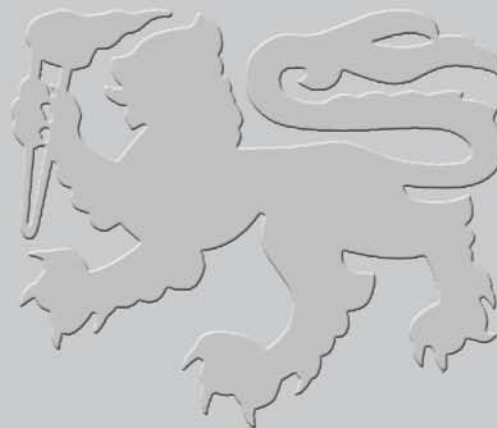




UNIVERSITY
OF TASMANIA

RESEARCH, RESEARCH TRAINING
MANAGEMENT PLAN
2003–2005



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INTRODUCTION

Research and research training are integral to the identity and mission of the University of Tasmania. The Strategic Plan 2003–2005 defines the University's Mission as follows:

'The University of Tasmania is committed to continuing its long tradition of excellence in the creation, preservation, communication and application of knowledge and to scholarship that is global in scope but that also reflects the distinctiveness of Tasmania. The University will provide leadership within its community and contribute to the enrichment of the culture and to the economic and social interests of Tasmania'.

In developing its directions for research and research training for the period 2003–2005 the University seeks to build on the successes of the previous Research Management Plan 2000–2002. Some examples of these successes are shown in Tables 1, 2 and 3.

TABLE 1: PERFORMANCE INDICATORS FOR RESEARCH AND RESEARCH TRAINING

Performance Indicators	2000	2001
Total Research Income	26.7M	31.8M
Australian Competitive Grants	10.4M	13.1M
Other Public Sector Funding	6.6M	9.2M
Industry and Other Funding	5.6M	6.0M
CRC Funding	3.9M	3.5M
Publications	571	634
RHD load	677	654
RHD completions	114	122

TABLE 2: NATIONAL BENCHMARKING OF RESEARCH PERFORMANCE (ON FTE BASIS)

	Position
ARC Income	8th
Research Block Funding Income	7th
Total Research Income	9th
NHMRC Income	10th
Other Public Sector Funding	3rd
Percentage of students as Research Postgraduates	9th**

*** not normalised on FTE basis*

The University has established five University institutes/centres that have significant research strength.

TABLE 3: RESEARCH PERFORMANCE OF UNIVERSITY INSTITUTES/CENTRES

Institutes/Centres	Income \$M	RHD Load EFTSU
Centre for Ore Deposit Research	2.5	28
Institute of Antarctic & Southern Ocean Studies*	0.5	35
Menzies Centre for Population Health Research	3.7	7
Tasmanian Aquaculture & Fisheries Institute	5.2	29
Tasmanian Institute of Agricultural Research	5.4	53

**benefits from Antarctic CRC funding*

In addition the University has a small number of faculty based centres including the Centre for Food Safety and Quality, the Australian Centre for Research in Separation Science, the Centre for Research and Learning in Regional Australia and the recently established Tasmanian Law Reform Institute, Tasmanian Institute of Law Enforcement and the Centre for Clinical Research. The University also has significant commitments to five Cooperative Research Centres: viz the Antarctic, Aquafin, Forestry, Sustainable Tourism and Smart Internet Technology CRC's.

The success of these institutes/centres provides a significant base from which to develop enhanced global strategic research alliances over the period 2003–2005.

The University performs very well in Australian Competitive Grant funding, Other Public Sector funding and via the Cooperative Research Centre scheme; it is less successful in gaining Industry and Other funding. One of the challenges for the future will be to broaden our funding base to include more links to industry. It will also mean the ongoing creation of critical mass in specific areas of scholarship and the expansion of existing activities to an increased level of activity. The University has improved its position in each round of the Research Training Scheme (RTS) and Institutional Grants Scheme (IGS) funding system, gaining the maximum 5% increases allowed under the current capping mechanism. It will be essential to maintain our improvement if we are to negotiate the removal of the capping for 2005. Part of this ongoing improvement will involve the recruitment, training and completion of Research Higher Degree students.

While our performance to date has been very good, we need to consider carefully how we maintain our position and further strengthen what we do in research. To do this in an increasingly competitive environment we will need to:

- foster areas of strategic focus,
- establish national and global strategic alliances,
- develop critical mass and appropriate infrastructure,
- enhance partnerships with state government and others,
- align internal resource allocation and recruitment of staff with strategic priorities, and
- improve links to, and funding from, industry both nationally and internationally.

ENVIRONMENTAL SCAN

The environment for research will continue to change locally, nationally and globally. The outcomes of the Nelson Review of Higher Education, the establishment of thematic National Research Priority areas, research project and block funding driving differentiation of universities and the growing internationalisation of research, will all create change. The University of Tasmania will need to ensure that it:

- sets a clear direction for the future,
- differentiates itself to fit its Mission, and
- develops a clear identity for research.

