

RESEARCH & RESEARCH TRAINING MANAGEMENT PLAN

2000-2002

PERFORMANCE AGAINST PLAN

A RESEARCH PRIORITIES

A1 TO FOCUS RESEARCH INTO AREAS OF PRIORITY, ESPECIALLY IN THE FOUR THEME AREAS

| Strategy | Target/Outcomes | Performance |
|--|---|---|
| Establish separate funding streams for teaching and research | Approximately \$16M to be used for the research funding stream | Performance-based research funding adopted \$20,310,158 allocated in 2002 (RTS \$13,782,324, IGS \$6,527,834) |
| Establish a Research College to embrace all research, especially in the four theme areas, and other areas of research strength | Research College established by 2001 | Research College established |
| Identify 1-2 additional University Research Centres, Institutes. TIAR, TAFI, CODES, IASOS and Menzies to be initial University Institutes/Centres. Environment Institute to be developed | Establish in 2001 | Five University Institutes, and two Faculty-based Institutes (Tasmanian Law Reform Institute, and Tasmanian Institute of Law Enforcement Studies) established |
| Distribute research funds directly to research institutes, Centres and Schools on the basis of research performance using the University Research Index, and weighted RHD load | Commence in 2001, and review for 2002 taking into account any changes in commonwealth funding | Funding distributed to faculties and then to Schools/Institutes/Centres on the basis of research performance |
| Develop improved systems to measure research performance in theme areas, and other areas of research strength | Establish in early 2001, and report annually | Research performance in Theme Areas included in performance report tabled at Council |
| Investigate establishment of strategic post-doctoral program in theme areas | Review group to report in mid 2001 | Review group reported to Research College Board in 2001 and recommended funds be used for postgraduate scholarships |

| Strategy | Target/Outcomes | Performance |
|--|--|---|
| <p>Strengthen research through strategic investments in:</p> <ul style="list-style-type: none"> • Creation of a Food Safety and Quality Centre linked to TIAR • Establishment of an IT research activity linked to the Information Economy in regional and rural Australia • Establishment of a Centre for Separation Science • Expansion of Menzies Centre • Expansion of the Centre for Research and Learning in Regional Australia • Expansion of the Centre for Regional and Economic Analysis • Establishment of an interdisciplinary Environment Institute during 2001 • Submission of a bid for a CRC for Sustainable Finfish Aquaculture | <ul style="list-style-type: none"> • Establish annual income of \$500K by 2002 with significant industry funding (approx. \$250K) • Have an annual income of \$750K by the end of 2002; increase RHD load to 20 EFTSU by 2002 • Establish by early 2001. Annual income of \$500K by 2002 and bid for Centre of Excellence status • Increase income to \$3.5M by 2002 and explore mechanisms to increase RHD load to 10-15 EFTSU by 2002 • Annual income of \$500K by 2002 • Annual income of \$500K by 2002 • Establish income of \$2M by 2003 • Lodged 2000 | <ul style="list-style-type: none"> • Centre for Food Safety and Quality established; Income of \$383,651 in 2002 • This initiative did not proceed • Centre established; annual income of \$162,092 in 2002; Ineligible for last round of Centres of Excellence • Menzies income of \$3,239,573 in 2002; RHD load of 8.6 EFSTU in May 2003 • Annual income in 2002 was \$228,163; An external review recommended that the Faculty of Education establish a Centre for Learning Communities, which would incorporate the CRLRA • Centre was closed in 2002 with the resignation of the Director • Discussion of the potential for Environmental research is ongoing • Bid was successful and UTas is a major partner |

Quality Assurance Mechanisms for A1

- Annual report on activities of the Research College to University Council in Research Performance report
- Evaluation of research performance by members of the Research College at annual retreat
- Assessment of strategic investments in research

