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Association of Research  
Managers and Administrators

Annual Report 2004/05

# Chair's Report

The past year has been one of significant development for the Association. Not only have we successfully completed our rebrand within the year, but we have achieved unprecedented levels of growth in membership and seen a number of new initiatives come to fruition, notably the launch of our Occasional Paper series and the development of our programme of Training Seminars

The 2004 AGM voted unanimously to change the name of the Association from RAGnet, recognising that the old name was no longer reflective of the nature of the Association, its membership and its national and international standing. We were able to move swiftly to commission designers to develop the new brand identity, and we launched the new look across all printed and electronic materials in January 2005 as planned. Feedback from members has been very positive, and the impact of the redesign on the use of the website has been particularly marked: visitors now visit twice as many pages, for twice as long, as on the old site, due to the greatly improved navigation. Since January, a significantly increased number of people have joined ARMA via the website than in the same period in earlier years.

Membership growth for the whole year far exceeded our targets, with an increase of almost 40%. At the end of March, we had 743 members, up from 536 a year ago, now representing around 185 organisations. Significant growth came from the introduction of group membership, allowing organisations to pay for all their members on a single invoice at a discounted rate, and to join new members at this rate at the same time. It is also particularly pleasing to witness the broadening of our membership base from the Research Councils, the NHS and the charitable sector. Areas of interest that are relevant to these sectors have increasingly been reflected in our events, notably the Expert Seminar on the DH Research Governance Framework (November 2004), which also served as the inaugural meeting of the Ethics and Research Governance Discussion Group. We will continue to develop activities aimed at members from these areas in the coming year.

We have successfully launched our Occasional Paper series, *Issues in Research Management and Administration* (IRMA), with two editions published electronically and available to members to download from the website. The first edition on *Sustainability and Full Economic Costing: Policy and Implications* was published in June 2004, whilst the second edition, entitled *Great Expectations: Managing and Developing Contract Research Staff* was published at the end of March 2005. Members who have ideas for future papers and are interested in writing for, or editing, a paper, are welcome to contact me.

Our events in 2004/05 have continued to build on previous successes. A detailed training report follows, but I would like to highlight the Spring Conference, our biggest yet, and the first of our series of Expert Seminars preparing members for RAE2008. We have also organised two of our new Training Seminars, with new sessions on Full Economic Costing taking place early in 2005/06, and our Induction Workshop continues to be well-received.

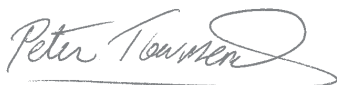
None of the above would have been possible without the combined efforts of the Executive Committee to whom I am indebted in my first year as Chair for their unstinting enthusiasm and commitment. In 2004, Rossana Dowsett was elected as Treasurer (having filled the role in an acting capacity previously), and Ray Kent, Ian Carter, Tara Singh Bhogal, Mary Barwick, and Kathy Brownridge joined the Executive. Some members will shortly be leaving the Executive Committee as their terms of office come to an end: I would like to formally record my sincere thanks to Phil Clare, who has been Deputy Chair, External Affairs since 2001, and to Jonathan Hackney and Tara Singh Bhogal for all their hard work for the Association. I must also personally thank Steff Hazlehurst for her considerable input to our successful re-branding, including the redevelopment of the website.

Internationally, ARMA has continued to collaborate closely with our sister organisations. Representatives attended the conferences of: the Southern African Research and Innovation Management Association (SARIMA) in Cape Town in May; the European Association of Research Managers and Administrators (EARMA) in Bucharest in June; the Australasian Research Management Society (ARMS) in Fremantle in September; and SRA International in Salt Lake City, Utah, in October. We continue to play an active part in the development of the International Network of Research Management Societies (INORMS), participating in meetings at conferences and elsewhere. We will be welcoming representatives from our sister societies to our 2005 conference and we value the international perspective that they bring to our proceedings.

