



Annual  
Report  
2006  
/07

I have pleasure in writing my first report as Chair of ARMA. It's been another significant year for the Association, with its translation into a company limited by guarantee, over 500 people attending our events and membership remaining buoyant.

The Annual Conference in May (in Edinburgh) was again our biggest, with 180 attendees plus 50 speakers, sponsors and others. The format of the conference continues to evolve, influenced by feedback as well as by the growth in size. The conference in 2007 will see another step change, in particular in preparation for INORMS in 2008. We are pleased with the level of interest in presenting sessions at conference, which is a key element of the programme, as well as being a good personal development opportunity. Once again, we received sponsorship from our corporate members (Baum-Hart, Distinction/Agrosso and InfoEd), who I would like to thank for their support.

As we have noted previously, ARMA will host the second INORMS Congress in 2008, coupled to our Annual Conference in Liverpool. The dates for this have been set (17-18 June, plus pre-conference and post-conference workshops), so please put these in your diaries. We hope to attract over 400 participants, and are currently developing an exciting programme, to cater for all levels and interests. We will need plenty of membership engagement to be able to put on this major event, so if you are interested in helping in any way, please contact Steff Hazlehurst.

The development of the Association has continued this year, with its translation from an unincorporated association to a company limited by guarantee (CLG), as agreed at the AGM. This provides for a more stable organisational basis, but has required a fair amount of work. At the same time, we have transferred our bank accounts, in order to have a more appropriate service. Thanks to Steff Hazlehurst, Ed Canney and Rosemary Hatch for their efforts in this respect.

At the elections last year, no one stood for the position of Treasurer. However, subsequently, we were able to appoint Ed Canney and Gwynfor Hughes as joint Acting Treasurers. Together, they have helped us develop some strategic and operational arrangements that are appropriate for our current status, including managing the bank transfer already mentioned, and drafting a set of financial regulations. Thanks to both of them, for stepping forward, and taking matters on. Both step down from their Acting position at the end of May, but Ed continues as Treasurer, having been elected unopposed in this year's elections.

# Chair's Report

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Another area of development has been some modifications to our governance structures, and opening up our sub-committees to the full membership, rather than just being Board members. Coupled to this, we held two invited sessions over the summer of 2006 for "active members". As well as encouraging active involvement in the Association, these sessions also provided some very useful input into Association planning and development. As a consequence, most of those involved have become involved in one or more aspects of the Association (e.g. speaking at seminars or conference, joining sub-committees, standing for election). We plan to repeat this exercise, and hope more members will become actively engaged.

In terms of our "support infrastructure", we continue to be indebted to Rosemary Hatch, as our Executive Administrator, assisted by Jenny Stevens, in providing support to the Board and the membership. At the end

of the year, we agreed to rent premises for our office, and this has now been set up in Exeter. Another key area of our infrastructure, the web site and the systems behind it, have been the subject of discussion for some time. We agreed at the March Board meeting to request tenders for the redevelopment of the systems, including some elements needed to ensure we can meet our obligations as a company limited by guarantee.

During the year, Peter Townsend stepped down as Chair. On behalf of the Board and the membership, I would like to thank Peter for all his efforts, both as Chair, and prior to that as a member of the Executive Committee. Peter's tenure saw the rebranding of the Association, the appointment of our first member of staff, and a major growth in membership; some significant achievements.

Finally, I would like to thank my Board colleagues, and in particular the Honorary Directors, for their contributions and support since I became Chair. During the year, Claire Gauld and Deborah Wakely have both become mothers (to Benjamin and Isabel respectively). They both come to the end of their term this May, and have not stood for re-election. Also coming to the end of their terms are Matt Heger and Maggy Taylor; Matt is not able to stand for re-election, but Maggy can, and is doing so. Best wishes to all of them.

Ian Carter  
Chair  
ARMA UK

The year 2006/07 was a period of review and development for the Training Committee, with the roll-out of new and revised residential workshops completed in the first half of the year, and the second part of the year focusing more on the development of new Training Seminars, which will be delivered during 2007/08. The first residential workshop for experienced research administrators ran in July 2006, and the programme for the well-established Induction workshop was revised and updated to bring the content and approach into line with the workshops for more experienced members.

In addition, as part of a strategy to offer introductory training at other times of year and in new ways, we were pleased to offer for the first time a one-day, intensive Fundamentals of Research Administration workshop directly prior to the Annual Conference. This was well-received and we anticipate it now becoming a fixed event in our calendar. The Conference itself was again larger than in previous years, with more than 200 participants including delegate speakers and members of our international sister associations. We were unable to accommodate all those who wished to attend, and in planning for 2007 and 2008 have sought significantly larger accommodation and a greater range of sessions to meet the diverse interests of participants.

