disruptive factors that could influence the future research management workforce.

For further enquiries,  
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