International Network of Research Management Societies (INORMS)

Operating Principles

Background/Parties

The International Network of Research Management Societies (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.

Purpose

The nature of research management and administration is changing, as it becomes more professional and more international. The economic and political imperatives and pressures are common across the globe. 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.

Objectives

1. To internationalize the body of knowledge on research management
2. To exchange best practice
3. To develop international approaches to supporting the research enterprise

Council and Council Participation

The INORMS Council consists of the current Presidents/Chairs of approved member Associations or their delegated authority. In the interests of succession planning or continuity, a further representative may attend Council meetings but will not have voting rights.

A Research Management Association shall be defined as:

> *"A not-for-profit entity, independent of commercial, political or other influences, comprising a membership of research managers, administrators and allied professional services representative of a nation or region, created with official administrative policies and which operates through a fairly-elected and representative governing body established with a commitment and obligation to represent the best interests of that community locally, nationally and internationally."*

Council Governance

Council Chair - The INORMS Council is chaired by the President/Chair of the Member Association that hosted the immediate past INORMS Congress. The duties of the Chair and their Association are to:
- Convene and Chair the meetings of the INORMS Council and provide Secretariat support as required;
- Manage new applications of Associations to join INORMS;
- Manage expressions of interest for Associations to host upcoming INORMS Congresses;
- Manage the INORMS website and communications; and
- Provide Secretariat support to the INORMS Working Group as required.

Council Vice-Chair - The INORMS Council also has a Vice-Chair who is the President/Chair of the Association hosting the upcoming INORMS congress. The duties of the Vice-Chair and their Association are to:
- Provide liaison between the organizing committee of the upcoming congress and the INORMS Council;
- 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.

Meeting Frequency
The Council will be required to meet at a minimum of four (4) times annually or more frequently if needed. At least one of these meetings shall be face-to-face and aligned with a major member Association Conference or the Biennial INORMS Congress. Other meetings shall be virtual and whenever possible zoom/skype/teleconferencing technology shall be explored. The INORMS Secretariat shall establish an annual meeting schedule which is to be communicated to the Council in advance. Any costs in coordinating these meetings shall be the responsibility of the INORMS Secretariat.

New Associations
An Association may be considered for INORMS membership and Council participation via the completion of a member Association Registration Form (**Appendix 1**) to the INORMS Secretariat. The INORMS Council shall be responsible for the review and endorsement of all new member Association applications.

At a minimum, the applying Association must meet the definition of an INORMS Association listed under the definition above.

Associations wishing to join INORMS will be required to give a short presentation, clearly articulating their rationale for joining and expressing clearly what they can bring to INORMS.

Appendix 2 lists the Associations that comprise the current INORMS Council.

Voting
The Presidents/Chairs of the member Associations shall each have one (1) vote on initiatives that require a vote, e.g. the location of future INORMS Congresses, adding Associations, etc.

A simple majority is required for voting activities. However, decisions affecting the member Association hosting the upcoming INORMS congress shall not be made without their confirmation, should they be absent from any Council meeting.

Quorum

A quorum of members is required at a meeting of the Council either at:
- An INORMS congress; or
- A full INORMS Council meeting held in the off-year (no INORMS congress); or
- An individual (INORMS) association meeting where an INORMS Council meeting is scheduled.

A quorum shall be reached when at least 50% of the Council members (or their proxy carrying designates) are present.

Congress

1. INORMS Congresses take place biennially on the odd year and research managers throughout the world are invited to attend, even if they are not part of a formal Association.
2. Individual (or groups of) Association(s) may submit a proposal to the Council for consideration of a future congress site. The proposal shall, at a minimum, consist of:
    a. The site city and congress accommodations.
    b. The programmatic theme or vision.
    c. A guarantee, signed by the current Association(s) President/Chair(s) involved (plus co-signatory if required by the Association's regulations), that their Association(s) shall be responsible for all the fiscal and programmatic obligations of the entire meeting.
3. Consideration shall be given to the nurturing and developing of emerging Associations in the support of a Congress.
4. Consideration will be given to the capacity (or capability) of an Association proposing to run a Congress.
5. The Council shall review the proposals and vote to determine if the presented proposal(s) are acceptable.
6. All surpluses and deficits arising from the Congress shall accrue to the host Association(s).
7. In order to encourage the attendance of both outgoing and incoming Chairs at INORMS Congresses, and to ensure that Chairs operate as independently as possible from their own associations for the greater good of INORMS as a whole, both outgoing and incoming Chairs of Council will be provided with complimentary registration for INORMS Congresses if required. Such costs will be found from the Congress budget.