Towards the end of the year, a seminar reviewing progress with 'Full Economic Costing: 18 months on' ran twice (in London and in Leeds) with strong attendances in both locations. We will continue to use 'North and South' repetitions for our non-residential events where we believe that demand will be high. Our one-day Training Seminar 'Supporting Research Proposals' ran as usual in the autumn. We also ran (for the second time) a three-day Research Contracts course jointly with Praxis, the national training programme aimed at technology transfer professionals working in universities, research institutions and industry, and are considering future collaborative provision with Praxis in this area.

During the course of the year, the membership of the Training Committee has been reviewed and ARMA members were invited to join the Committee for the first time. An invitation to members has resulted in seven ARMA members joining the Committee and some of them are helping to take forward the delivery of new courses. In addition, three Board members have responsibility for the Training Seminars, Expert Seminars and Residential Workshops to support the Deputy Chair.

Our events continue to be extremely well-received by participants, with the majority of evaluations being 'very good' or 'excellent'. Evaluation forms are reviewed in detail by organising

# Training Report

The focus on development during the year resulted in slightly fewer events being offered than in the previous year and consequently total attendance at events was reduced. We hope that the current development phase, which involves a number of speakers and course leaders new to ARMA Seminars, will lead to an increased number of events covering some new topics, including project management, post-award financial management, research strategy, dissemination and human resource issues in research. Members who would like to be involved in these events, especially as presenters, are invited to contact Pauline Muya for further information.

teams and the Training Committee, and we are pleased that participants are able to distinguish between matters that ARMA can influence, and problems beyond the control of the volunteer organisers. We have developed handbooks for the organisers of different events that are regularly revised in the light of such comments.

Overall, the feedback is very positive and constructive: we receive plenty of helpful ideas and suggestions for new events and different ways of doing things, and we're grateful for members' input into our events programme in this way.

**Pauline Muya**  
Deputy Chair, Training

**Conference 2006: Joining the Dots: research management across organisations**  
25-26 May 2006, Carlton Hotel, Edinburgh

Research management crosses many departmental boundaries in research organisations, but a truly 'joined-up approach' is not always promoted. The 2006 Conference focused on the promotion of joined-up research management and development, within and between research organisations, funders and other bodies. Plenary sessions included reflections from research leaders on the experience of managing large portfolios of research at organisation level whilst maintaining their own research, and a discussion of the different roles of central and faculty-based university research managers in preparing for RAE2008. Interactive workshop sessions included presentations of virtual research environments and a discussion of issues in PhD studentship management.

Speakers came from a wide variety of organisations, including the Research Councils, UK Research Office (UKRO), the Scottish Funding Council, the Association of Medical Research Charities, the Association of Commonwealth Universities, organisations promoting regional collaborations between universities, and universities and NHS organisations across the UK.

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

**Joined-up thinking? The Research Office in the 21st Century**  
24 May 2005, Edinburgh

In keeping with the Conference theme of 'joined-up' research management, this year's pre-conference seminar posed the question: 'What makes an effective research support office, and how do we know?' The seminar began by considering the humble origins of the university research office in the halcyon days before the advent of the Research Assessment Exercise (RAE), and charted its evolution to the often multi-faceted office of the present day. The seminar has led to the third edition in our occasional paper series, Issues in Research Management and Administration.

**Working with uncertainty: research administration in the real world**  
11-12 July 2006, Durham

As part of our strategy to offer residential workshops aimed at research managers and administrators at different career stages, building on the success of our long-established Induction Workshop, we offered our first workshop for experienced administrators in July 2006. The course focused on issues in the management of 'live' projects and portfolios of research, with sessions on financial management, contractual matters, HR, IT, and premises management. It aimed to allow participants to extend and consolidate their knowledge in a variety of areas of research administration, to encounter new approaches to existing tasks, and to reflect on their current practice.

**Induction Workshop: An Introduction to Research Administration**  
26-27 October 2006, Burleigh Court, Loughborough

**Fundamentals of Research Administration**  
24 May 2006, Edinburgh

The annual Induction 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 the professional context and organisation of research, the policy and funding environment, costing and pricing issues, and provides an insight into project management, people issues in research, research integrity and exploitation. Above all, it offers delegates the opportunity to meet and network with other new research administrators.

