

**RESEARCH, RESEARCH TRAINING  
MANAGEMENT PLAN  
2005-2007**

## INTRODUCTION

Research and research training are integral to the identity and mission of the University of Tasmania. The University of Tasmania Plan 2005-2007 defines the University Vision as follows:

**“By 2010, the University of Tasmania will be ranked among the top echelon of research-led universities in Australia. The University will be a world leader in its specialist, thematic areas of research and teaching and will be recognised for its contribution to State and national development. As Australia’s natural choice for study, UTAS will be supported by its high quality academic community, its unique island setting and its distinctive student experience.”**

Throughout 2003, the University critically examined what would be required in the next five to ten years to enable it to fully realise its Vision. This led to the development of the very ambitious EDGE Agenda in the University Plan. The four cornerstones for building a strong, vibrant and successful institution that emerged through consultations were:

<u>Excellence (Ex)</u>	Excellence must be a hallmark of all activities.
<u>Distinctiveness (D)</u>	UTAS must develop its own distinctive, recognisable and attractive character
<u>Growth (G)</u>	The status quo is not a viable option
<u>Engagement (En)</u>	UTAS must service its communities and become a sought-after local, national and international partner across all its fields of endeavour.

Thus, Excellence, Distinctiveness, Growth and Engagement will give UTAS the EDGE in its teaching, research and community service.

### Research and Research Training - Meeting the EDGE Agenda

The EDGE Agenda is an ambitious, exciting and challenging agenda. It seeks to move the overall research performance of UTAS so that it is closer to the Go8<sup>1</sup> by 2010, in both per capita and absolute terms, than to any other university. It will require significant additional investment in research, particularly in new personnel and

<sup>1</sup> The [Group of Eight](#) represents Australia's leading universities: University of Adelaide, Australian National University, University of Melbourne, Monash University, University of New South Wales, University of Queensland, University of Sydney and The University of Western Australia

infrastructure, as well as a capacity to encourage current research active staff to achieve at a high level. All funding must be used strategically if this goal is to be achieved.

In developing its directions for research and research training for the period 2005-07 UTAS seeks to incorporate the EDGE Agenda, building on many solid elements from the past few years of previous Research Management Plans. Performance, over the period 1999-2003, is demonstrated in Figures 1-4 and Tables 1-3.

FIGURE 1 (INCOME SHOWN IN \$M)

