



Induction Guide for ARMS Board, Standing Committees and Chapter Committees

2017

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INTRODUCTION

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

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

If you have any questions about your role, contact the ARMS Chief Operating Officer, arms_coo@researchmanagement.org.au or telephone +61 8 8201 5592 or visit our website www.researchmanagement.org.au

ABOUT ARMS

ARMS is the leading organisation dedicated to supporting research excellence and the enhancement of the research enterprise through the professional development of research managers and administrators and the promotion of the profession of research management across Australia, New Zealand and Singapore, with continued expansion throughout the Asia-Pacific region.

History of ARMS

Since its founding in 1999, the ARMS network has grown to involve more than 2700 members from universities, research agencies and institutes, medical research institutes, R&D corporations, research centres, government departments, funding bodies, industrial R&D teams, service providers, commercialisation bodies and consultancies. A full historical account of ARMS can be viewed at <https://researchmanagement.org.au/content/about-arms/arms-policies/arms-history>

Our Mission

ARMS is an international organisation 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 fulfils 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; and
- The improvement of the interface between research and its management.

Our Values

The Society values:

- 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.

Strategic Priorities

The ARMS Board launched its new strategic plan on the 13th of September 2016. The [2016 -2018 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 finance to grow a sustainable, successful Society.

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 of the Society and it 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 operational [By-Laws](#) which covers matters such as:

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

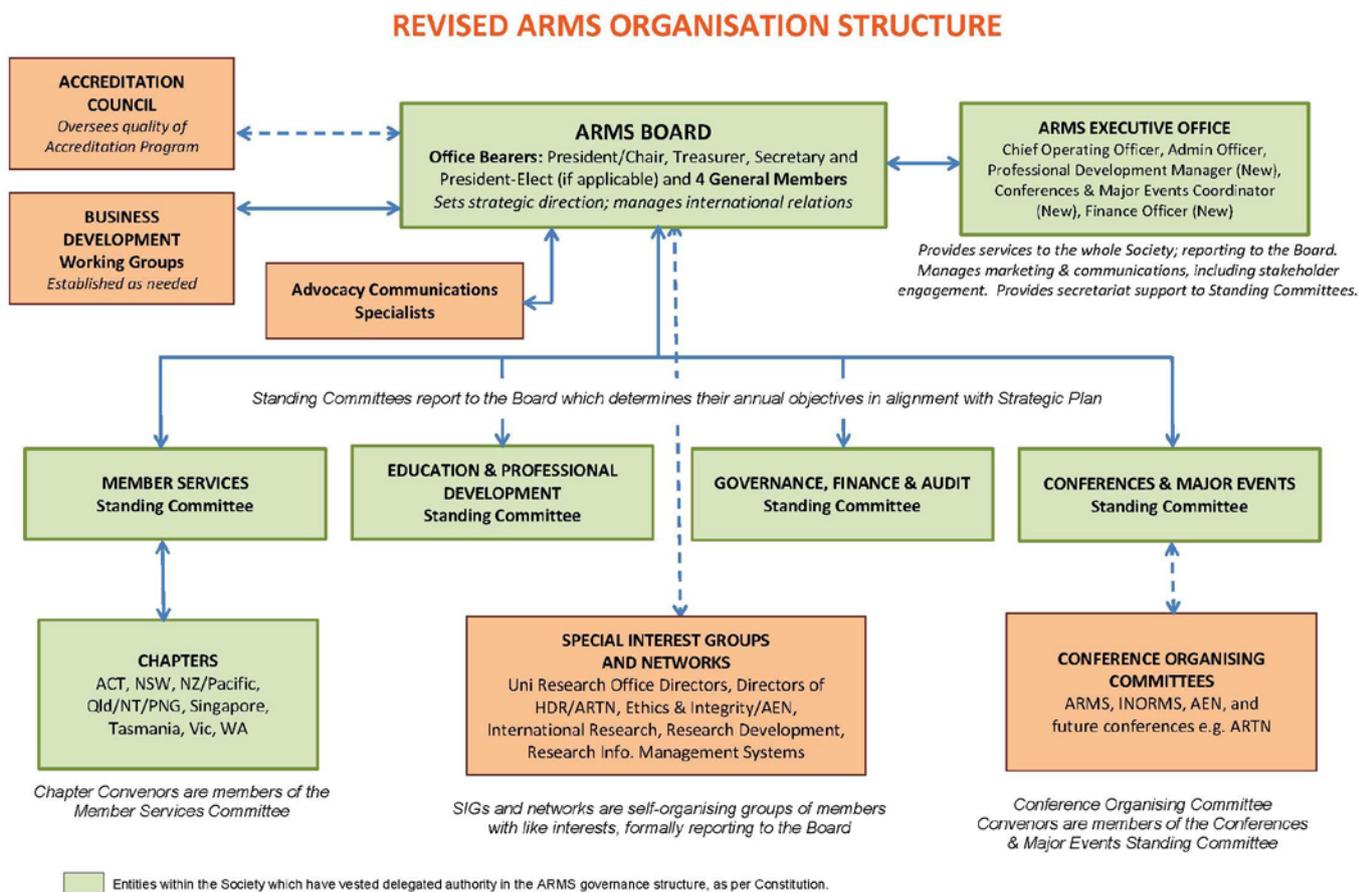
Organisational Structure of ARMS

Diagram 1 below shows the revised organisational structure of the Society which was endorsed by its members at an Annual General Meeting (AGM) held on the 13th of September 2016.

The key changes to the Society's governance structure include:

- The transition of the ARMS Executive Committee into a Board structure, comprised of voluntary members who meet clearly defined skill requirements and undertake compulsory training and induction to understand their legal obligations as a Board member;
- Establishment of four new standing committees to meet the operational needs of the Society:
 - **Education and Professional Development Committee** – oversees the operational management and delivery of the Accreditation Program and other society-wide professional development initiatives;
 - **Governance, Finance and Audit Committee** – supports the Board to maintain the ARMS' [By-Laws](#) and policies, assuring the rigour of governance election processes, monitoring budgets and financials and monitoring the risk register;
 - **Member Services Committee** – contributes to the development and delivery mechanisms for services to members, including awards and scholarships, and is a formal mechanism for engaging with Chapters; and
 - **Conferences and Major Events Committee** – comprised of the Convenors of Conference Organising Committees to oversee major events, including the annual ARMS conference, the biennial AEN conference and when necessary INORMS Congress as well as any other major events held by the Society.
- Additional human resources to support the expanding marketing, finance and business development functions now devolved to the Executive Office (also refer to Executive Office Support in this guide).

Diagram 1:



ARMS Board

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

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

Roles and Responsibilities of ARMS Office Bearers and Board Members

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

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

Role	Responsibilities and Term of Appointment
President	<p>The President of the Society shall be the Chair of the Board and has overall responsibility for:</p> <ul style="list-style-type: none"> • The delivery of the ARMS 2016-2018 Strategic Plan; • Serving as the official spokesperson for the Society; • Stakeholder engagement for the Society; • Chairing of Board Meetings; • Serving as a member of Accreditation Council; • Chairing the Annual General Meeting of the Society; • Conducting Induction interviews with new Board members; • 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. <i>Position currently held by Ms Janice Besch, Western Sydney University.</i></p>
President-Elect	<p>The President-Elect collaborates with the President to learn about the role of the President in preparation for her/his presidency in the following year. During this term, the President-Elect becomes familiar with the governance structure of the Society and supports the President in delivering the ARMS 2016-2018 Strategic Plan.</p> <p>The President-Elect shall have responsibility for:</p> <ul style="list-style-type: none"> • Attending scheduled Board meetings; • Assisting the President to carry out legal obligations under the Associations Incorporations Reform Act (Vic) 2012 and the Corporations Act 2001; • Upon delegation by the President, acting as a spokesperson for the Society; • Actively contributing to the activities of the newly created Policy Standing Committee; and • Providing leadership and direction to the Conference Organising Committee. <p>The President-Elect is appointed for a one-year term. <i>Position currently held by Dr Campbell Thomson, The University of Western Australia.</i></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; and • Keeping copies of all correspondence of other documents relating to the Society. • Assisting the Board in carrying out its legal obligations; and

	<ul style="list-style-type: none"> Coordinating legal advice relating to the constitution. <p>The Secretary is appointed for a two-year term. Position currently held by Dr Marina Delpin, Flinders University</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 by the Society; Financial accountability including planning and budgeting in accordance with the ARMS 2016-2018 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, 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. Position currently held by Ms Michelle Duryea, Edith Cowan University.</p>
Board Members x 4	<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 2016-2018 Strategic Plan are being achieved; 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.</p> <p>Positions currently held by: Ms Louise Fleck, Macquarie University; Dr Helen Marsden, University of Canberra; Dr Ted Rohr, UNSW Australia; and Ms Tania Tambiah, RMIT University.</p>

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.