As this workshop continues to sell out quickly with long waiting lists, we have been developing ways to meet demand for the course at other times of year, and in 2006/07 we offered a shorter 'Fundamentals of Research Administration' course directly prior to the annual Conference in Edinburgh. We are also developing a version of the course which can be licensed to individual institutions to deliver locally.

# Events

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**Supporting Research Proposals**  
16 November 2006, London

This established one-day seminar is aimed at those wishing to develop their skills in supporting academics in the research proposal process. Building on the Induction workshop, sessions 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 includes an overview of the peer review process. The principles of full economic costing are integrated into the course. It is aimed at recently appointed research administrators, and departmental/faculty administrators involved in the preparation of research proposals. We aim to offer this seminar annually, usually in the autumn term.

**Research Contracts**  
(joint course with Praxis)  
10-13 October, Newcastle

This course was our second collaboration with Praxis, whose main focus is on technology transfer training, aiming to bring together research managers and technology transfer professionals to focus on contractual issues. As universities continue to develop their links with industry and as the commercialisation of Intellectual Property Rights increases in importance, the quality of deals struck at the early stage in the development of a research area is increasingly important in promoting or inhibiting subsequent research and IP development depending on the terms and conditions achieved. But with high volumes of applications, creating the right balance between in-depth negotiation, model agreements and standard processes is challenging.

The course was aimed at new or recently recruited staff from Research Contracts offices in academic institutions as well as those seeking to re-visit the scope of the tasks covered by their office and comprised taught sessions, case studies, and an opportunity for participants to discuss their own experiences.

**Taking stock:**  
**Full Economic Costing 18 months on**  
27 February 2007, Leeds and 22  
March 2007, London

Eighteen months after the introduction of Full Economic Costing, it seemed timely to take stock and review how well it was now embedded in our processes. This one-day event, repeated in two locations owing to its popularity, sought to identify and contrast different institutions' approaches to the operation of FEC in practice, discussing issues such as managing the funded research portfolio, approval processes, and tools to support implementation. Discussion groups focused on: sustainability of the portfolio from an institutional perspective and from a departmental perspective; facility and access charge-out rates; and aids to FEC implementation.

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Event type	Title	Delegates
Annual Conference	Joining the dots: research management across organisations	187
Executive Forum	Executive Forum	9
Expert Seminar	Research Support Structures	34
Expert Seminar	Taking stock: Full Economic Costing 18 months on (Leeds)	62
Expert Seminar	Taking stock: Full Economic Costing 18 months on (London)	50
Induction Workshop	An Introduction to Research Administration	54
Administrators' workshop	Working with uncertainty: research administration in the real world	27
Training Seminar	Supporting Research Proposals	59
Training Workshop	Fundamentals of Research Administration	42

The Board of Directors is responsible for the administration and management of the Association, in accordance with the company memorandum and articles, and, previously, with the constitution of the unincorporated association. The Board meets formally three times each year; its subcommittees meet up to three times a year as necessary. The Board as a whole, and its Honorary Directors in particular, are responsible for the management of the Association's funds and other assets, and for maintaining accounts and arranging for them to be independently examined. The Association runs its financial year from April to March.

#### **Formation of the Company**

For many years, the Association was run as an unincorporated association. The Annual General Meeting of 25th May 2006 resolved to seek registration as a limited guarantee company, and the company was incorporated on 31st May 2006, with registration number 05833769. At the time of incorporation, the Directors decided to review the Association's banking arrangements, and subsequently to move to new bankers. The transition took longer than expected, not least because the Association was without a Treasurer for a number of months, with the result that the Company did not begin trading until February 2007.

As a result, the Company will not present accounts until 2008, when they will be presented for the period February 2007 – March 2008.

The accounts presented below are therefore for the unincorporated association only, although this represents the bulk of ARIMA's activity during this period. The unincorporated association is not subject to formal auditing requirements, and, in keeping with previous years, the accounts will be independently examined following the conclusion of the Annual General Meeting. Copies of the final version of the accounts will be available to members on request following the independent examination.

# Financial Report

Because of the delay in the company commencing trading, it has not been possible to complete the transfer of assets and to dissolve the unincorporated association. It is hoped that this will be completed by the end of June 2007.

#### **Financial strategy and risk management**

The Acting Treasurers have begun development of the company's structured approach to financial strategy and operations. This includes both three-year budgetary planning, and implementation of an accruals basis for accounting. In addition, they have developed a set of financial regulations that are appropriate for the Association, which are due to be approved by the Board at its next meeting.