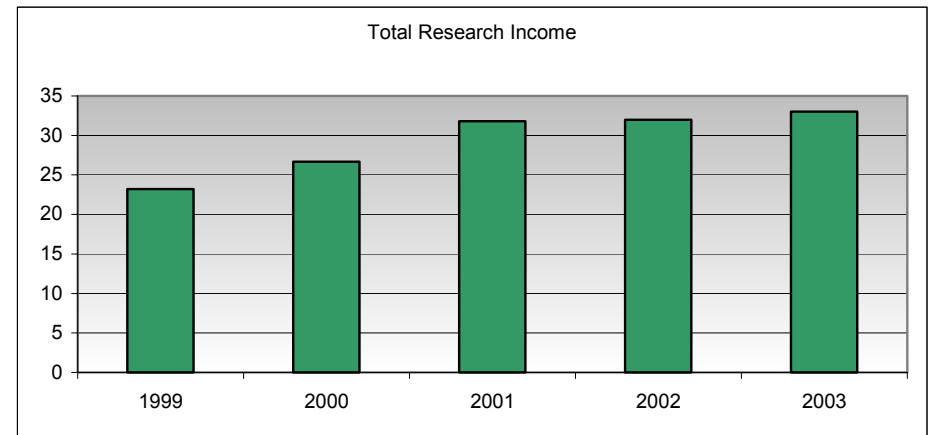
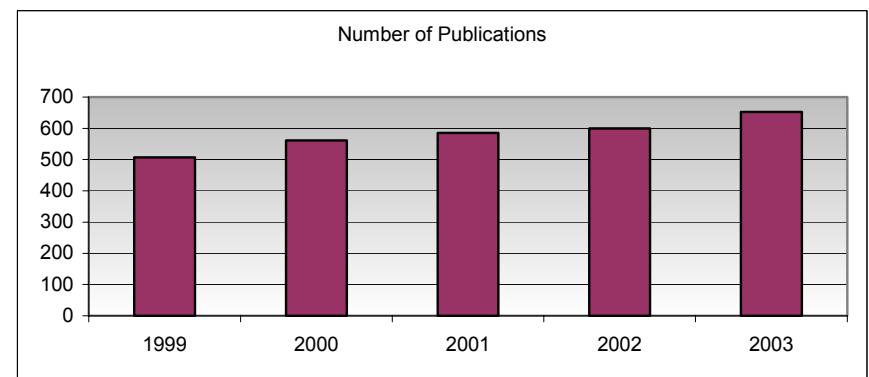
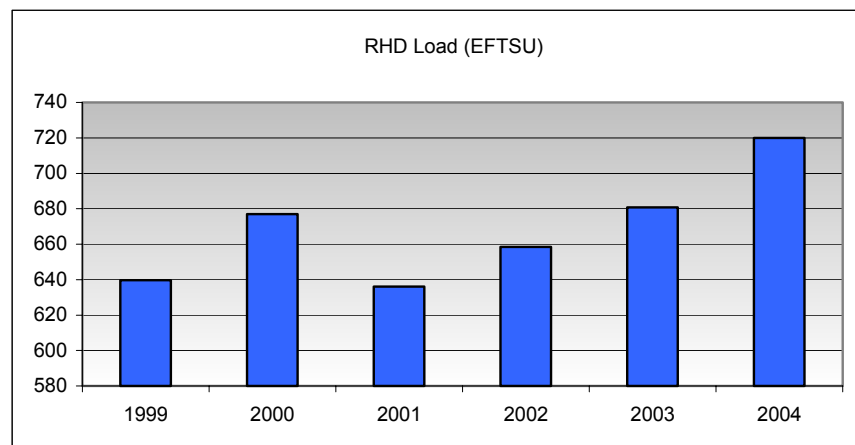


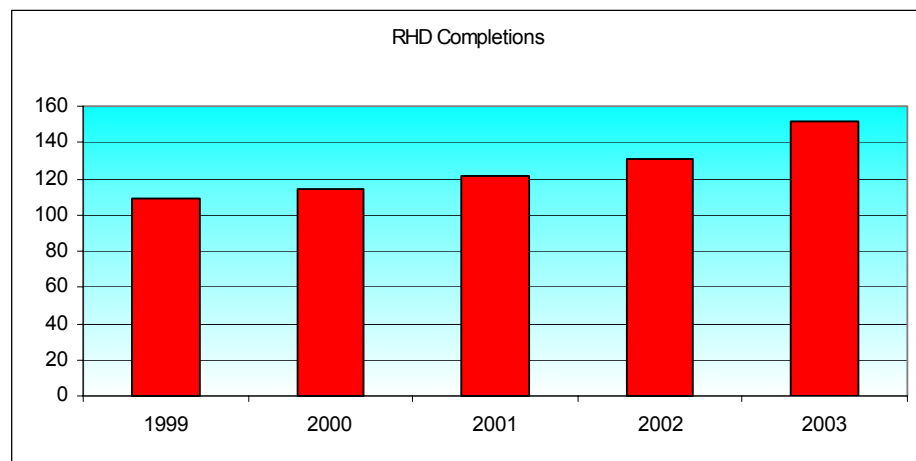
FIGURE 2



**FIGURE 3**



**FIGURE 4**



**TABLE 1** Performance indicators for research and research training

Performance Indicators	1999	2000	2001	2002	2003
Total Research Income	23.2M	26.7M	31.8M	32M	33M
Australian Competitive Grants	11.3M	10.4M	13.1M	14.4M	17.4M
Other Public Sector Funding	6.6M	6.6M	9.2M	8.5M	7.3M
Industry and Other Funding	4.3M	5.6M	6.0M	4.1M	2.9M
CRC Funding	1M	3.9M	3.5M	5M	5.5M
Publications	507	561	585	600	653
RHD load	639.7	677	636	658.5	680.8
RHD completions	109	114	122	131	152