The committee is authorised by the Board to:

- Monitor the Society's governance and financial arrangements.
- Take any actions to enable the committee to fulfil its responsibilities.
- Seek independent advice to perform its duties where necessary, including the engagement of external accounting, auditing and/or legal expertise.
- Establish ad hoc sub-committees to assess Board or Standing Committee election nominations.
- Make recommendations to the Board on matters within the Committee's remit, as necessary.
- The committee is responsible for advising the Board on effective governance and financial management of the Society through:
 - Developing and reviewing governance policies and procedures.
 - Overseeing election processes for membership of the Board and its Standing Committees.
 - Ensuring adequate induction and training for new Board and Standing Committee members.
 - Regularly reviewing the performance of the Board.
 - Ensuring compliance with statutory reporting requirements.
 - Enabling auditors to communicate any concerns to the Board.
 - Assessing the adequacy of accounting, financial and operating controls.
 - Ensuring that the Society's financial statements and reports are accurate and use fair and reasonable estimates.
 - Assessing the effectiveness of the management of business risk.
 - Reporting to the Board any significant deficiencies identified above.

Education and Professional Development Committee (EPDC)

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

The Scope and responsibilities of the EPDC include:

- To identify and develop international best-practice professional development opportunities, including sourcing programs from sister societies and other education and training providers.
- To oversee the implementation of the Society's own Accreditation programs, recognising that the quality of content, delivery and assessment of these programs is the responsibility of the Accreditation Council.
- To develop the content and oversee the delivery of the annual Conference Professional Development Workshop series.
- To work with the Members Services Committee on the delivery of appropriate professional development opportunities at the Chapter level.
- To oversee the Society's professional development awards programs.
- To oversee the Society's mentoring activities.

- To provide quarterly reports to the Board on education and professional development activities, and other reports as requested by the Board.

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.

The scope and responsibilities of the MSC include:

- To oversee the development, promotion and implementation of opportunities and resources to serve the needs of the Society's Australasian and Singaporean members including sourcing these from, and liaising with, local and international sister societies.
- To share knowledge between chapters through discussing ideas and Chapter activities to identify those that could benefit all members of the Society.
- To create an internationally-connected community of members.
- To oversee the administration of the Society's awards and scholarships schemes.
- To work with the Education and Professional Development Committee to develop and oversee the delivery of appropriate professional development opportunities at the Chapter level.
- To provide quarterly reports to the Board pertaining to (i) the activities of the committee and (ii) education and professional development activities, and other reports as requested by the Board.
- To deliver annual objectives as delegated by the Board, in alignment with the Strategic Plan.
- To manage an annual budget, allocated by the Board, to support implementation of objectives.
- To provide quarterly reports to the Board and other reports as requested by the Board.

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).

The scope and responsibilities of the CMEC include:

- To support the development of a program of conferences and major events that reflects the vision, objectives and strategic plan of the Society.
- To oversee, provide advice and direction to conference and major events organising committees regarding alignment of themes, timing and locations.
- To assist conference and event organising committees in engaging with sister research management and other societies and with other international organisations as required.

- To provide advice and governance support to conference and major events organising committees in seeking sponsorship.
- To provide advice as requested by conference and major event organising committees regarding programming, speakers, and, in association with the Education and Professional Development Committee, professional development associated with a conference or major event.
- To operate such bank accounts associated with major events as the Board deems appropriate and permits.
- To provide quarterly reports to the Board and other reports as requested by the Board.

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

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

Chapters

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

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

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

Chapters shall receive secretariat support from the ARMS Executive Office.

