EUROPEAN ASSOCIATION OF RESEARCH MANAGERS AND ADMINISTRATORS
STRATEGIC PLAN
2019-2023

EARMA
EUROPEAN ASSOCIATION OF RESEARCH MANAGERS AND ADMINISTRATORS
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We will provide opportunities for members to develop and enhance their skills at all stages of their careers.

Major Objectives

Strategic Goal C
We will build EARMA’s brand and promote our profession by driving engagement with key stakeholders and partners.

Major Objectives

Strategic Goal D
We will, while continuously striving to improve, actively seek opportunities to demonstrate corporate social responsibility

Major Objectives

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Major Objectives

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INTRODUCTION BY EARMA CHAIR

It is my privilege to introduce our new strategy for 2019-2023. Our mission to enable our members to support excellent research and to promote the profession stays the same. However, we are increasing our level of ambition, on behalf of members, which will be enabled by an investment in human resources and deployment of technology solutions.

Our plan outlines five strategic goals encompassing valuing our members, enhancing their careers, promoting our profession, demonstrating corporate social responsibility, and being highly efficient. Our core values: Member Centric, Professional, Inspiring, Collegial and European will provide a solid platform upon which to achieve our goals, deliver on our mission and realise our vision.

The period of this plan is shaping up to be an exciting and formidable time of change within our environment. Brexit will pose both opportunities and threats for many of our members whether they are UK based or collaborators and partners with UK Institutions. Although the next European Commission framework programme, Horizon Europe, will not start until 2021, the budgetary and policy decisions are already being formulated. It is imperative during these periods of uncertainty that EARMA is a clear advocate on behalf of our members and a valuable resource to them.

The Board started working on the development of our strategy late last year. In keeping with tradition where strategic discussions took place in Estoril in September 2013 and in Tarragona in March 2016, Galway hosted almost 30 EARMA members in January to collectively develop the key components of the strategic plan. I presented the work in progress at the 2019 General Assembly and chaired a workshop session during the annual conference in Bologna. During June we asked key external stakeholders to comment on the draft plan and share their wisdom and insights with us.

This plan is the product of a lot of work by many people and I would like to thank everyone involved in developing EARMA’s strategic plan 2019-2023. The Executive have already commenced work on the implementation to deliver our planned ambition, which will be overseen by the Board under the stewardship of our incoming Chair Esther Philips.
OUR VISION

As the professional community of Research Managers and Administrators in Europe, we aim to support the quality and integrity of research for the benefit of society, our members and their host institutions.

OUR MISSION

EARMA’s mission is to enable our members to support excellent research and to promote the profession through:

- Building and sustaining communities of practice to exchange knowledge & experience;
- Supporting career growth through continued professional development;
- Driving engagement with key stakeholders and partners;
- Growing a sustainable organisation that is inclusive and diverse.

OUR VALUES

Member centric: We put members at the heart of everything we do while being inclusive and diverse.

Professional: We do everything with expertise and integrity.

Inspiring: We motivate our members to excel.

Collegial: For members by members, we generously share our time, knowledge and expertise with others.

European: We are European with a global reach.

To ensure that we live by these values each year we will particularly focus on one of these values at the annual conference for the next five years.
STRATEGIC GOALS

A. We will place our members at the heart of everything we do and provide them with world-class membership benefits.
B. We will provide opportunities for members to develop and enhance their skills at all stages of their careers.
C. We will build EARMA’s brand and promote our profession by driving engagement with key stakeholders and partners.
D. We will, while continuously striving to improve, actively seek opportunities to demonstrate corporate social responsibility.
E. We will organise ourselves efficiently and effectively and provide value for money.

MAJOR OBJECTIVES AND ACTIONS TO ACHIEVE GOALS

STRATEGIC GOAL A. WE WILL PLACE OUR MEMBERS AT THE HEART OF EVERYTHING WE DO AND PROVIDE THEM WITH WORLD CLASS MEMBERSHIP BENEFITS.

As a member centric organisation, we will listen to our members, identify, and respond to their needs. We will build upon and expand our portfolio of services that not only meets our members’ needs but also exceed their expectations.

MAJOR OBJECTIVES

1. Provide our members with focussed networking opportunities within our community.
2. Develop ‘communities of practice’ in specialised areas.
3. Enable members to develop their skills and expertise through e.g. the provision of travel grants and bursaries.
4. Enable a peer-to-peer mentoring programme.
5. Enrich membership by increasing and diversifying our membership base.
6. Develop a membership induction scheme.
STRATEGIC GOAL B. WE WILL PROVIDE OPPORTUNITIES FOR MEMBERS TO DEVELOP AND ENHANCE THEIR SKILLS AT ALL STAGES OF THEIR CAREERS

As a professional association, being at the forefront of developing the skills of our members is important. In addition to our flagship annual conference, we currently offer the early stage administrator workshop, the Certificate in Research Management, and the leadership workshop. In order to enhance the reach of these programmes we will explore new delivery modes and training & development methods.

MAJOR OBJECTIVES

7. Diversify our current training and development portfolio.
8. Provide members with opportunities to obtain recognised certified qualifications.
9. Provide opportunities for specific skills development and peer learning.
10. Facilitate alumni at early, management, and leadership career levels.
11. Employ technology to enable the transfer of knowledge widely and cost efficiently.
12. Provide opportunities for members to demonstrate their skills and expertise within our community.
13. Support an invited speaker awards programme.
14. Provide opportunities for members to volunteer in our Association and enhance their own corporate governance and leadership skills.

STRATEGIC GOAL C. WE WILL BUILD EARMA’S BRAND AND PROMOTE OUR PROFESSION BY DRIVING ENGAGEMENT WITH KEY STAKEHOLDERS AND PARTNERS.