**TABLE 2** National benchmarking of research performance (on a FTE basis)

	Position
ARC Income (2003)	8
Research Block Funding Income (2003)	7
- Australian Postgraduate Awards	7
- Institutional Grants Scheme	8
- Research Training Scheme	4
- Research Infrastructure Block Grant	8
-	
Total Research Income (2002)	8
NHMRC Income (2003)	12
)	
Other Public Sector Funding (2002)	2
Industry and Other Funding (2002)	22
Australian Competitive Grants (2002)	6
Percentage of students as Research Postgraduates** (2002)	9
Publications (2002)	15

\*\* not normalised on FTE basis

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

**TABLE 3**

Institutes/Centres	Income \$M (2003)	RHD Load EFTSU (2003)
Centre for Ore Deposit Research Institute of Antarctic & Southern Ocean Studies*	2.1	29
Menzies Institute	0.6	33.5
Tasmanian Aquaculture & Fisheries Institute	2.1	9.6
Tasmanian Institute of Agricultural Research	6	68
	5.7	60

*\*benefits from Antarctic CRC funding*

In addition the University has a number of other centres based in institutes or faculties, including the Australian Centre of Excellence in Food Safety, the Australian Centre for Research on Separation Science, the Tasmanian Law Reform Institute, the Tasmanian Institute of Law Enforcement Studies, the Centre for Clinical Research, the Centre for Marine Science, the Centre for the Environment and the Centre for Colonialism and its Aftermath. The University also has significant commitments to five Cooperative Research Centres: viz the Antarctic Climate and Ecosystems, Aquafin, Sustainable Production Forestry, Sustainable Tourism and Smart Internet Technology CRCs. It is also involved in a national housing research initiative; the Australian Housing and Urban Research Institute.

The success of most of these institutes/centres provides a significant base from which to develop enhanced global strategic research alliances over the period 2005-2007.

The University has significantly increased its funding from Australian Competitive Grant funding via the Cooperative Research Centre scheme and, to a lesser extent, through Other Public Sector funding. However, we have a relatively small base of high quality medical research and an absolute requirement of the EDGE Agenda will be to expand medical research funding. We are 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 require the creation of critical mass in specific areas of scholarship and an increased level of activity across the spectrum of research at UTAS.

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 new system for allocation of block funding that is likely to remove the capping for 2005. Part of this ongoing improvement will involve the recruitment, training and completion of Research Higher Degree candidates. In order to meet the EDGE target of RHD load increasing by 60% by 2010, we will need to build on the initiatives of the past few years.

The University has adopted a thematic approach to research. The current theme areas, revised in 2004 in line with the previous RRTMP 2003-05, include much of the research strength of the University:

- Antarctic and Marine Studies
- Community, Place and Change
- Environment
- Frontier Technologies
- Population and Health
- Sustainable Primary Production

These themes build on our strengths and the opportunities for high quality research that arise from our Tasmanian location. They make a contribution to both the National Research Priorities and also to the needs of Tasmania.

While our performance to date has been very good, we need to consider carefully how we will improve and further strengthen what we do in research. The EDGE Agenda provides a solid framework to grow Research and Research Training at UTAS in an increasingly competitive environment.

The components of the EDGE Agenda are clearly interdependent, and have three common elements. They all relate to:

- Building *reputation*
- Attracting and energising *people* (staff, students and partners)
- Creating an environment that *positions* UTAS to achieve the first two elements.

Hence, the long-term goals of the University can be concentrated under the headings of *Reputation, People and Position*

To achieve its long-term goals, the University Plan 2004-2006 identifies a list of Key Priorities and Strategies that will be implemented in the triennium to enable the institution to address its Reputation, People and Position goals. The goals that relate directly to research and research training are:

### **Reputation**

#### Goal 1

- UTAS will strengthen its international reputation through enhanced performance, so that it is equal to one of the current Go8 universities.

#### Goal 2

- UTAS will maintain world leadership in key areas and will develop new areas of international recognition and collaboration.

#### Goal 3

- UTAS will be increasingly acknowledged by all levels of government as a vital partner in State, regional and national development, and will be recognised by the community for this contribution.

### **People**

#### Goal 4

- UTAS will be renowned for its distinctive, quality student experience – ‘the natural choice’ for study in Australia and be a first choice destination for local, interstate and international students.

#### Goal 5

- UTAS will have a staff profile, an organisational culture and a working environment that supports its aspirations and recognises and rewards achievement.