STATE LEVEL

The unique Partnership Agreement between the University and state government has brought significant benefits to both partners and represents a strategic advantage to the University. In particular the long-standing Tasmanian Institute of Agricultural Research (TIAR) and Tasmanian Aquaculture and Fisheries Institute (TAFI) now have a base from which to develop major international research alliances. One of the goals for the future will be for these Institutes to become global in their scope and reputation. The other important and more recent initiatives include:

- Housing and Community Research Unit
- Partnership in Health (Research)
- State government icon funding for the Menzies Centre for Population Health Research
- Tasmanian Institute for Law Enforcement Studies (TILES)
- Tasmanian Law Reform Institute (TLRI)

In addition, there will be opportunities to explore closer cooperation between the University and state government in areas such as education, environment, tourism, and cultural heritage.

The University and state government will need to work cooperatively in relation to the establishment of new major research Centres of Excellence in Tasmania. The growing need for state government support for such initiatives will present challenges for the state if it is to secure the maximum possible benefits.

The development of a coherent and appropriately supported Science and Technology Plan by the Tasmanian Science and Technology Council should assist

the University to work in areas of state need to bring benefits to the state via its R&D activities.

The attraction of Research Higher Degree students to the state is vital to the health of the University R&D effort, and discussion with state government could be initiated with a view to increasing the number of interstate and international students.

Given the relatively small size of Tasmania it is essential that constructive, mutually beneficial collaborative arrangements are developed between research organisations. There are already collaborative arrangements within the state with CSIRO Marine Research, the Hobart group of CSIRO Forestry, the Australian Antarctic Division, Australian Maritime College and Forestry Tasmania. Maintaining and strengthening these relationships will be important for the future.

The University has a deliberate strategy to align much of its research with the major industries of the state and with significant cultural, environmental, health and social issues. It will be important to enhance linkages with local industry and community groups.

NATIONAL LEVEL

The outcomes of the review of Higher Education and the establishment of National Research Priorities will bring additional and significant change. It is likely that it will accelerate the differentiation of universities; some are likely to do less research than at present and others will do more.

The removal of the capping on the Institutional Grant and Research Training Schemes for 2005 will result in greater redistribution of funds. It will reduce even further the capacity of some institutions to support institutional research and research training. There will be significant pressure from some quarters for more of the Commonwealth block funding for university research to be converted to contestable project funding. Since this would severely curtail the capacity of universities to set and to resource their own strategic priorities, it will be resisted strongly by virtually all universities, in part because of their need to meet local requirements for research.

Competition for research funding will continue to increase and the pressure to form real and virtual research concentrations will mount. Only very high quality researchers capable of contributing at an internationally competitive level are likely to receive funding from external funding agencies. Some universities will move

swiftly along this path and prosper, and others will lack direction and will suffer. It is unlikely that success rates in major Australian Competitive Grants will increase substantially. The rural industry R&D Corporations will continue, but will operate increasingly in strategic partnerships with research providers, and will seek out providers who can deliver outcomes related to their industry strategic plans.

Competition for talented research staff will increase, not only in Australia, but worldwide. There will be a significant move to recruit more strategically than in the past in order to create a critical mass of researchers supported by appropriate research infrastructure. Research staff will be attracted not only by the remuneration packages on offer, but by the quality and reputation of their research colleagues, the quality of the infrastructure and facilities, and the base of Research Higher Degree students.

While competition will increase so, too, will the imperative to cooperate. The reputation of institutions as 'good' partners will become more important and will increasingly influence the ease with which such relationships are formed. The Cooperative Research Centres will continue with an increased focus on industry-related research. There will be a re-evaluation of the value institutions derive from their participation in CRCs. The current levels of leverage required are probably unsustainable and will require significant re-assessment.

The level of Australian industry funding for research will increase but will continue over the period 2003–2005 to be low by international standards. Aligning research expertise with industry groups nationally will continue to be a challenge. There will be increased collaboration in some areas with possibilities of outsourcing of R&D activities as industry seeks to lower fixed costs. However, any significant moves in this direction will require universities to attend to issues of security, commercial confidentiality, retention of focus and timely delivery of research deliverables and reports.

The pressure on universities to commercialise their IP will be maintained. With the advent of the Pre-Seed funds like SciVentures™ and other initiatives, the returns from commercialisation will improve. In general, institutions may generate 1-5% of their total income from commercialisation; in some rare cases commercialisation of IP will generate a more significant proportion of total revenue. Universities will continue to wrestle with the varying demands of basic/strategic 'blue-sky' research, applied research and research with commercial potential. There will be far more national attention to accountability issues in relation to industrial/commercial research. Auditors and Auditors-General will become even more interested in the commercial activities of universities.

The total numbers of domestic Research Higher Degree students will not change very significantly. However, their distribution between institutions will, as RTS funding to particular institutions changes. Institutions that can develop a critical mass in particular areas and the appropriate infrastructure will increasingly attract students. The quality of information available to Research Higher Degree students to assist them to make an informed choice about the appropriate institution for their research training will improve significantly. Institutions will be required to validate the claims they make about themselves. The quality and training of research supervisors will become more critical, as will the issue of minimum standards of infrastructure. With substantial numbers of part-time research students contributing to total load there will be an enhanced consideration of the needs of this group.

INTERNATIONAL LEVEL

International strategic research alliances will become increasingly significant, and nations will develop funding mechanisms to foster such collaborations. Major research groups are likely to seek to establish a range of strategic alliances around the world.