Table 2: Current Chapters and their Convenors as 1 January 2017:

Chapter	Current Convenor(s)	Contact
The Australian Capital Territory	Shubhra Roy	arms_act@researchmanagement.org.au
New South Wales	Karyn Joyner and Debbie Docherty	arms_nsw@researchmanagement.org.au
New Zealand and the Pacific	Katie Jones	arms_nz_pacific@researchmanagement.org.au
Queensland, the Northern Territory and Papua New Guinea	Mathew Browne and Claire White	arms_qld_nt_png@researchmanagement.org.au
South Australia	Roy Sneddon and Ixchel Brennan	arms_sa@researchmanagement.org.au
Tasmania	Adele Kay and Ben Millett.	arms_tas@researchmanagement.org.au
Victoria	Suzana Kovacevic	arms_vic@researchmanagement.org.au
Western Australia	Jane Crier and Ashley Schoof	arms_wa@researchmanagement.org.au
Singapore	Michael Khor	arms_sing@researchmanagement.org.au

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

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

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

Special Interest Groups

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

Table 3: Special Interest Groups, Convenors and Description as at 1 January 2017

Name of SIG	Convenor(s)	Description
Directors of Higher Degree Research	Helen Marsden	<p>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.</p> <p>Membership to this group is via invitation only.</p>
Ethics and Research Integrity	Ted Rohr and Karolyn White	<p>Provides a forum for discussion of:</p> <ul style="list-style-type: none"> • Research ethics and understanding research ethics codes and legislation in Australia and New Zealand, as well as improving the process of ethical approval at the institutional level (Stream 1, see Australasian Ethics Network below); • The responsible conduct of research in Australia and New Zealand including the institutional policy making process, training and education, and research integrity and misconduct (Stream 2) • Export compliance as it relates to research, in particular legislation governing Defence Trade Controls and Autonomous Sanctions (Stream 3).
International Research Collaborations	Adrian Collins	<p>Provides a forum for:</p> <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 respective government bodies and authorities nationally and internationally; and

		<ul style="list-style-type: none"> Organising professional development activities and seminars on relevant topics of interest to members.
Research Development	Jill St John and Tara McLaren	<p>Provides a forum for:</p> <ul style="list-style-type: none"> Research managers and administrators undertaking research development activities Sharing of best practice and training in research development. Note: CRC Development is a sub-group operating within the Research Development SIG.
University Research Office Directors	Rochelle Finlay, Ross McLennan and Robyn Hill.	<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>
Research Information Management Systems	Sian Wright and Grahame Pearson.	<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.

Networks

The Australasian Ethics Network (AEN)

The AEN is a professional network of members, administrators and researchers from human research ethics committees or involved in human research. The relationship between ARMS and the AEN has

been growing steadily and has resulted in an agreement of operating principles in January 2015. The AEN does not have its own legal structure and now operates as a stream of the ARMS Ethics & Research Integrity Special Interest Group. This collaboration with ARMS provides the AEN with a governance structure and operating support beyond the capabilities of a sole network. The AEN Advisory Group steers the activities of the AEN and works with the ARMS Board and the SIG.

Australasian Research Training Network (ARTN)

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

The ARTN is currently convened by **Professor Lucy Johnston** from the University of Newcastle and **Professor Joe Luca** from Edith Cowan University.

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.

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 Professional levels of accreditation. (Note – in fulfilling this Terms 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 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;
- 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 Education and Professional Development Committee 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 educational providers,

and recommend an appropriate credit for the purposes of ARMS Continuing Professional Education (CPE) hours;

- To recommend to the ARMS Board a suitable framework for assessing the Recognition of Prior Learning by existing ARMS members for the purposes of accreditation; and
- To provide strategic advice to the ARMS Board on any other matters relating to the professional development and continuing education of research management and administration professionals.

Table 4: Accreditation Council membership as at 1 January 2017:

Representation from....	Person appointed	Term of Membership
A person who served in the position of Pro or Deputy Vice Chancellor (Research)	Professor Lee Astheimer, retired DVCR, Deakin University	Chair - 3 year appointment
A Person who served in the position of Director of a University Research Office	Dr Campbell Thomson, UWA	3 year appointment
An Board member of ARMS. This is the President or the President's Delegate.	Ms Janice Besch	3 year appointment
A member who has served in the position of General Manager/Chief Operating Officer of an Independent Medical Research Institute	Currently 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	Professor Tony Peacock, CEO, CRC Association and Dr Laura Dan, Australian Research Council	Tony Peacock appointed Deputy Chair – 2 year appointment 3 year appointment
A member drawn from key New Zealand agencies involved in research and innovation.	Dr Yelena Hill, Te Puni Kōkiri	3 year appointment
ARMS Executive Office	Dr Mark Hochman, ARMS Business Development Manager, Education and Professional Development	In attendance
Executive Officer	Maria Zollo, ARMS Chief Operating Officer	In attendance

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

INORMS

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

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

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

The INORMS Board will be chaired by the President of ARMS 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 (in 2018 ARMA UK). 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.