The last year has been one of unprecedented development, and the Executive Committee is keen to ensure that we can continue to develop our services to members and the profile of the profession. After a long period of strategic planning, aimed at developing the association and its activities, and ensuring its long-term sustainability, we have decided that the time is right to create the post of Executive Administrator and to set up a physical base for the Association. The Executive Committee is unanimous in its view that this appointment will not only facilitate our ongoing activities but will also help further improve the services that the Association provides for its members. We are delighted that the University of Liverpool has offered to host this office, and recruitment began at the end of the year.

We are looking forward to another successful year in 2005/06, with the creation of the office and the development of a number of new activities currently in the planning stages. Members will be kept informed of these via the quarterly e-newsletter, the open email list and the website as normal, and are of course welcome to contact me or any member of the Executive at any time, with questions and suggestions.

Peter Townsend



Chair  
ARMA UK  
April 2005

## Training Review of the Year

**The focus of the Training Committee in 2004/05, apart from establishing itself and its remit, was on bedding in changes agreed in the previous year to the presentation of our events and on developing the new discussion groups.**

We have been successful in both of these, being able to distinguish clearly between Expert Seminars and Training Seminars (we have run four and two of these respectively), in having organised initial Expert Seminars for two of the three Discussion Groups, that on Ethics and Governance, and the Practice Based Degrees Group. The third group, on Job Profiles for Research Managers and Administrators, has also organised an initial meeting.

We have also been extremely pleased to extend the Study Tour programme to include MRC and BBSRC as well as EPSRC, with whom the programme was initiated. We continue to work with the other Research Councils, and hope to be able to include them in the programme in the coming year. Places on these tours, as with many of our events, are filled very quickly; it is not unusual for an event to be full within a week of advertising. Where possible, we will repeat events, particularly training events, or run something we anticipate being popular in two places within a week.

During 2005/06, we hope to be able to involve members who are not members of the Executive in both the Training and Communications sub-committees. Members who would be interested in being more involved in the planning of ARMA's events through the Training sub-committee are invited to contact me for more information.

Steff Hazlehurst



Deputy Chair,  
Membership Services  
Chair of the Training sub-committee

## Events held in 2004/05

### Research and VAT: a Comprehensive Update

*26 April 2004, Loughborough*

This Training Seminar was led for us by speakers from Ellis Chapman & Associates, who provide VAT advice to many universities. The seminar offered a thorough introduction to VAT issues affecting research, both in the UK and involving overseas funders and collaborators, covering issues such as the difference between grants and contracts and how this affects the VAT situation, managing subcontracts and the definition of eligible bodies. The final session of the day discussed current developments likely to affect university research.

### Electronic Research Administration

*12 May 2004, Royal York Hotel, York*

Increasingly, core aspects of research management from submission of applications to the costing and pricing of research projects, are being replaced or supplemented by electronic systems. Following an earlier Expert Seminar in 2000, this pre-conference seminar looked at the background, the current state of play and the future landscape of electronic research administration in the UK. Issues covered included: the impact on work processes for administrators and faculty; the relationship between central and local departments in the process; who should see electronic applications, and prospective and retrospective approvals.

### Spring Conference 2004: Collaboration, Competition and Concentration

*13-14 May 2004, Royal York Hotel, York*

We were delighted to welcome Dr Ian Gibson MP, Chair of the House of Commons Select Committee on Science and Technology, to give the keynote address to this year's conference, which focused on the different drivers towards greater collaboration, competition and concentration in research, and how this affects research managers and administrators. As well as considering the impact of government led issues such as the future of research assessment and the sustainability of research, sessions offered insights into collaboration between universities and the NHS and between different universities, both in the UK and overseas. A separate strand focused on post graduate student training issues.

Speakers came from a wide variety of organisations, including the Arts & Humanities Research Board, the Office of Science and Technology, HEFCE, the Wellcome Trust, and universities and NHS organisations across the UK. Afternoon workshop sessions ranged from a presentation and discussion of the EU Clinical Directive to a discussion on IPR and student projects, and included a session on managing collaborative projects and one on ethics and governance.

Reports from the Conference are available to members on the website.

### Induction Workshop: An Introduction to Research Administration

*20-21 September 2004, Burleigh Court, Loughborough*

This annual workshop is aimed at people with less than one year's experience in research administration, whether in a research centre or departmental position or in a central role. The programme looks at varying roles and responsibilities of a research administrator, gives information on funding for research and how to apply for funds, looks at negotiation skills and provides an insight into project management and into the financing and administration of research projects. Above all it offers delegates the opportunity to network with other new research administrators.