The Board has a formal risk management process which considers risks associated with staffing (including elected officers and volunteers), finances, premises, information and IT systems, membership and reputation. The establishment of a staffed office in 2005/06 and its extension and move into new premises at the start of 2007/08, along with the establishment of the company, have been significant initiatives to mitigate risks to the Association. Improved financial planning, and a project to redevelop the Association's IT infrastructure, will also reduce some significant medium and long-term risks which continue to be faced.

#### **Accounts 2006/07**

The accounts for the unincorporated association are prepared on a cashflow basis: income is accounted for in the period in which it is received (which may differ from the period in which the applicable service is provided) and expenditure is accounted for in the period in which payment is made (not on an accrual basis). The accounting basis of the Association will change when accounts are presented for the company, which will use the accrual basis. The accounts are presented in

a new format in 2006/07, based on our strategic activity areas, with details of each area presented in notes. The accounts for 2005/06 are restated in this format for comparison purposes. We hope that members will find this new presentation helpful in understanding the Association's activity.

Headline income has fallen by 10% owing to the number and timing of events and the way this is recorded in cashflow accounting. This compares to a 50% increase the previous year, again largely based on events activity. Expenditure in 2006/07 is almost level with 2005/06, the relative increase compared to income being due to the investment in a staffed office throughout the year. Income not received and expenditure not presented as at 31st March are not shown in the accounts; the main item of expenditure not included relates to staffing costs, leading to an understatement of staff costs for the year of approximately £15,000.

The group membership scheme, which allows organisations to pay for larger groups of individual members on a single invoice and benefit from discounted membership rates, continued to grow in popularity in its third year.

The Association has a target for reserves of around £75,000; our average balance over the year was £95,500 and only fell below the target in one month, when the first payment for the venue for the 2007 Conference was paid.

**Ed Canney**

**Gwynfor Hughes**  
Acting Treasurers

	2006/07		2005/06 restated to new structure		Notes
	£	(£)	£	(£)	
<b>Income</b>					
Membership	45,668		41,822		1
Events income	147,935		173,176		2
Other income	3,463		5,714		3
<b>Total income</b>	<b>197,066</b>		<b>220,712</b>		
<b>Expenditure</b>					
Staff costs	19,923		12,854		4
Governance	6,062		8,778		5
Events costs	127,102		148,725		6
Membership Services	445		0		7
General and office costs	13,596		6,141		8
Professional services	10,084		823		9
Non-recurrent expenditure	0		848		10
<b>Total expenditure</b>	<b>177,212</b>		<b>178,168</b>		
(Deficit)/surplus for year		19,854		42,544	

# Income and expenditure account

For the year ended 31 March 2007

	2006/07	2005/06 restated		2006/07	2005/06 restated
<b>1. Membership</b>			<b>6. Events</b>		
Individual membership fees	31,128	29,367	Venue costs	104,702	126,760
Group membership fees	14,080	11,685	Speaker costs	9,387	3,470
Corporate membership fees	460	770	Organisers' costs	2,066	1,355
	45,668	41,822	Other	10,947	17,139
				127,102	148,725
<b>2. Events</b>			<b>7. Services to members</b>		
Conference	76,884	74,778	Bursaries awarded		
Expert Seminars	9,950	26,060	Mentoring scheme		
Training Seminars	20,030	11,375	Study Tours		
Residential workshops	35,746	54,915	Active Members	445	
Adjustment for prior year events	3,880	6,048	Other		
Other	1,445				
	147,935	173,176		445	
<b>3. Other income</b>			<b>8. General and office costs</b>		
Sponsorship and advertising	1,975	5,275	Premises	1,184	100
Licensing of materials	1,000		IT equipment	5,845	1,492
Interest received on deposit account	488	439	Office consumables	1,977	3,087
	3,463	5,714	Postage	796	
<b>4. Staffing costs</b>			Printing	2,000	
Contract staff	13,147		Bank charges	1,747	1,167
Casual staff	567		Miscellaneous	47	296
Other staff	6,210	12,854		13,596	6,141
	19,923	12,854	<b>9. Professional fees</b>		
<b>5. Governance and management</b>			Legal fees	3,468	
Committees	3,499	6,997	Audit fees	470	
Advisory Group	135	1,781	IT services		
Elections	609		Design fees	5,464	
INORMS	650		Other professional fees	683	823
Other	1,169			10,084	823
	6,062	8,778	<b>10. Non-recurrent expenditure</b>		
			Rebranding		848
					848

# Notes to the accounts

During 2006/07, membership broke the landmark four figure barrier for the first time: as at the end of March, the membership totalled 1,094 individuals. The numbers have therefore stabilised after our recent precipitous growth.