A2 TO CREATE AN ACTIVE RESEARCH COMMUNITY PRODUCING SCHOLARSHIP OF NATIONAL AND INTERNATIONAL STANDARD

| Strategy | Target/Outcomes | Performance |
|--|--|--|
| Continue to appoint academic staff with demonstrated research capability | By 2002, 65% of staff to be research active | In 2002 76% of staff were research active |
| Continue the Early Career Researcher program to include research grant support Develop Mentoring Program for Early Career researchers | <ul style="list-style-type: none"> • Annual funding of approx. \$200K from the \$700K in the University Grants Scheme. • At least 50% of Early Career Researchers participating in a program by 2002 | <ul style="list-style-type: none"> • Approximately \$161K, or 23% of funding was awarded to Early Career Researchers in 2002 • Further work is needed in mentoring program development |
| Foster research skill development through workshops with internal and external facilitators, provision of assistance in the development of high quality grant proposals and publications, provision of conference, special research and study leave, collection and dissemination of best practice for research staff development, tenders and consultancies | <ul style="list-style-type: none"> • Monitor and review programs in 2001 • Increase major DEST categories of publications by 10% by 2002, to maintain position as one of the “top ten” • Increase success in grants by 10% • Distribute examples of best practice by mid 2001 and thereafter | <ul style="list-style-type: none"> • Weaknesses in current scheme have been identified and changes introduced for end 2003 • Publications increased by 4% and UTAs ranked 9th in publications in 2001 • The success rate for grant applications was 51% in 2002, compared with 48% in 1999 • Areas of good practice have been identified |

| | | |
|--|--|--|
| Establish University Research Excellence Award | Establish by the end of 2001, value of \$25K annually | Decided to defer on budgetary grounds |
| Maintain financial commitments to major research infrastructure facilities, e.g. Animal House, Central Science Laboratory, Social Science Research Laboratory, and Library | <ul style="list-style-type: none"> • Commitment of \$1.15M annually • \$300K to support bids for external infrastructure funding • Commitment of \$500K to improve molecular biology facilities in 2001 | <ul style="list-style-type: none"> • Committed \$1,343,000 in 2002 • Funding reduced to \$200K in 2002 • Molecular Biology facilities enhanced with expenditure of \$750K in 2001 |
| Enhance advanced computing through membership of Australian Partnership in Advanced Computing (APAC) | <ul style="list-style-type: none"> • Commit \$275K over 3 years • Target \$ 1-2M from state government for advanced computing facilities and capabilities | <ul style="list-style-type: none"> • UTas part of Australian Partnership in Advanced Computing (APAC), with commitment of \$275K over 3 years; Established Tasmanian Partnership in Advanced Computing (TPAC); Obtained ARC and other funding for new \$1M supercomputer • No State Government funding |

Quality Assurance Mechanisms for A2

- Annual evaluation of Research Performance (income, publications, RHD load)
- Assessment on an annual basis of the state of University research infrastructure
- Assessment of impact of Early Career Researcher program and internal Research Grants Scheme

A3 TO INCREASE RESEARCH INCOME AND PARTNERSHIPS

| Strategy | Target/Outcomes | Performance |
|--|--|---|
| Use strategic investment in priority research areas to enhance research activity | Strategic funds of \$0.5 – 1.0M invested each year | Strategic funds invested in research activity/infrastructure (\$469,393 in 2002) |
| Generate additional income for research through improved industry links, developing new strategic partnerships, and identifying new areas of funding | <ul style="list-style-type: none"> • Total research income to be \$25M by the end of 2002 • Share of Total National Research funds to be 2.5% by the end 2002 (from 2.29% in 1998) • Share of Australian Competitive Grants to be 2.4% by 2002 from 2.17% in 1998 • Share of Other Public Sector Funding (OPSF) to be 3.9% by 2002 from 3.76% in 1998 • Share of Industry and Other Funding to be 2.0% by 2002 from 1.76% in 1998 • Benchmark position of 10th or better in all indices | <ul style="list-style-type: none"> • Total research income \$31.9M in 2002 • Share of total funds 2.7% in 2002 • Share of ACG was 2.67% in 2002 • Share of OPSF was 4.62% in 2002 • Share of IOF was 1.53% in 2002 • Benchmark position in 2001 was 10th or better in all but Industry Funding |
| <p>Increase research funding in health science by:</p> <ul style="list-style-type: none"> • Identifying areas of focus in medicine and assisting in bids for external funds • Developing Rural Health Research through new staffing and use of federal funds to enhance capability | <ul style="list-style-type: none"> • Income of \$6M by 2002 • NH&MRC funding to \$1.2M by 2002 and benchmark position of 10th or better • Income of \$0.5M by 2002 | <ul style="list-style-type: none"> • Income for Health Science \$5,753,331 in 2002 • NHMRC funding of \$1,952,047 in 2002; Benchmark position in 2001 was 10th • Income for University Department of Rural Health in 2002 was \$87,887 |