### Supporting Research Proposals

*20 October 2004, London*

An early repeat of this new Training Seminar, first run in March 2004, this is a one-day event for those wishing to develop their skills in supporting academics in the research proposal process. Building on induction workshop, the session focus on preparing a project budget, supporting academics in the writing of proposals, quality assurance processes, other related issues such as risk management and ethics, submitting proposals, and include an overview of the peer review process. It is aimed at recently appointed research administrators, and departmental/faculty administrators involved in the preparation of research proposals. Given the popularity of the course, which sells out in 2-3 days, we are likely to run this seminar on an annual basis in future.



## Implementing the DH Research Governance Framework

*19 November 2004, London*

The Department of Health's Research Governance Framework (RGF) for Health and Social Care came into force on 1st April 2004, bringing together standards for all research within the responsibility of the Secretary of State for Health, including clinical and non-clinical research, research undertaken by NHS staff using NHS resources, and research undertaken by industry, charities, the research councils and universities within the health and social care systems.

Many NHS Trusts and some HEIs have already introduced processes and procedures to meet the requirements of the RGF, but there is still much uncertainty amongst the HEI sector surrounding issues such as sponsorship of certain types of projects, systems for monitoring and compliance, and resourcing the processes and procedures that the RGF introduces. This seminar provided an opportunity to hear how other organisations have grappled with these issues, as well as providing a forum for sharing experience of how the RGF has been working in practice.

## RAE2008: Meet the Team

*13 January 2005, Bristol*

This half-day Expert Seminar offered something both to those new to the assessment exercise and to more experienced research managers and administrators. It provided an early opportunity to meet the newly formed Higher Education Funding Council RAE team and to learn of their plans for the conduct of RAE2008, at a time when panel membership was being finalised and guidance for panels released. We are currently working with the RAE team to plan further seminars at key stages in the RAE2008 process.

## Working with Practice-based Research Degrees

*1 March 2005, Manchester*

Practice-based PhDs are an unusually complex and sensitive topic, raising numerous issues about regulations, submissions, examination procedures and, above all, "equivalence". This Expert Seminar provided an opportunity for members of the ARMA Discussion Group on Practice-based Degrees to debate current issues in the administration and award of doctorates in this sector. Participants heard how other HEIs are tackling these challenges, and shared experiences in administering, monitoring, supervising and examining research candidates undertaking practice-based research projects.

## Research Council Study Tours

*MRC, 30 November 2004*

*EPSRC, 13-14 January 2005*

*BBSRC, 11 February 2005*

Three Study Tours took place in 2004/05, including our first tours to MRC and BBSRC. The tours are intended for small groups and provide an excellent opportunity for interaction between Research Council staff and University administrators. All the tours include sessions on grants programmes and peer review processes as well as sessions more specific to each Council. The EPSRC tour includes a mock panel; the MRC tour discussed dual funding reform, and the BBSRC tour considered issues concerned with employing postdoctoral research assistants. All of them include interactive sessions on issues of joint concern to universities and Research Councils.

Event type	Title	Attendees
Spring Conference	Collaboration, Competition and Concentration	150
Expert Seminar	Electronic Research Administration	55
Expert Seminar	Implementing the DH Research Governance Framework	56
Expert Seminar	RAE2008: Meet the Team	102
Expert Seminar	Working with Practice-based Research Degrees	28
Induction Workshop	An Introduction to Research Administration	55
Training Seminar	Research and VAT: a Comprehensive Update	48
Training Seminar	Supporting Research Proposals	50
Study Tour	BBSRC	10
Study Tour	BBSRC	10
Study Tour	MRC	30

