



Structural Change in EARMA

April 2017

EARMA Board

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Structural Change in EARMA

Introduction:

Over the years EARMA has evolved into a complex organisation with multiple subunits and project groupings. While diversity is to be welcomed, the plethorisation of grouping disperses resources, reduces focus and makes it increasingly difficult to see EARMA as an association of members working together. Currently, EARMA has a GA, Executive Board (of Directors) and a variety of working groups (7 at the last count). These working groups are key to the delivery of various parts of EARMA's work but their role as core parts of the Association is confused and disorganised.

Now that the Association has appointed a Managing Director (MD) to help with the operationalisation of the Strategic Plan agreed at Lulea in 2016, the Board feels clarity that an overhaul of the structure is required so that the new MD has a clear field to operate in, create more and broader opportunities for member participation, the Association can gain efficiencies and be more transparent in its work. There are a number of drivers for this change;

- The need for the Board to become less 'executive' and more 'strategic'.
- Provide clarity about our operations so as to maximise the benefit and efficiency of the MD.
- Improve the opportunities available for members to get involved in the Association.

Proposal:

- The GA remains as is and is the governing authority of the Association
- The Board becomes a less executive (and operational) Board and more a more strategic Board.
- The MD takes over the executive and operational functions of the Board

Standing Committees of the Board

- The Board will establish new Standing Committees of the Board.
- Standing Committees will report to the Board.
- Initially, the following sub-committees will be set up;
 - The Annual Conference Programme Committee (subsuming the role of the ACC)
 - The Policy and Representation Committee (subsuming the role of the ERA-WG)
 - The Professional Development and Recognition Committee (subsuming the role of the PD-WG)

- The Membership and Communications Committee (subsuming the role of the Comms-WG)
- The Finance and Audit Committee (New)
- The Statutes, By-Laws and Standing Orders Committee (New)
- The Awards Committee (New). The Awards Committee will make recommendations to the Board for a new award recognising achievements in Research Management and Administration.
- As far as possible, Standing Committees will be chaired by a Board member.
- Standing Committees are composed of no more than 6 members in addition to the Chair.
- Each member will serve for a two-year period renewable for a further two years.
- The Board will publish a call for membership of all Standing Committees each year.
- Standing Committees will have a support budget, where required, to enable their planning around work that will be assigned to them.
- All Standing Committee members must be current members of EARMA.
- Standing Committees will be established immediately and from GA 2017 will be constituted according to this document.

Professional or Thematic Interest Groups

- The Board will facilitate the establishment of Professional or Thematic Interest Groups (P/TIGs) either for specialist sub-groups within the Association membership (e.g. Research Finance, Ethics, Integrity, Impact, etc.) or for groups of members that share a common interest (e.g. cultural diversity, UN Development Goals, etc.)
- Each P/TIG must have a Chairperson who undertakes to be responsible for the group.
- The membership numbers are open but should be consistent with delivering quality outputs for their communities.
- P/TIGs are encouraged to focus on the special interest in question and to facilitate a programme of activities for those in their groups. These events may be built into the general events calendar of the Association and then be supported by the Association.
- P/TIGs will be encouraged to develop events around the Annual Conference of the association.
- Membership of the P/TIGs are open to both EARMA members and non-members.

Project Groups

1. Establishment of new project groups (PGs) may be by the Board, Standing Committees of the Board or by a P/TIG to carry out specific pieces of work and are dissolved once that work is complete.
2. The establishment of a PG will require Board approval. The proposal must come to the Board in a documented form and include details of the need, resources required,

timelines and deliverables. This document will be available to members on the EARMA website.

3. Membership of the PGs will be restricted to between 5 and 7 members (including the Chairperson) no more than 2 members may be non-EARMA members.
4. The Chairperson of a PG will be approved by the Board from a selection made by the PG.
5. Members of PGs may be current members of EARMA or non-members bearing in mind the caveats in the General Provisions section.
6. Each PG is expected to deliver at least one output for the general EARMA membership at least once a year or once during their lifetime whichever is the shorter period of time.
7. The group sponsoring the PG will be required to report on their activity.

General Provisions

- Each grouping will operate on a standardised Terms of Reference appropriate for the nature of the group.
- The Chairperson of any grouping must be a current member of EARMA.
- Each budget cycle will include a provision for the groupings based on a submission to the Board. The budget will be approved at the GA.

Where non-members are active in a group, this is to be welcomed. However, non-members do not have access to EARMA funds, may not control EARMA resources nor will they be reimbursed for any expenditure incurred.

Table 1: Summary table of structures and purposes.

Group	Purpose	Membership	Established By...	Duration
The General Assembly	The governance of the Association	Current members of the Association (Institutional and Ordinary)	Statute	The lifetime of the Association or until the relevant Statutes are changed.
The Board	Elected by the membership, responsible for the day to day organisation and longer term development of the Association	Current members of the Association, duly elected to the Board	The General Assembly	As defined in the Association Statutes
Standing Committees of the Board	Deal with ongoing issues for the Association.	Current members of the Association. They may be selected by the Board or elected by the membership. Each Standing Committee will have a Board member attached and a chairperson.	The Board	For as long as they are required but considered annually when preparing the annual plans and proposed budget for the Association
Professional or Thematic Interest Groups (P/TIGs)	Aimed at providing a programme of activities and/or events targeted at particular sub-groups within EARMA. Research Finance, Lobbying, Ethics, Integrity, HR etc	Current members of the Association, open to all but targeted at those in particular sub-disciplines of research management and administration	Members sharing a common interest.	
Project Groups (PGs)	Project oriented groups focussed around the delivery of specific activities. For example a position paper, a defined, discrete event.	Current members of the Association, membership decided by the Board or one of its Standing Committees	PG activities may be assigned by the Board, Standing Committee or be set up at the request of a P/TIG.	For the duration of the plan for which they were set up.

The Ambassadors:

Introduction:

The EARMA Ambassadors recognised the contributions members have made over the years to EARMA and while it was a successful programme the expectations of an Ambassador were never really clear.

Proposal:

1. With effect from GA 2016 (Lulea) we will cease to appoint Ambassadors
2. Existing Ambassadors will remain Ambassadors and be entitled to describe themselves as EARMA Ambassadors.
3. EARMA will initiate an Achievement Award (medal and honorarium) to be awarded every year at the GA. The winner will provide a keynote address at the conference.
4. The Awards Committee, a Standing Committee of the Board will manage the award.

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