In the area of major international research infrastructure, Australia will seek to partner with overseas countries. International alliances to establish integrated facilities will become more important.

There is likely to be an increase in the numbers of research students seeking training in Australia. In part, this will come from strategic alliances with international research organisations and universities. Co-badging of research degrees with international partners will become more common. Given a relatively weak Australian dollar, in the longer term universities in this country will be attractive to overseas full-fee paying students. There may be significant niche areas in demonstrated areas of world class research.

THE WAY FORWARD

Given its Mission, the current base of research, and the Environmental Scan, the University has identified its Goals for Research in its Strategic Plan 2003–2005. These are:

- 1. To be one of the ‘top-ten’ research universities in Australia producing scholarship of national and international standard**
- 2. To develop research of national and international significance in areas of strength, with a critical mass of researchers and significant international standing, particularly in University theme areas**
- 3. To review the specialised theme areas regularly and maintain and support a robust research profile in areas of research strength that enables the University to contribute to national development, and increases the state’s wealth and social and environmental well-being**
- 4. To enhance further the University’s reputation as a significant research training provider for Australian and international students**

These Goals now form the basis of the Research, Research Training Management Plan 2003–2005. The Plan has been developed via a consultative process and it aims to reflect the aspirations of the faculties and schools. The Plan aims to further strengthen research at the University of Tasmania.

Professor Andrew Glenn
Pro Vice-Chancellor (Research)
November 2002

GOAL I: To be one of the 'top ten' research universities in Australia producing scholarship of national and international standard

Maintenance Strategies	Targets/Outcomes	Responsibility
<p>1 Appoint academic staff with demonstrated research capability in strategic areas of research focus</p> <p>2 Maintain a system of external reviews for University institutes/centres</p> <p>3 Systematically target external sources of funding in order to increase total external research income and develop skills in research grant development amongst academic staff by the use of internal assistance and mentoring and external advisors appropriate to a particular area, with a view to improving the success rates in grant applications</p>	<ul style="list-style-type: none"> • By 2005 75% of all academic staff to be research active • Career paths for staff take into account differing contributions to teaching and research over time • Develop a cycle of reviews to provide an international perspective on University institutes/centres over the period 2003–2005 • Research College Board to receive reports every 2 years on prospective plans of institutes/centres • Total external income to be \$40.65M p.a. by 2005 (Arts: \$1.5M, Commerce: \$0.3M, Education: \$2.0M, Health Science: \$9.0M, Law: \$0.35M, Science, Engineering & Technology: \$27.5M) • % share of total national research funds to be 3.0% by 2005 compared with 2.74% in 2001 • % share of Australian Competitive Grants to be 2.9% by 2005 compared to 2.68% in 2001 • % share of Other Public Sector Funding to be 5.0% by 2005 compared with 4.62% in 2001 • Share of Industry and Other Funding to be 1.9% in 2005 compared with 1.53% in 2001 • Benchmark position nationally of 10th or better by 2005 on a range of indicators • Grant success up from 50% in 2001 to 55% by 2005 	<p>Deans</p> <p>Research College Board</p> <p>Pro Vice-Chancellor (Research)</p> <p>Manager, Research & Development Office</p>
New Initiatives	Targets/Outcomes	Responsibility
<p>4 Establish systematic benchmarking of research performance (publications, patents, RHD students, external income per FTE for:</p> <p>(i) The whole University against all other Australian universities and selected universities in the UK, USA and New Zealand</p> <p>(ii) All Schools against selected Australian comparators and, where appropriate, international benchmarks, and</p>	<ul style="list-style-type: none"> • Research and Development Office to provide assistance in generation of data for benchmarking (i) University benchmarking in 'top ten' nationally and competitive with international comparators (ii) School-based benchmarking incorporated into every review and reported to Research College Board and Academic Senate 	<p>Pro Vice-Chancellor (Research)</p>

New Initiatives	Targets/Outcomes	Responsibility
(iii) All five University research institutes against leading centres nationally and internationally doing similar research	(iii) International benchmarking of all University institutes reported annually to Research College Board and Academic Senate from 2003	
5 Investigate using benchmarking of performance in a revised University budget model	<ul style="list-style-type: none"> Evaluate for the 2005 budget round 	Pro Vice-Chancellor (Research)
6 Investigate the encouragement of quality research outcomes including publications by linking funding to quality measures as well as quantity indicators	<ul style="list-style-type: none"> Develop set of quality indicators for use in budget distribution for 2005 budget 	Pro Vice-Chancellor (Research) Planning & Resources Committee
7 Establish international research collaboration in areas of strategic priority through allocation of funding	<ul style="list-style-type: none"> Develop two significant new international research partnerships by 2005 Funding of up to \$25K annually to promote each partnership 	Pro Vice-Chancellor (Research)
8 Expand the number of significant, large scale national research partnerships	<ul style="list-style-type: none"> Develop additional three major partnerships by 2005 	Pro Vice-Chancellor (Research)
9 Systematically develop links with major industry groups to enhance research funding from industry	<ul style="list-style-type: none"> Increase industry funding from \$6.0M in 2001 to \$7.5M in 2005 Identify in 2003 six areas in the University with potential to increase industry funding and develop plans to approach industry Hold open sessions in 2003 to allow successful groups to show how to develop industry linkages Explore the establishment of Business-University breakfast meetings to establish improved links by end 2003 	Pro Vice-Chancellor (Research)
10 Review overall University strategy for research	<ul style="list-style-type: none"> Engage a national/international panel to provide feedback in 2004 	Pro Vice-Chancellor (Research)