EXECUTIVE OFFICE

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

The Executive Office comprises

- **Chief Operating Officer, 1.0 FTE – responsible for:**
 - The management of the Society's Executive Office, including the engagement and performance of staff and contractors;
 - Ensuring high levels of operational administrative support are provided to facilitate the sustainable development and delivery of high quality professional development offerings;

- Ensuring the highest quality management and operational support to the ARMS Board, its committees and working Groups and to the Society's networks and Special Interest Groups as well as ensuring all regulatory compliance is achieved;
 - Ensuring that the Society's conferences and major events are delivered within a robust business planning framework;
 - Representing and advancing the ARMS profile and interest of the ARMS members through strong working relationships with external stakeholders, sister associations, corporate members, media and relevant government agencies.
 - **The COO provides dedicated Executive Officer support to the ARMS Accreditation Council.**
- **Business Development Manager, Education and Professional Development, 0.6 FTE** – leads the ARMS Education and Professional Development Program. The Program delivers ARMS strategy as articulated in the [2016-2018 ARMS Strategic Plan](#). Specifically, the BDM EPD shall be responsible for:
 - The preparation of a business plan for ARMS Education and Professional Development;
 - Supporting the EPDC, in liaison with the Treasurer, by providing forward budget planning expertise and advice across all Education and Professional Development activities including delivery of current offerings, review of current offerings, development and subsequent delivery of new offerings.
 - Supporting the activities of the ARMS Accreditation Council by providing comprehensive updates on all programs being delivered, making recommendations for new content development, and preparing new and revised program content; and
 - Providing oversight to the accreditation process.
- **Administration Officer, 1.0 FTE, responsible for:**
 - Providing general administrative support services for Chapter Committees, Special Interest Groups, Networks and other ad-hoc committees as required. This includes the coordination of meetings, preparation and distribution of agendas and minutes, report writing and follow-up on any actions arising from the meeting.
 - Providing project management support for the Accreditation Program and other key events managed via the ARMS Executive Office such as the preparation of the annual accreditation delivery schedule, management of registrations on the ARMS portal; dispatching pre-reading materials; writing and disseminating promotional campaigns;
 - Coordinating the ARMS website - the incumbent will assist with the maintenance of the website, specifically the regular monitoring of its content to ensure that it is kept current. The incumbent will be expected to update and create new web pages, including content development when required and liaise with the external web provider as and when more substantial amendments to the website are essential.
 - 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 Administration Officer provides dedicated Executive Officer support to the Member Services Committee.**

- **Conferences and Major Events Coordinator, 1.0 FTE, responsible for:**
 - Co-ordinating and managing small to large scale events as determined by the Conferences and Major Events Committee.
 - Coordinating venue; venue logistics; facilities; entertainment, catering, invitations, marketing and promotional materials for events.
 - **The Conferences and Major Events Coordinator provides dedicated Executive Officer support to the Conferences and Major Events Standing Committee and the Education, Professional Development Committee.**

- **Finance Officer, 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.
 - **The Finance Officer provides dedicated Executive Officer support to the Governance, Finance and Audit Committee.**

ARMS POLICIES

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

Governance

ARMS Constitution
 ARMS By-Laws
 Terms of Reference for Standing Committees
 Terms of Reference for Chapter Committees
 Terms of Reference for Accreditation Council
 Guidelines for Election Procedures (under review)
 Conflict of Interest Policy
 Procurement Policy for the Purchase of Goods and Services.

Marketing and Communications

Social Media Policy
 Communications Policy (currently under consideration)
 Corporate Sponsorship with ARMS

Conference and Events

ARMS Annual Conference Guidelines

Finance

Delegation of Authority
 Policy on the Management of Singapore and New Zealand Bank Accounts.

Human Resources

Induction Guide

Accreditation

Accreditation Policy Document

Guidelines on the Delivery of Accreditation Modules for ARMS Training Fellows.

MEMBERSHIP

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

Corporate Membership

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

Individual Membership

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

Tier 1: Standard individual Membership

Tier 2: Small Organisation Membership

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

Membership Benefits

Members enjoy a range of benefits including:

- Knowledge exchange;
- Sharing experiences and insights leading to best practice in research management and administration;
- Developing specialised skills and knowledge;
- Developing professional networks with other members from 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

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

Board Members: Board Members planning to attend the annual ARMS conference will only be reimbursed for any extra accommodation and transfer costs to attend the scheduled Board meeting held prior to the conference.