#### Goal 6

- UTAS will enhance strategic alliances and demonstrate leadership in regional, national and global partnerships.

### **Position**

#### Goal 7

- UTAS will have grown to critical mass, with a strategic mix of domestic and international students and staff from diverse backgrounds.

#### Goal 8

- UTAS will balance the development of campuses to maximise the advantages of community, location and networks. Campus profiles will be developed strategically, mixing and balancing courses, students and staff in real and virtual learning environments.

#### Goal 9

- UTAS will have administrative structures, budget processes, business systems and infrastructure that effectively and efficiently support its strategic priorities.

### **ENVIRONMENTAL SCAN**

The environment for research and research training will continue to change locally, nationally and globally between now and 2010.

#### **- State Level**

The R&D effort at the University is currently worth over \$60M pa and much of this creates jobs in the State. There are approximately 450 jobs directly attributable to this funding as well as 1000 research higher degree candidates. This contribution to skilled job creation is a major benefit to the State. In addition, attraction of high quality RHD candidates from interstate creates the possibility of some of them remaining in the State and contributing to the State's intellectual capital. 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 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. Other important, and more recent initiatives, between UTAS and the State Government include:

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

There will be opportunities for enhanced cooperation between the University and State Government in areas such as education, natural resource management and the 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 incorporating the aim of developing State Research and Development priorities, should assist the University to bring benefits to the State via R&D activities in areas of identified need.

The attraction of Research Higher Degree candidates, from within and outside the State, is vital to the health of the University R&D effort. Discussion with State Government could be initiated with a view to increasing the number of interstate and international candidates.

Given the relatively small size of Tasmania it is essential that constructive, mutually beneficial collaborative arrangements be developed between research organisations. There are already collaborative arrangements within the State with CSIRO Marine Research, CSIRO Forestry and Forest Products, 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 of relevance to Tasmania. It will be important to enhance linkages with local industry and community groups.

#### - **National Level**

Reforms to the higher education system, outlined in the Backing Australia's Future, have resulted in a significant increase in the number of undergraduate places at UTAS over the next few years. This should create new opportunities for employment of additional research-active staff. The second Backing Australia's Ability (BAA2) package maintains the level of funding from the fifth year of the original Backing Australia's Ability scheme. We cannot anticipate, therefore, that there will be any significant additional Commonwealth funding before 2010. We will need to become more competitive in some Commonwealth schemes, and seek greater funding from other sources.

Although block funding based on research performance has been maintained in the BAA2 package, it is likely that 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 are likely to continue, but we should plan on them operating increasingly in strategic partnerships with research providers, and seeking out providers who can deliver outcomes related to their industry strategic plans.

Competition for talented research staff will increase, not only in Australia, but also 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 candidates.

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 advantages institutions derive from their participation in CRCs. The current levels of leverage required are probably unsustainable and will require significant re-assessment. Returns, rather than membership, will be the critical factor in assessing the value of CRCs to a University.

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.

There is likely to be some increase in the total national RHD load over the period 2005-2007, but the University growth target of a 60% increase by 2010 is a very substantial one and will require significant efforts at all levels of the institution. The Group of 8 institutions will also increase their proportion of RHD candidates. Institutions that can develop a critical mass in particular research areas and the appropriate infrastructure will increasingly attract candidates. The quality of information available to Research Higher Degree candidates 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 candidates 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. This should increase the amount of international research funding coming in to Australia.

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 candidates 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, for example, via co-tutelle type arrangements. There may be significant niche opportunities in areas of demonstrated world-class research that we will seek to develop in a strategic way.

Our major research activities will continue to enhance strategic international alliances, increasingly via formal arrangements such as those between TIAR and the Malaysian Agricultural Research and Development Institute (MARDI). UTAS will commit resources through, for example, travel bursaries and targeted RHD scholarships, to promote specific alliances in areas of major strategic importance. There will be moves to develop strategic inter-institutional alliances with similar Universities overseas, for example, the University of Vermont in the USA.

#### **THE WAY FORWARD**

Having identified its EDGE Agenda for research, the University has set out to:

- i) Develop a budget process that supports and enhances research,
- ii) Utilise all resources in a strategic manner, and
- iii) Establish itself as a leader in key thematic areas.