Reciprocal Attendance

Each member Association agrees to waive the fee of one (1) delegate at its annual conference or equivalent for each other member Association, with the delegate being at the discretion of the President/Chair of each Association.

Wherever possible, member Associations are encouraged to provide their members with travel scholarships for at least two members to attend an INORMS congress.

Modifications

The INORMS Operating Principles will be subject to review on an annual basis. Any modifications to these Operating Principles require a majority vote by a quorum at a meeting of the Council.

Website

The INORMS website (www.inorms.net) shall be hosted and managed by the immediate past host of the INORMS congress until the conclusion of the next INORMS congress (INORMS Secretariat). The INORMS website should be used as a portal to all members Associations websites and the INORMS Congress website, as well as an opportunity to link to the global body of knowledge including training materials and information of member Associations. The website should also be an opportunity to highlight specific INORMS projects which have been completed or are in progress, such as the global research administrators' survey.

All member Associations are required to link to the INORMS website from their own Association home pages.

The incoming Secretariat shall be responsible for website hosting fees during its term as Secretariat. It is anticipated that these fees shall be taken from any profits made from hosting the Congress.

RAAAP Survey

INORMS is now responsible for the governance, oversight and strategic direction of the longitudinal survey 'Research Administration As A Profession Worldwide (RAAAP)', details of which can be found at: https://raaapworldwide.wordpress.com/.

Poster Prizes at Biennial Congress

The incoming host of the Biennial Congress shall make available one (1) prize for the best poster at the Congress. At a minimum, the prize must include one complimentary registration for the next Congress. The prize must be taken by the recipient (or proxy) and redeemed at the next available Congress.

Communication

The immediate past host shall manage an email distribution for Council members.
A Dropbox has also been established for the Council where all papers and governance documents will be stored.

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REGISTRATION OF INTEREST TO JOIN INORMS
(Application for Research Management Associations to join the International Network of Research Management Societies).

Association Name:

Date of Incorporation:

Country(ies) or Region(s) covered by your Association:

Name of current Chair/President/CEO:

(First name)   (Last Name)

Postal Address:

Zip Code

Email:

Phone: (+ country code):

Mobile:

About Your Association:

Number of registered members?	☐ less than 500 ☐ 500-1000 ☐ 1000 +
How many Office Bearers does your Association have?	☐ Less than 5 ☐ 5-10 ☐ 10+
How many employed staff does your Association have?	☐ none ☐ 1 – 5 ☐ 5-10 ☐ 10+
Provide a brief description of dedicated paid staff (roles/FTE fraction etc).	

Provide a brief description of your Association's core business – what services does it provide? (2 paragraphs max)
Provide a brief description of your Association's governance arrangements, i.e official administrative policies and by-laws, Council of Directors/or Officers in support of research management which participates globally on a regular basis. (2 pages max).

Please complete this form & return to: \text{miyokawa@hiroshima-u.ac.jp}

The INORMS Council will review your application and provide you with a written outcome.
Associations wishing to join INORMS will be required to give a short presentation, clearly articulating their rationale for joining and expressing clearly what they can bring to INORMS.

Appendix 2 – Current INORMS Member Associations

- Association of Research Managers and Administrators (UK) (ARMA)
- Association of Research Managers and Administrators (NL) ARMA-NL
- Australasian Research Management Society (ARMS)
- Brazilian Association of Research Managers (BRAMA)
- Canadian Association of Research Administrators (CARA)
- Chinese Association for the Science of Science and Science & Technology Policy (CASSSP)
- 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).
- Icelandic Association of Research Managers and Administrators (ICEARMA)
- National Council of University Research Administrators (NCURA)
- **Network of Research and Transfer Management, Germany** (FORTRAMA)
- Norwegian Network for Administration and Research Management (NARMA)
- National Organization of Research Development Professionals (NORDP)
- Praxis Auril
- Research Manager and Administrator Network Japan (RMAN-J)
- Society of Research Administrators International (SRAI)
- Southern African Research and Innovation Management Association (SARIMA)
- The Association of Commonwealth Universities (ACU)
- West African Research and Innovation Management Association (WARIMA)