QUALITY ASSURANCE MECHANISMS FOR GOAL I

- i) Annual report to Research College Board, Academic Senate and University Council on research performance and benchmarking
- ii) Report to Planning & Resources Committee on recruitment of staff in relation to the University Strategic Plan and Research, Research Training Management Plan 2003–2005
- iii) External reviews of University research institutes/centres
- iv) Annual evaluation by Research College Board of University research performance
- v) Independent external assessment of University research performance by national and international panel

GOAL 2: To develop research of national and international significance in areas of strength, with a critical mass of researchers and significant international standing, particularly in University theme areas

Maintenance Strategies	Targets/Outcomes	Responsibility
<p>1 Maintain research performance funding to faculties to support research in Theme Areas and other areas</p>	<ul style="list-style-type: none"> • Increase from \$16.2M in 2003 to \$18M by 2005 the funding allocated to schools/institutes through faculties on the basis of research performance using the University research indices 	<p>Planning and Resources Committee</p>
<p>2 Maintain the five internationally significant University Research institutes/centres linked to the Theme Areas</p> <ul style="list-style-type: none"> • Centre for Ore Deposit Research (CODES), • Institute for Antarctic and Southern Ocean Studies (IASOS), • Menzies Centre for Population Health Research, • Tasmanian Aquaculture and Fisheries Institute (TAFI), and • Tasmanian Institute of Agricultural Research (TIAR) 	<ul style="list-style-type: none"> • Maintain linkage between internal research funding of these five institutes and research performance • Increased international links established in all institutes by 2005 	<p>Pro Vice-Chancellor (Research)</p>
<p>3 Continue to measure research performance in Theme Areas</p>	<ul style="list-style-type: none"> • Maintain contribution of Theme Area research to external research at 75%, RHD students at approx 70% and publications at 65-70% 	<p>Manager, Research & Development Office</p>
<p>4 Maintain current partnerships with state government in agriculture (TIAR), aquaculture and fisheries (TAFI), law reform (Law Reform Institute), law enforcement (TILES), housing (Housing Research Unit), health (Partners in Health) and education (with Dept of Education), and explore new initiatives in the areas of environment, cultural heritage and tourism</p>	<ul style="list-style-type: none"> • Extend TIAR Joint Venture Agreement until 2012 and develop external research income of \$7.5M by 2005 • Extend TAFI Joint Venture Agreement until 2013 and develop external income of \$6.5M by 2005 • Review Law Reform Institute and develop external research income of \$200K by 2005 • Review the Law Enforcement Institute and develop an external income of \$200K by 2005 • Review partnership in housing research with Housing Tasmania and the Australian Housing and Urban Research Institute (AHURI) in 2003 and develop an income of \$200K by 2005 • Review Partners in Health (Research) partnership in 2003 • Extend research partnership between the Faculty of Education and the state government Department of Education by 2004 • Have established an Environment Institute by 2004 • Have made a decision on Cultural Heritage Centre and Tourism Research Centre by 2004 	<p>Pro Vice-Chancellor (Research)</p>

Maintenance Strategies	Targets/Outcomes	Responsibility
<p>5 Maintain critical mass in Antarctic and Southern Ocean research via significant external funding and/or partnerships with other key stakeholders</p> <p>6 The University to maintain its commitments as a partner in the following CRCs:</p> <ul style="list-style-type: none"> • Antarctic & Southern Ocean, • Aquafin, • Sustainable Production Forestry, • Smart Internet Technology, and • Sustainable Tourism <p>Identify strategic opportunities for partnerships in CRCs where they bring significant financial and/or other benefits as collaborators with the CRC for:</p> <ul style="list-style-type: none"> • Gene Discovery <p>7 Maintain partnership with Australian Maritime College (AMC) in relation to National Hydrodynamic Centre research</p>	<ul style="list-style-type: none"> • Funding for a CRC or Centre of Excellence in Antarctic related research by end 2003 • Partnership with the Australian Antarctic Division and CSIRO Marine Research by 2004 • The University to be a significant partner in 5-7 CRCs with a total income from this source of \$3.5–\$4.0M annually • Evaluate annually at University – AMC Joint Standing Committee 	<p>Pro Vice-Chancellor (Research)</p> <p>Pro Vice-Chancellor (Research)</p> <p>Pro Vice-Chancellor (Research)</p>
New Initiatives	Targets/Outcomes	Responsibility
<p>8 Seek to establish 1–2 further institutes/centres also linked to the Theme Areas</p> <p>9 1. Develop significant critical mass of researchers in the following areas of existing national and international significance:</p> <ul style="list-style-type: none"> • Food Safety and Quality • Separation Science 	<ul style="list-style-type: none"> • Have established an additional 1–2 institutes/centres by 2005 <p>That by 2005 the University will:</p> <ul style="list-style-type: none"> • Through its Centre for Food Safety and Quality be a partner in a National Centre for Food Safety and Quality in alliance with Food Science Australia, with an external income of \$1.0M by 2005 • Be a partner with Monash & RMIT in the Australian Centre for Research in Separation Science, with an external research income of \$750K 	<p>Pro Vice-Chancellor (Research)</p> <p>Pro Vice-Chancellor (Research)</p>