| | | |
|---|--|---|
| <ul style="list-style-type: none"> • Expanding the Menzies Institute • Establishing a new school devoted to human life sciences with new staffing positions in Launceston • Identifying new sources of funding for health related research • Enhanced co-operation with research funding agencies in Tasmania | <ul style="list-style-type: none"> • Increase to \$3.5M by 2002 • Established during 2001 • By start of 2001 • Completed by 2001 | <ul style="list-style-type: none"> • Income for Menzies Institute was \$3,239,573 in 2002 • School of Human Life Sciences established Generated \$173,050 income in 2002 • Centre for Clinical Research approved with links to hospital-based clinical researchers • Partners in Health Research Steering Group identified a collaborative mechanism for joint funding to enhance research capabilities |
| <p>Promote industry links through maintaining Industry-University Collaborative Scheme, with applications assessed on a continuous basis</p> | <ul style="list-style-type: none"> • Allocate approx. \$50K annually • Increase SPIRT income by 20% by 2002; maintain top five position in SPIRT funding • Increase the number of START grant applications with which we are involved to 3 annually by 2002 | <ul style="list-style-type: none"> • \$36,172K invested in 2000; \$26,400K invested in 2001; Scheme requires review • ARC Linkage Scheme funding was \$1,984,259 in 2002 • Involved in 1 START grant in 2002 |
| <p>Expand income from R&D consultancies by:</p> <ul style="list-style-type: none"> • Enhanced marketing of university research capability to industry through ongoing proactive visits to industry, and developing capability statements and application of consultancy policy | <ul style="list-style-type: none"> • Review consultancy policy and procedures in 2001 • Annual target of visits to companies in Tasmania, other states and overseas | <ul style="list-style-type: none"> • Consultancy Policy reviewed; General capability statements and web site development; Visits to some industry groups |
| <p>Continue the industry database</p> | <p>Database updated quarterly</p> | <p>Industry database moved. Industry partners details now recorded against each grant on</p> |

| | | |
|--|--|--|
| | | Research Management Database |
| Development of an intellectual property module linked to the Research Management Database in order to capturing the University's IP so that commercial potential can be assessed and possible development in association with suitable partners, including venture capital can be progressed | <ul style="list-style-type: none"> • IP module completed by end 2000 • Commercialisation income to increase by 10% by 2002 | <ul style="list-style-type: none"> • IP Module finalized March 2003 • Commercialisation income was \$269,502 in 2002 up from \$16K in 2001 |
| Foster existing research partnerships with the state government | Continuation of the TIAR and TAFI partnerships | Decision to extend TIAR Joint Venture Agreement to a ten-year JVA (2003-2013) TAFI renewal proceeding |
| Foster existing partnerships with other research providers, e.g. Australian Antarctic Division, CSIRO, Inland Fisheries Service | <ul style="list-style-type: none"> • Partnerships to continue and expand • Linkages to be reviewed annually | <ul style="list-style-type: none"> • Partnership with Australian Antarctic Division under revision • Discussion on major initiative in Marine Science with CSIRO close to finalisation |
| Explore possibilities for new partnerships in e.g. Environment, IT, Food Safety, Tourism, Law | 1 – 2 new partnerships by end 2002 | Environment research discussion has started again IT development with Intelligent Island Centre of Excellence Food Safety MOU established with Food Science Australia in 2001 Tourism collaboration with State Government and CRC for Tourism |

Quality Assurance Mechanisms for A3

- Evaluation of the effectiveness of schemes to generate additional income
- Analysis of IP and income from its commercialisation
- Annual report to Council on partnerships
- Annual reports from TIAR and TAFI
- Annual evaluation of other partnerships e.g. with the Antarctic Division

B RESEARCH TRAINING:

B1 TO PROVIDE HIGH QUALITY RESEARCH TRAINING

| Strategy | Target/Outcomes | Performance |
|--|--|--|
| Maintain centrally funded university research scholarships equivalent to APA | Approx. \$1.8M annually to fund approx. 100 scholarships annually | RHD scholarship fund at \$2.35M in 2002 |
| Use some funds to leverage additional scholarships from external sources | <ul style="list-style-type: none"> • Up to 25% of funds to be used in this way 2000-2002 • RHD load of approx. 600 EFTSU | <ul style="list-style-type: none"> • 3% of funds used in co-investment over the period 2000-2002 • Total RHD load of 659 in 2002 |
| Allocation of scholarships and RHD places on the basis of: <ol style="list-style-type: none"> 1. Quality of applicants 2. Supervisory and infrastructure capacity 3. Strategic priority | <ul style="list-style-type: none"> • RHD target loads to be set for Institutes, Centres and Schools and to be achieved by 2002 • RHD completion rates over 75% by 2003 • Revised process for obtaining information on infrastructure in place by mid 2001 | <ul style="list-style-type: none"> • Targets set by Planning & Resources Committee • Number of completions 131 in 2002 compared to 122 in 2001, and 95 in 1997 • Minimum infrastructure standards introduced in 2002. |

| | | |
|--|--|--|
| | <ul style="list-style-type: none"> Revised process for obtaining feedback on supervision and infrastructure by end 2001 Overall RHD student satisfaction to be an average of 2.0 or better | <ul style="list-style-type: none"> Information feedback via RHD Annual Review forms and exit surveys Satisfaction at two or better for all except: financial support to attend conferences; and utility of annual review of progress |
| Development of Equity Scholarships for RHD Students | Two scholarships in place by 2002 | Scholarships to be advertised by end of 2003 |
| Investigate linking completion of RHD on time to increased financial rewards | Working party to report in 2001 | <p>Research Training Scheme introduces substantial rewards for completions</p> <p>Issue of financial rewards for completion on time not resolved</p> |
| Funding for RHD training to be part of the budget of the Research College | In place for 2001 | In place |
| Maintain and update existing induction programs for new RHD students | <ul style="list-style-type: none"> Review induction programs in 2001 Revised programs in place for 2002 | <ul style="list-style-type: none"> Induction program material collected from all Schools by Dean of Graduate Studies, information reviewed Information given to Postgraduate Coordinators |
| Maintain and expand annual supervisor training programs | In place for early 2001 | 8 seminars run in 2001 for new supervisors and existing supervisors (85 attendees); "Nine Big 'Whens' During Candidature" seminar series run in 2002 – 25 sessions, 256 attendees |
| Monitor co-supervision arrangements | Monitor annually, review in 2002 | <p>The number of candidates with co-supervision arrangements has increased over the period:</p> <p>2000 – 20 2001 – 52 2002 – 54 Co-supervision target for 2003 – 2005 is 75</p> |

| | | |
|--|---|--|
| All RHD supervisors to be registered | By mid 2001 | In September 2001 the Board of Graduate Studies by Research implemented a Registry of RHD Supervisors, resulting in 450 supervisors being registered |
| Refine existing systems for review of RHD Research Plan and Annual Progress Report | <ul style="list-style-type: none"> • By mid 2001 • Review in mid 2002 | <ul style="list-style-type: none"> • New Annual review forms designed during 2001 and trialed by the School of Government in 2002. The new forms are being implemented for all Schools in 2003 and will move to electronic submission in 2004 • A revised Preliminary Plan for candidates was developed during 2002 and is being implemented in 2003 |
| Explore potential for developing a Graduate outcome contract detailing skills development considered essential for particular students | Evaluate during 2001 | This has been identified for development in 2004 |
| Develop new modules for appropriate generic skill development for RHD students | <p>Have 3 new modules in place by end 2001 and 6 by end 2002</p> <p>Review in 2003</p> | 40 workshops for RHD students were held in 2001 (268 attendees); 82 workshops in 2002 (873 attendees). Additional modules were developed and new modules are in place for 2003 |
| Establish clearly defined systems for monitoring and tracking progress of candidates including the development of profile of “at-risk” students and “case management” approach | <ul style="list-style-type: none"> • In place by early 2001 | <ul style="list-style-type: none"> • As reported above, new annual review of progress and preliminary plan processes are ready for implementation in 2003. All candidates receiving a “c” rating are monitored via progress reports in the following year and interviewed by the Dean |