EARMA will proactively foster meaningful relationships with key stakeholders that create value for our members. The newly established External Relationships Committee will assist with stakeholder analysis and ensure that the investment of EARMA’s resources promote good governance and demonstrate value for money.
MAJOR OBJECTIVES

15. Foster our relationship with the European Commission through conference invitations, stakeholder events, and the development of policy papers.
16. Be the representative of RMA with the European Commission, international foundations, and funding agencies.
17. Represent the concerns of members in the development and implementation of Horizon Europe.
18. Proactively develop relationships with other European Associations.
20. Develop documented agreements and memorandums of understanding with key stakeholders.
21. Publish joint policy and advocacy papers with other Associations.
22. Be a reliable partner with commercial companies operating within our market place.
23. Actively seek and promote cross policy synergies between higher education and research policies.

STRATEGIC GOAL D. WE WILL, WHILE CONTINUOUSLY STRIVING TO IMPROVE, ACTIVELY SEEK OPPORTUNITIES TO DEMONSTRATE CORPORATE SOCIAL RESPONSIBILITY

Through the expertise of our members, we have a role to play in shaping policy within our landscape. Increasing diversity of our membership base, across Europe, will enhance our contribution to policy development. Stewardship of our planet must be a key consideration when planning events.

MAJOR OBJECTIVES

24. Publish timely policy papers and advocate on our members behalf in relation to national, EU, and international research policy.
25. Place sustainability of our planet as a key priority when organising conferences and events and aim to achieve best practice.
26. Develop a sustainability policy.
27. Ensure diversity and equality is a central part of our Association’s governance and event planning.
28. Promote ethical and responsible research and innovation.
STRATEGIC GOAL E. WE WILL ORGANISE OURSELVES EFFICIENTLY AND EFFECTIVELY AND PROVIDE MEMBERS WITH VALUE FOR MONEY

We have a responsibility to our members to organise ourselves efficiently and effectively and to ensure that we govern the Association to the highest standard possible. Information about our Association must be available and accessible in a timely manner. We will strive to be an employer of choice. We have a responsibility to monitor the performance and the wellbeing of our staff and to provide them with the resources required to fulfil their obligations whilst enjoying a fulfilling career. We will interact with our members, students and event attendees with a customer centric approach.

MAJOR OBJECTIVES

29. Develop an annual staff satisfaction and wellbeing survey.
30. Implement integrated IT systems to enable seamless interaction with our members and stakeholders covering all of our activity.
31. Maintain a sustainable financial position to allow for investment in the organisation, for the development of member programmes, services and infrastructure.
32. Ensure documented policies and procedures are kept under constant review and that the Association aims for best in class when procuring goods, services and recruiting staff.
33. Ensure that the Board and Executive appreciate and fulfil their critical role in the governance of the Association.
34. Enable the standing committees to fulfil their terms of reference.

KEY PERFORMANCE INDICATORS

The EARMA Board will use the following key performance indicators to track progress on the strategy at a high level. The Board will undertake a formal annual review of both strategy implementation and direction. A new strategy and governance standing committee will monitor a much larger number of performance metrics. The standing committee will also monitor current developments and assess if the strategy is fit for purpose. The standing committee will report to the Board and provide advice if a change in strategy direction is required. EARMA will also qualitatively monitor performance through, for example, surveys and member interactions.
<table>
<thead>
<tr>
<th>Strategic Goal</th>
<th>Key performance indicators</th>
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<tbody>
<tr>
<td>A. We will place our members at the heart of everything we do and provide them with world-class membership benefits.</td>
<td>Number of members</td>
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<tr>
<td>B. We will provide opportunities for members to develop and enhance their skills at all stages of their careers.</td>
<td>Number of attendee touchpoints</td>
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<tr>
<td>C. We will build EARMA’s brand and promote our profession by driving engagement with key stakeholders and partners.</td>
<td>Successful Bid to host INORMS the next time it is in Europe</td>
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<td>D. We will, while continuously striving to improve, actively seek opportunities to demonstrate corporate social responsibility.</td>
<td>Value of sponsorship</td>
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<td>E. We will organise ourselves efficiently and effectively and provide value for money.</td>
<td>Number of gender and geographical spread of members, board, standing committees, staff, trainers, and invited keynote &amp; discussion panel guests.</td>
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<td></td>
<td>Benchmarking and tracking of membership and event fees.</td>
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<td>Number of days operating cash available.</td>
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Firstly, I want to sincerely thank Sharon for guiding the process towards EARMA’s new strategic plan. Thanks to her efforts and hard work, I can step in at a time where a clear direction for our future is set.

Overseeing the Implementation of our five-year strategy will be quite a challenge. A challenge I’m honoured to help guide for the coming two years. Of course, we need to prioritise, since not all goals can be met at once. So, although every strategic goal will need our continuous attention, emphasis will be put on:

• expanding our portfolio of services for our members; and
• finding ways to broaden our membership-base to share knowledge and experience from an even more diverse pool of colleagues.

During the transition period of chairs, I had the opportunity to attend annual meetings of sister organisations. This was very informative and made me realise that building international relationships, e.g. with NCURA, SRA, INORMS just to name a few, brings an enormous added value to EARMA. Learning from and collaborating with sister organisations all over the globe will make it easier for us to reach our goals.

We have a lot of work ahead of us. However, I’m sure that, together with our members, our volunteers, my fellow Board members and our staff, we can reach the next level of organisational development. I’m very much looking forward to rolling up my sleeves and getting to work, inviting and encouraging all of you to join in!