New Initiatives	Targets/Outcomes	Responsibility
<ul style="list-style-type: none"> • Learning Communities • Visual Arts <p>2. Work towards developing the following emerging areas of potential strength:</p> <ul style="list-style-type: none"> • Clinical research • Neuroscience • Bioinformatics • Commerce • Marine Sciences (including Geosciences) • Eucalypt Genome • Islands – Place and Space <p>3. Retain the flexibility to develop new and emerging research areas that support the University Plan</p>	<ul style="list-style-type: none"> • Have established a research centre in the Faculty of Education with a focus on Learning Communities by 2004, taking into account the review of the Centre for Research and Learning in Regional Australia • Have secured the leading position nationally for research and research training in the visual arts • That by 2005 the Centre for Clinical Research, working collaboratively with the state health system, will have an external income of \$1.0M • Have determined the feasibility of a centre in Neuro Repair by end 2004 • Be a partner in a Centre of Excellence in Bioinformatics with an external income of \$2.0M p.a. by 2005 • Have established a major flagship research centre in the Faculty of Commerce by 2004 • Have explored the establishment of Centres in Marine Science with CSIRO, and Marine Geoscience with Geoscience Australia by end 2003 • Have determined the feasibility of a Centre in Eucalypt Genome research by end 2003 • Have explored the establishment of a centre with interdisciplinary participants by 2004 • Assess potential new areas annually • Have strategy in place by 2004 	
<p>10 Develop a strategy for CODES as a world leader in exploration geosciences beyond the term of its current ARC funding in 2005</p>	<ul style="list-style-type: none"> • By 2005 40% of University research aligned to the National Research Priorities 	Director of CODES
<p>11 The University to have aligned a proportion of its research with the long-term National Research Priorities established over the period 2003–2004</p>		Pro Vice-Chancellor (Research)

New Initiatives	Targets/Outcomes	Responsibility
2 Identify the space, equipment and other limitations to the continued expansion of existing research centres or establishment of new centres	<ul style="list-style-type: none"> Identify limitations in 2003 and build into strategic priorities for the 2004 budget 	Pro Vice-Chancellor (Research) Planning & Resources Committee

QUALITY ASSURANCE MECHANISMS FOR GOAL 2

- i) Annual evaluation of research performance versus budget distribution
- ii) Report to Research College Board, Academic Senate and Council on theme area research and performance
- iii) Annual assessment of the University – state government partnership via the Partnership Management Group
- iv) Report to Research College Board on performance of University institutes/centres and other research centres
- v) Evaluation of partnership in the Hydrodynamics Centre via the University – AMC Joint Standing Committee
- vi) Reviews of partnerships with Food Science Australia and Australian Antarctic Division via annual review of Memorandums of Understanding

GOAL 3: To review the specialised research theme areas regularly, and maintain and support a robust research profile in areas of research strength that enables the University to contribute to national development, and increase the state's wealth and social and environmental well-being

Maintenance Strategies	Targets/Outcomes	Responsibility
<p>1 Maintain an Institutional Research Grants Scheme (IRGS) that allocates funds on a competitive peer-reviewed basis</p>	<ul style="list-style-type: none"> Allocate between \$700-800K annually with at least 20% specifically for early career researchers* 	<p>Pro Vice-Chancellor (Research)</p>
<p>2 Continue to develop early career researchers through:</p> <ul style="list-style-type: none"> Targeted use of IRGS grants, Faculty research support including assistance with grant proposal writing, Mentoring programs, Assistance in applications for external funding, and Co-supervision of RHD students with experienced and successful supervisors 	<ul style="list-style-type: none"> At least 20% of IRGS funding to early career researchers All faculties to have identifiable mechanisms in place by end 2003 to assist early career researchers in developing their research At least 50% of all those new to the academic profession to be involved in some mentoring process by 2005, including joint grant applications of senior staff with early career researchers Development of Faculty-specific mechanisms for providing assistance in grant writing by end 2003 All those supervising RHD students for the first time do so in a co-supervision arrangement 	<p>Pro Vice-Chancellor (Research)</p> <p>Deans</p>
<p>3 Increase external research funding support by assistance programs targeted to specific faculties or schools</p>	<ul style="list-style-type: none"> Have such programs in place during 2003 Survey early career research staff about the value of assistance by end 2004 	<p>Pro Vice-Chancellor (Research)</p>
<p>4 Continue to seek to increase research funding in Health Sciences by the:</p> <ul style="list-style-type: none"> Development of the Menzies Institute as a population health based institute Growth of the Centre for Clinical Research Expansion of other areas identified in the Faculty plan, and also through initiatives in rural health research 	<ul style="list-style-type: none"> Total external research income for Health Sciences to increase from \$5.9M in 2001 to \$9.0M in 2005 Income for Menzies Institute to be \$5.0M by 2005, up from \$3.0M in 2001 Income for the Centre for Clinical Research of \$1.0M by 2005 Research income in Rural Health to be \$350K by 2005 	<p>Pro Vice-Chancellor (Research)</p> <p>Director, Menzies Centre</p> <p>Dean, Faculty of Health Science</p>

* Early career researchers – those who are within five years of the completion of a PhD or the date of their first University appointment if they have entered academia via another profession.