Historically more people have joined ARMA as part of an event booking and most have remained members for years to come. This year, however, almost the same number of new members joined directly as joined to attend an event, many as named individuals in an institutional group. There are 30 institutions benefiting from group membership, whereby having eight or more members' fees paid for on a single invoice allows for a reduction in fees: 46% of members now take advantage of group membership. As well as being financially and organisationally sensible for institutions, this shows that the benefits of ARMA membership are becoming more widely recognised in the sector, and that ARMA is indeed seen as the professional association of research managers and administrators.

During the course of 2006/07, following discussion with our Advisory Group, we decided to consolidate a number of our activities into a strategic activity area called Membership Services, which we manage separately from our programme of Training events. This area brings together the different support activities we offer to individual members, including: the Joan Hughes Bursary scheme and the Mentoring programme; activities offered to and through groups of members, such as the Study Tour programme and our special interest and discussion groups; and our publications and resources, including the occasional paper series *Issues in Research Management and Administration*, and the resource and information elements of the website.

A new Membership Services Committee has been formed to oversee this range of new and established activities, and will spend time in 2007/08 planning the future development of the area, both through embedding and extending the existing activities, and by introducing new services as opportunities arise. In preparation for this work, a survey of the membership was launched at the end of March 2007, whose results will be important in informing our activities. We would welcome additional members of the Membership Services Committee; please contact Steff Hazlehurst for further information.

A Joan Hughes bursary was awarded to Nikki Muckle (University of Warwick) to attend the first INORMS congress in August 2006; Nikki's report on the congress was circulated to members with the March newsletter and is also available from the website. The first four pairs in the mentoring programme completed their agreed activities towards the end of the year, and have given us some very positive feedback on the benefits of their participations (both mentees and mentors). We will evaluate their experiences and make any necessary adjustments, and will then seek to match new pairs together.

The third edition of *Issues in Research Management and Administration* was published in September 2006. Entitled *Joined-up thinking? The Research Office in the Twenty-First Century*, the paper drew on contributions to the 2006 pre-Conference seminar of the same title, exploring research support structures in three differently organised universities. The paper was immediately of interest to members, being downloaded more than 700 times in September alone. The fourth edition will focus on 'Managing the RAE', and is due for publication in early summer 2007.

A number of events fall under the remit of membership services. Our established Study Tour programme has continued to grow and diversify, with the first tour to the Wellcome Trust this year, together with tours to ESRC (twice), BBSRC and EPSRC. We have clarified that these tours are a benefit of membership, and as such, participation is now restricted to members only. They remain very popular and places are usually allocated within 24 hours of advertising. As mentioned in the Chair's report, we organised two workshops in summer 2006 to 'develop active members' to be involved in many aspects of the Association and to inform future developments.

Another innovation for the Association was the Executive Forum, held immediately prior to the 2006 Conference. This was aimed specifically at senior managers, working at the Head of Office level, and involved a discussion around two subjects (managing research portfolios sustainably, and interdisciplinary research institutes). We intend to run this again, and to explore other ways of supporting this group of members.

**Steff Hazlehurst**  
Deputy Chair, Membership Services

**Simon Kerridge**  
Secretary

# Services to Members

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# Executive Committee 2006\_07

## Officers

### Chair

Ian Carter, University of Liverpool

### Deputy Chair, Membership Services

Steff Hazlehurst, Institute of Education,  
University of London

### Deputy Chair, Training

Pauline Muya, Birkbeck College,  
University of London

### Joint Acting Treasurers

Ed Canney, Middlesex University  
and Gwynfor Hughes, University  
of Manchester

### Secretary

Simon Kerridge, University  
of Sunderland

## Members

### Sheena Bateman

University of the Arts, London

### Nigel Billsbrough

Loughborough University

### Kathy Brownridge

University of Leeds

### Jonathan Cant

University of Hull

### Claire Gaud

University of Glasgow

### Matt Heger

Imperial College of Science,  
Technology & Medicine

### Ray Kent

Loughborough University

### David Langley

Imperial College of Science,  
Technology & Medicine /  
University of Bristol

### Hitesh Patel

Royal Holloway University of London

### Maggy Taylor

Manchester Metropolitan University

### Deborah Wakely

Bournemouth University

### Tony Weir

Heriot-Watt University

## Executive Administrator

Rosemary Hatch

# Annual Report 2006 /07



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