# Financial Report

Income and expenditure account  
For the year ended 31 March 2005

	2005		2004		Notes
	£	(£)	£	(£)	
<b>Income</b>					
Individual membership fees	28,810		21,724		
Group membership fees	6,290		-		
Corporate membership fees	525		200		
Events income	104,235		73,003		
Interest received on deposit account	140		333		
<b>Total income</b>	<b>140,000</b>		<b>95,260</b>		
<b>Expenditure</b>					
Executive Committee meetings		3,389		3,201	
Committee expenses to events		3,713		928	
Committee training expenses		1,479		282	
Advisory Group costs and expenses		1,244		1,809	1
Executive assistance & book-keeping assistance		13,282		4,906	2
General consumables		1,047		1,734	
Equipment & IT costs		1,291		1,151	
Printing		4,426		2,564	
Accountancy fee		470		470	
Professional fees (website)		1,068		469	
Other professional services		341			
Miscellaneous expenses		867		482	
Bank charges		990		661	
Events expenditure		86,266		67,779	3
Rebranding		41,417			4
Research project				5,573	
<b>Total expenditure</b>		<b>161,290</b>		<b>92,007</b>	
(Deficit)/surplus for year		(21,290)		3,253	
<b>Presented by Members funds</b>					
Bank balance at 1 April		36,119		32,866	
(Deficit)/surplus for year		(21,290)		3,253	
Bank balance as at 31 March		14,828		36,119	

## Notes

1 Includes deposit for meeting of 10/05/06

2 Includes £5684 related to work in 2003/04

3 Venue & catering; speakers fees & expenses; administration; delegate materials. See also table opposite

4 Non-recurrent design & implementation costs. Recurrent costs such as printing and domain registration are included in the relevant headings opposite

## Summary accounts for events taking place in 2004/05

	2003/04	2004/05		outstanding (est.)		outturn
	net	income	(expenditure)	income	(expenditure)	
Spring Conference	(247)	53,731	(48,612)	210		5,082
Expert Seminar: Electronic Research Administration		3,180	(55)			3,125
Expert Seminar: Implementing the DH Research Governance Framework		4,560	(3,235)	160	(147)	1,338
Expert Seminar: RAE2008: Meet the Team		8,455	(3,514)	1,235	(178)	5,998
Expert Seminar: Working with Practice-based Research Degrees		1,520	(1,617)	720	(77)	546
Induction Workshop		18,690	(15,441)	330		3,579
Training Seminar: Research and VAT: a Comprehensive Update		3,320	(1,679)	70		1,711
Training Seminar: Supporting Research Proposals		4,275	(1,187)	380		3,468

### Note

'Outturn' figures include budgeted elements for indirect costs, and should not be interpreted as 'profit'

### Executive Committee 2004/2005 Officers

- Chair: **Jacqui Forsyth**, University of Kent (to 31<sup>st</sup> May 2004)
- **Peter Townsend**, Loughborough University (from 1<sup>st</sup> June 2004)
- Deputy Chair, External Relations: **Phil Clare**, Bournemouth University (C)
- Deputy Chair, Membership Services: **Steff Hazlehurst**, Institute of Education, University of London (T, C)
- Treasurer: **Rossana Dowsett**, University of Sussex
- Secretary: **Nigel Bilsbrough**, University of Loughborough (T)

- **Jonathan Hackney**, University College London (C)
- **Rosemary Hatch**, University of Plymouth (T)
- **Matt Heger**, Imperial College London (T)
- **Ray Kent**, Loughborough University
- **Simon Kerridge**, University of Sunderland
- **Pauline Muya**, Birkbeck College (T)
- **Helen Stochaj**, University of the Arts London (T, C)
- **Maggy Taylor**, Manchester Metropolitan University

### Members

- **Mary Barwick**, Windsor, Ascot and Maidenhead Primary Care Trust
- **Tara Singh Bhogal**, University of Bradford (T)
- **Ian Carter**, University of Liverpool (Deputy Chair, External Affairs, elect)
- **Claire Gauld**, University of Glasgow (C)

### Co-opted members

- **Kathy Brownridge**, University of Leeds

### Special advisers

- **Lee-Ann Coleman**, Association of Medical Research Charities
- **Gareth MacDonald**, Biotechnology and Biological Sciences Research Council

(T) Training sub-committee members

(C) Communications sub-committee members

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The Professional Association of Research Managers and Administrators