Maintenance Strategies	Targets/Outcomes	Responsibility
<p>5 Support major research infrastructure like the Central Science Laboratory, Animal House, Social Science Research Laboratory, the Library and High Performance Computing via the Research budget</p>	<ul style="list-style-type: none"> • University to commit \$1.5M–1.6M to Central Major research infrastructure and equipment via the Research Infrastructure Block Grant (\$1.3M –1.4M p.a.) and Research College funds (\$0.2M p.a.) • Monitor the effectiveness of library support in 2005 • University to be part of the Australian Partnership in Advanced Computing (APAC) via its role in the Tasmanian Partnership in Advanced Computing (TPAC) with a financial commitment of \$275K over 3 years, plan for the upgrade of the SGI 'Blizzard' machine by 2004 and maintain access to the HP-Compaq national computing facility in Canberra (maintain share at approx 14% of national usage) 	<p>Pro Vice-Chancellor (Research)</p>
New Initiatives	Targets/Outcomes	Responsibility
<p>6 Introduce modifications to the current Theme Areas following the discussions held during 2002</p>	<ul style="list-style-type: none"> • Introduce in 2003 and undertake review in 2005 	<p>Pro Vice-Chancellor (Research)</p>
<p>7 Increase the number of externally funded research projects and the commercialisation and marketing of research output and enhance income from commercialisation of University innovation through University Pre-Seed funding</p>	<ul style="list-style-type: none"> • The Commercialisation Unit University Business Enterprise to be self funding and returning a profit by 2005 • Use the \$2.5M Pre-Commercialisation Fund to invest or co-invest in taking University innovation to 'proof of concept' stage • University to obtain \$175K annually through its involvement in the SciVentures™ Pre-Seed fund • University to attract commercialisation income of \$600K by 2005 • Increase the number of externally funded commercialisation projects to eight in 2005 from one in 2001 • University to take out ten patents annually by 2005 • Internal audit of IP management in 2003 	<p>Pro Vice-Chancellor (Research)</p> <p>Head, Commercialisation Unit</p>
<p>8 Commercialise innovation either through 'spin-off' companies or license arrangements via the Commercialisation Unit University Business Enterprise and distribute returns to staff, in line with the University Intellectual Property policy</p>	<ul style="list-style-type: none"> • Have 3-5 license or 'spin-off' arrangements annually by end 2005 • Work with In-tellinc Pty Ltd, the Tasmanian IT Incubator, to develop University generated IT innovation into new businesses • Seek co-investment funds via SciVentures™, industrial or Tasmanian Innovation Board funding 	<p>Pro Vice-Chancellor (Research)</p> <p>Head, Commercialisation Unit</p>

New Initiatives	Targets/Outcomes	Responsibility
<p>9 Enhance industry funding and links via participation in R&D START and COMET programs with the assistance of AusIndustry</p>	<ul style="list-style-type: none"> • Increase R&D START involvements from one in 2001 to four in 2005 	<p>Head, Commercialisation Unit</p>
<p>10 Develop and distribute University research capability statements in key areas of business related research</p>	<ul style="list-style-type: none"> • Statements prepared and distributed to industry nationally by end 2003 	<p>Manager, Research & Development Office</p>
<p>11 Increase the number of consultancies that generate profit for the University and reward academic staff</p>	<ul style="list-style-type: none"> • Increase the income from consultancies by 30% by 2005 • Income from consultancies to be \$3.3M by 2005 	<p>Pro Vice-Chancellor (Research)</p>
<p>12 Support for researchers from the Research and Development Office (including on line information via the Researchers' Guide) in relation to grants, consultancies and ethics (continue to support Animal Ethics Committee and state-wide Human Research Ethics Committee)</p>	<ul style="list-style-type: none"> • Researchers' Guide to be updated in 2004 • Carry out a survey of researchers in relation to the services of the Research and Development office in 2004 • Research and Development Office to be part of an internal audit in 2004 • Annually assess use of web-based research information by comparing the monthly 'hits' on the site; at 35,000 in 2001 	<p>Manager, Research & Development Office</p>
<p>13 Integrate research planning with University Research, Research Training Management Plan, and Faculty Plans with the University Strategic Plan</p>	<ul style="list-style-type: none"> • During 2003 have an integrated set of plans related to research especially in relation to targets and major initiatives 	<p>Pro Vice-Chancellor (Research)</p>
<p>14 Refine quality assurance processes to clarify responsibilities and to ensure continuous improvement based on analysis of appropriate data</p>	<ul style="list-style-type: none"> • Develop a Research QA Manual and refine analytical capacity of the Research Management Data Base by end 2003 	<p>Manager, Research & Development Office</p>
<p>15 Introduce a policy on accountability in research, especially in relation to industry sponsored research</p>	<ul style="list-style-type: none"> • Develop and adopt a policy in 2003 	<p>Pro Vice-Chancellor (Research)</p>