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

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

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

ANNUAL BUSINESS CYCLE

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

Table 5: Standard Annual Operational and Governance Cycle of ARMS

Month	Election Cycle	ARMS Activity
September 2016	Ratification of Election result at Board Meeting Announcement of New Board at AGM	ARMS Board Meeting ARMS Annual Conference Up-In-ARMS monthly newsletter
October 2016	Induction of New Board	Up-In-ARMS monthly newsletter
November 2016		Up-In-ARMS monthly newsletter. Meeting of the Accreditation Council (TBC) ARMS Supported ARC/NHMRC Research Administrators Workshop. Call for INORMS Travel Awards (2017)
December 2016		ARMS Board Meeting (Adelaide) + including induction of new Board Australian Ethics Network (AEN) Bi-ennial Conference (next held in 2018) Up In ARMS ARMS monthly newsletter.
January 2017		ARMS Board Teleconference Up-In-ARMS Bulletin
February 2017		Meeting of New Standing Committees (dates yet to be confirmed) INORMS Board Meeting (teleconference)
March 2017		ARMS Board Meeting (Auckland) Draft 2017/2018 Budget considered by the Board Up-In-ARMS monthly newsletter Face-to-Face meeting of the Accreditation Council (Canberra).
April 2017		ARMS Board Teleconference Up-In-ARMS monthly newsletter Call for Chapter Travel Awards
May 2017		Release of annual membership subscriptions

June 2017		<p>ARMS Board Meeting (Sydney)</p> <p>Final 2017/2018 Budget endorsed by the Board</p> <p>INORMS Board Meeting (TBC)</p> <p>Up-In-ARMS monthly newsletter</p> <p>Call for ARMS Awards for Excellence</p> <p>Call for University Office Travel Award (to be confirmed)</p> <p>Call for Janet Dibb-Leigh Award</p>
July 2017	Call for Nominations	<p>Up-In-ARMS monthly newsletter</p> <p>Annual Audit Process commences</p>
August 2017	Closing date for nominations Issue of Ballot (if applicable)	<p>ARMS Board Teleconference</p> <p>Up-In-ARMS monthly newsletter</p>
September 2017	Closing date for Ballot Declaration of result by Board AGM Ratification of Result Induction of New Board	<p>ARMS Board Meeting (Wellington)</p> <p>Up-In-ARMS monthly newsletter</p> <p>Annual Conference (Wellington)</p> <p>Annual General Meeting</p> <p>Announcement of ARMS Awards</p> <p>Meeting of the Accreditation Council (TBC)</p>
October 2017		<p>Up-In-ARMS monthly newsletter</p> <p>INORMS Board Meeting (TBC)</p>
November 2017		<p>Up-In-ARMS monthly newsletter</p> <p>ARC/NHMRC Research Administrator's Seminar (Canberra) – supported by ARMS</p>
December		<p>ARMS Face to Face Board Meeting</p> <p>Release of 2016/2017 Report to Members</p> <p>Up-In-ARMS monthly newsletter</p>

SOCIAL MEDIA

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

Twitter

<https://twitter.com/ARMSoa>

LinkedIn

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

Facebook

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

ARMS WEBSITE AND PORTAL

In September 2015 the Society relaunched its website and user management system. A full demonstration of the functionalities available can be found on the [website](#).

Website

www.researchmanagement.org.au

Appendix 1 International Sister Societies

- Association of Research Managers and Administrators (UK) (ARMA)
- Australasian Research Management Society (ARMS)
- Brazilian Association of Research Managers (BRAMA)
- Canadian Association of Research Administrators (CARA)
- Danish Association of Research Managers and Administrators (DARMA)
- European Association of Research Managers and Administrators (EARMA)
- Finnish Association of Research Managers and Advisors (Finn-ARMA).
- German Association for Research Managers and Administrators (GARMA)
- Icelandic Association of Research Managers and Administrators (ICEARMA)
- National Council of University Research Administrators (NCURA)
- PraxisUnico
- Society of Research Administrators International (SRAI)
- Southern African Research and Innovation Management Association (SARIMA)
- The Association of Commonwealth Universities (ACU)
- The Norwegian Network for Administration and Research Management (NARMA)
- The Research Manager and Administrator Network Japan (RMAN-J)
- West African Research and Innovation Management Association (WARIMA)