| | | |
|---|--|--|
| | <ul style="list-style-type: none"> Improved completion rates (75% by 2003) and lowered withdrawals Review in 2003 | <ul style="list-style-type: none"> Awaiting 2003 comparative data |
| Investigate improved examination process via compulsory oral examinations | <ul style="list-style-type: none"> Decision by end 2000, trial and review in 2001 and full introduction for all candidates commencing in 2002 Average time for examination to be 6 weeks by end 2003 | <ul style="list-style-type: none"> Priority for 2003-2004 Examiners are receiving e-mail reminders when reports are due |
| Develop exit surveys for all RHD Students | Report by Board of Graduate Studies By Research in 2001 | Exit surveys developed, 2003 leavers are being surveyed, data analysis will occur at end of 2003 |
| Collect and disseminate examples of best practice in RHD supervision | First examples disseminated in late 2000 | During 2000, Journalism and Media Studies students participated in a case study of best practice by interviewing selected RHD supervisors and candidates at UTas |

Quality Assurance Mechanisms for B1

- Evaluation of annual feedback from RHD students on quality of supervision and infrastructure
- Annual evaluation by the Dean of Graduate Studies of the scholarship allocation exercise and of the time for RHD completion, number of withdrawals, complaints
- Annual report to Senate from Dean of Graduate Studies
- Annual visits by Dean of Graduate Studies to all Institutes, University Research Centres and Schools

C RESEARCH MANAGEMENT:

C1 TO ASSIST DEVELOPMENT OF RESEARCH THROUGH BEST PRACTICE IN RESEARCH MANAGEMENT

| Strategy | Target/Outcomes | Performance |
|---|---|---|
| Establish Research College Board with members assigned portfolios based on the priorities of the Research Plan | <ul style="list-style-type: none"> • Board established by early 2001 • Present portfolios to Council annually | <ul style="list-style-type: none"> • Portfolio approach dropped by PVC(R) |
| Assess research performance against targets in Plan with a view to modifying strategies | Annually at Research Board retreat and to Council in Research Performance Report | Annual Board Retreat assesses performance |
| New Research Plan to form the basis for all discussions of Research College Board | In place 2001 | Research Plan used by Research College Board |
| Continue current development of integrated annual research management planning process with Schools, Centres and Institutes | Annual review | New planning process has greater degree of integration between University Plan and Faculty Plans |
| Assess comparative research performance using standard KPI's against all other Australian universities | Present in Research Performance Report; and in Research Report to Council | Benchmarking of key performance indicators presented annually |
| Continue to benchmark research performance of Schools, Institutes/Centres against comparator groups | Benchmarking on a three-year cycle | Benchmarking of five University Institutes/Centres completed. School benchmarking introduced as part of all reviews from 2002 |
| Enhance international benchmarking through relationship with the | Linkage program with University of Liverpool to start in 2000 | Benchmarking with University of Liverpool in place |

Office of the Pro Vice-Chancellor (Research) June 2003

| | | |
|--|--|---|
| University of Liverpool; explore benchmarks in New Zealand and USA | Identify institutions in U.S and NZ by end of 2001 | Choice of institutions to be linked with Teaching & Learning in 2003 |
| Establish a Charter of Service for Research and Development Office | By mid 2001 | Charter of Service established in 2001 |
| Enhance quality of information available to researchers through the Research & Development Office web site | Revise "Researcher's Guide" for 2001 Increase average monthly usage from 30,000 to 35,000 by 2002; determination of user satisfaction by on-line survey in 2001 | Researchers' Guide has an average of 740 hits monthly in 2002 Online client satisfaction survey to be done in 2003 |
| Survey industry clients for satisfaction with R&D support | <ul style="list-style-type: none"> • Survey in 2001 • Research Policies reviewed by end 2002 | <ul style="list-style-type: none"> • External stakeholders to be surveyed as part of Administrative Review of Research and Development Office 2003 • Consultancy and Infrastructure policies reviewed in 2002 |

Quality Assurance Mechanisms for C1

- Annual report of national and international benchmarking
- Evaluation of annual planning exercise
- Assessment of operations of Research & Development Office