QUALITY ASSURANCE MECHANISMS FOR GOAL 3

- i) Use of internal review panels for allocation of IRGS funding
- ii) Development of a report for the Research College Board on the impact of IRGS funding on future success of staff and subsequent analysis of the scheme
- iii) Survey of ECR staff in 2004 for discussion by Research College Board
- iv) Report on improvement of funding in Health Sciences
- v) Evaluation of research infrastructure and facilities via CSL Advisory Committee and Research College Board
- vi) Quarterly reports on Commercialisation to University Finance Committee and University Council, and annual return to DEST on Commercialisation leading to review of practice

GOAL 4: To enhance further the University's reputation as a significant research training provider for Australian and international students

Maintenance Strategies	Targets/Outcomes	Responsibility
<p>1 Maintain and increase demand for RHD training from quality students from Tasmania, interstate and overseas</p>	<ul style="list-style-type: none"> • Annual exercise to promote specific areas of research strength • Raise profile of the institution through activities of PRUE, increasing number of research stories in both local and national media • Encourage use of the WARP site by prospective RHD students • Increase percentage share of national RHD applications from 3.5% (2001–2002) to 4% by 2005 • % of interstate RHD students to rise to 30% by 2005 from 27% in 2002 • Increase the number of quality international RHD students from 70 in 2002 to 90 in 2005 	Dean of Graduate Studies
<p>2 Promote opportunities for research training within the state, maintain a supportive environment and develop the University's capacity to provide highly skilled and experienced research supervision for all candidates</p>	<ul style="list-style-type: none"> • Maintain advertising/promotion of RHD opportunities via newspapers, JASON, and the web • Maintain the role of Dean of Graduate Studies in facilitating the development of a supportive environment • Maintain registration and professional development for all RHD supervisors 	Dean of Graduate Studies
<p>3 Encourage RHD load by the incorporation of a load component into the internal RTS formula</p>	<ul style="list-style-type: none"> • Some 35% of RTS funding to be allocated on weighted RHD load 	Planning & Resources Committee
<p>4 Maintain the rounds of centrally funded University research scholarships at a rate equivalent to Australian Postgraduate Award (APA) in order to attract quality students and meet RTS targets</p>	<ul style="list-style-type: none"> • Approx \$2.3M–2.5M annually to fund 140–150 scholarships 	Planning & Resources Committee
<p>5 Allocate research scholarships, RTS places, and fee and fee-waiver places on the basis of academic merit, institutional supervisory and infrastructure capacity, strategic priority and return on investment</p>	<ul style="list-style-type: none"> • Set annual targets for RHD load for schools and institutes/centres • Produce annual statistics on completions/withdrawals and scholarships by school • Obtain annual feedback on infrastructure provision by school • Continue to weight applications for scholarships to work in Theme Areas • Carry out analysis of return on investment for scholarship funding in 2003 	Planning & Resources Committee Dean of Graduate Studies

Maintenance Strategies		Targets/Outcomes	Responsibility
6	Increase quality of supervision through registration of supervisors	<ul style="list-style-type: none"> All registered RHD supervisors to attend some form of professional development over a 3 year period 	Dean of Graduate Studies
7	Continue to encourage co-supervision arrangements	<ul style="list-style-type: none"> The number of students having co-supervisors to increase from 54 in 2002 to 75 by 2005 	Dean of Graduate Studies
8	Maintain and improve school-based and University induction programs for all RHD students	<ul style="list-style-type: none"> All students to have some formal induction within six months of commencement All inductions to be evaluated by candidates by end 2003 	Dean of Graduate Studies
9	Generic skills workshops to be expanded further and streamlined to suit candidates' needs at particular stages of candidature. Explore potential for creating a Certificate of Graduate Research Skills	<ul style="list-style-type: none"> Attendance at generic skills workshops to rise from 600 individuals in 2002 to 900 in 2005 Evaluation of workshops to continue to assess the value of each workshop and to be used to modify the program Evaluate potential for Certificate by end 2004 	Dean of Graduate Studies
10	Maintain 'case management' approach for all RHD students who are given an unsatisfactory rating in the Annual Review of Progress	<ul style="list-style-type: none"> Reduce the number of withdrawals from 70 in 2001 to 50 by 2005 Improve completion rates to 75% by 2005 	Dean of Graduate Studies
11	Revise 'six stages of candidature' booklet to embrace the needs of part-time students	<ul style="list-style-type: none"> Revised booklet available by mid 2003 	Dean of Graduate Studies
12	Encourage RHD completions via the University budget model	<ul style="list-style-type: none"> Some 50% of RTS funding to continue to be allocated on the basis of RHD completions 150 completions annually by 2005 	Planning & Resources Committee
New Initiatives		Targets/Outcomes	Responsibility
13	Increase the number of potential internal RHD students by increasing Honours enrolments by 50 EFTSU by direct marketing to students with potential to progress to research degrees	<ul style="list-style-type: none"> Additional 50 honours EFTSU achieved by 2005 	Deans
14	Increase the number of RHD students who contribute to the national research effort	<ul style="list-style-type: none"> By 2005 have a RHD load of 680–700 (up from 660 in 2002), 590–610 EFTSU in domestic load, and 90 EFTSU in international RHD load 	Pro Vice-Chancellor (Research)

New Initiatives	Targets/Outcomes	Responsibility
15 Increase the number of research scholarships to capitalise on high demand for research training	<ul style="list-style-type: none"> Total number of research scholarships to increase by 35 by 2005 (from 441 in 2002) 	Pro Vice-Chancellor (Research)
16 Modify the current separate application and enrolment procedures to develop one process	<ul style="list-style-type: none"> By mid 2003 have an integrated process for application and enrolment 	Executive Officer, Research Higher Degrees Unit
17 Explore the adequacy and accessibility of the information available to potential RHD students	<ul style="list-style-type: none"> By end 2003 have surveyed the incoming cohort of students about the utility of information on RHD studies available from the University 	Executive Officer, Research Higher Degrees Unit
18 Identify the maximum potential RHD student load, taking into account limiting factors such as: <ul style="list-style-type: none"> supervisory capacity, and infrastructure, including space 	<ul style="list-style-type: none"> Have identified capacity by end 2003 Have developed strategies for overcoming limits to growth in RHD load in particular areas 	Dean of Graduate Studies
19 Use some central scholarship funds to partner with faculties, schools/institutes and/or external agencies in funding scholarships in areas of mutual strategic importance	<ul style="list-style-type: none"> Up to 20% of central scholarship funds to be used in this way by 2005 	Dean of Graduate Studies
20 Introduce Equity Scholarships for RHD students	<ul style="list-style-type: none"> Introduce one Aboriginal and Torres Strait Islander (ATSI) Scholarship by 2003 and two part-time Equity Scholarships by end 2003 	Board of Graduate Studies
21 Introduce short-term (3–4 month) full-time scholarships co-funded by schools/faculties and the University Postgraduate Scholarship fund at an APA equivalent rate to accelerate the capacity of part-time RHD students to complete	<ul style="list-style-type: none"> Trial the introduction of six scholarships in the second half of 2003 	Board of Graduate Studies
22 Selected material from Supervisor Workshops be made available on the web	<ul style="list-style-type: none"> Web-based material to be completed and available by end 2003 	Dean of Graduate Studies
23 Introduce a set of agreed minimum standards of infrastructure support for RHD students taking into account the differing needs of students, including those enrolled in cross-campus schools	<ul style="list-style-type: none"> Introduce minimum standards for the 2003 academic year Board of Graduate Studies by Research to monitor provision of resources available for students enrolled in cross-campus schools Dean of Graduate Studies to work with schools to overcome any problems in provision of appropriate support. In the event that 	Planning & Resources Committee

New Initiatives	Targets/Outcomes	Responsibility
<p>24 Develop an individual 'study contract' proposal to identify the generic skills that might appropriately be built into the study period for each RHD student</p>	<p>this fails the Dean of Graduate Studies to restrict further enrolments in those schools that fail to provide appropriate levels of infrastructure support</p> <ul style="list-style-type: none"> • Have developed proposal by mid 2004 	<p>Dean of Graduate Studies</p>
<p>25 University to register and provide training and support for RHD supervisors who are not its employees</p>	<ul style="list-style-type: none"> • All registered supervisors who are not employees of the University to be provided with professional development training in RHD supervision by end 2003 	<p>Dean of Graduate Studies</p>
<p>26 Ensure that appropriate mechanisms are in place to provide assistance to enable RHD students to present their work at a national or international research conference during candidature</p>	<ul style="list-style-type: none"> • Have mechanisms in place by end 2004; Dean of Graduate Studies to work with schools to overcome any problems in the provision of conference support. Systematic failure to provide such assistance will result in limits being placed on RHD load 	<p>Deans Heads of Schools</p>
<p>27 Improve Annual Review process to provide more useful feedback to students and move to two cycles for the Annual Review of Progress</p>	<ul style="list-style-type: none"> • Students rate the Annual Review process as a more useful process in 2005 than in 2001 	<p>Dean of Graduate Studies</p>
<p>28 Streamline the examination process using regular electronic communication with examiners</p>	<ul style="list-style-type: none"> • Reduce average time for external examination to six weeks 	<p>Executive Officer, Research Higher Degrees Unit</p>
<p>29 Improve management of International RHD students by clarifying the roles of International Services, Research Higher Degrees Unit and Dean of Graduate Studies by Research</p>	<ul style="list-style-type: none"> • Have more effective systems in place by mid 2003 with details available on the web 	<p>Dean of Graduate Studies Director, International Services</p>
<p>30 Develop models for better meeting the needs of part-time RHD students</p>	<ul style="list-style-type: none"> • Have improved strategies in place for 2004 	<p>Dean of Graduate Studies</p>

QUALITY ASSURANCE MECHANISMS FOR GOAL 4

- i) Annual analysis of applications for RHD scholarships and provision of scholarships by Board of Graduate Studies by Research
- ii) Develop two-yearly analysis of Return-on-Investment (ROI) in research scholarships and, if necessary, modify allocation process for Research College Board and Board of Graduate Studies by Research
- iii) Analysis of acquittal of RTS funding
- iv) Visits of Dean of Graduate Studies to schools/institutes and detailed Annual Report on Postgraduate Research student matters to Academic Senate
- v) Evaluation of Generic Skills Workshops and modification in the light of feedback
- vi) Annual Review of student progress
- vii) Case management of students who demonstrate unsatisfactory progress
- viii) Registration process and on-going professional development for all RHD supervisors
- ix) External examination process for all research theses
- x) PREQ information on completing candidates

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