Professor Andrew Glenn  
Pro Vice-Chancellor (Research)

August 2004

## REPUTATION

### GOAL 1:

The University of Tasmania will strengthen its international reputation through enhanced performance, so that it is equal to one of the current GO8 universities.

Initiative/Target	Outcome	Priority	Responsibility	Budget	Date
<b>1</b> Systematically target external sources of funding in order to increase total external research income in line with GO8 growth indicators.	<b>1</b> i) On a <i>per capita</i> basis, income/FTE in top 8 in Australia by 2007 ii) By 2010 total External Research Income closer to GO8 universities; by 2007 income at \$54M iii) On a <i>per capita</i> basis Australian Competitive Grant income in top 8 in Australia by 2007 iv) On a <i>per capita</i> basis Other Public Sector Funding income in top 8 in Australia by 2007 v) On a <i>per capita</i> basis industry funding in top 12 in Australia by 2007	H	Pro Vice-Chancellor (Research)		
<b>2</b> Strategic co-investment in new key research appointments	<b>2</b> • \$5M invested by 2007 in new research appointments (from postdoctoral to professorial) via Central and Faculty funds	H	Vice-Chancellor Deans	\$5M	end 2007
<b>3</b> 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	<b>3</b> i) Systematic assistance in grant writing and mentoring available in all Schools/Institutes by 2006 ii) Grant success up from 53% in 2003 to 58% by 2007	M	Pro Vice-Chancellor (Research)		
<b>4</b> Assist research staff to publish research findings through systematic support	<b>4</b> i) Reward publication through budget model ii) Systematic support within faculties and from Central University funds from 2005 iii) 1.14 publications p.a./FTE or 792 publications by 2007 iv) Encouragement of quality publication via the UTAS Quality Index, to be introduced in 2006.	M	Pro Vice-Chancellor (Research)		
<b>5</b> Establish systematic benchmarking of research performance (publications, patents, RHD student load and	<b>5</b> The University will undertake:	M	Pro Vice-Chancellor (Research)		

<p>completions, 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> <p>(iii) All five University research institutes against leading centres nationally and internationally doing similar research</p>	<p>i) University-wide benchmarking of all Australian universities to demonstrate performance comparable to GO8 universities on a <i>per capita</i> basis nationally and competitive with international comparators by 2007</p> <p>ii) School-based benchmarking incorporated into every review and reported to Research College Board and Academic Senate; Research Services to provide assistance in generation of data for benchmarking for School reviews</p> <p>iii) International benchmarking of all University institutes reported every three years to Research College Board and Academic Senate from 2004</p>				
<p><b>6</b> Continue to provide research funding, based on performance and quality indicators, for Schools and Institutes</p>	<p><b>6</b></p> <ul style="list-style-type: none"> <li>Increase from \$16.2M in 2004 to \$18.75M by 2007 the funding allocated to schools/institutes through faculties on the basis of research performance using the University research indices</li> </ul>	H	Planning & Resources Committee		
<p><b>7</b> Enhance strategic research performance in Theme Areas by:</p> <p>i) Appointment of Theme Area Coordinators</p> <p>ii) Development of Theme Area conferences</p> <p>iii) Development of Theme Area scholarships</p>	<p><b>7</b></p> <p>i) Appoint Theme Area Coordinators in 2005</p> <p>ii) Have first Theme Area conference in 2006</p> <p>iii) Start Theme Area scholarships in 2005</p> <p>iv) Contribution of Theme Area research to external research funding at 80%, RHD candidates at approx 80% and publications at 80%</p>	H	Pro Vice-Chancellor (Research)	\$60K pa	2005
<p><b>8</b> Continue to seek to increase research funding in Health research by:</p> <p>i) The development of the Menzies Institute with an enlarged role as a medical research institute</p> <p>ii) The growth of the Centre for Clinical Research</p> <p>iii) The expansion of other areas of health-related research identified in the plan, and also through</p>	<p><b>8</b></p> <ul style="list-style-type: none"> <li>Total external research income for Health Sciences to increase from \$4.6M in 2003 to \$9M in 2007</li> </ul> <p>i) Income for Menzies Institute to be \$5M by 2007, up from \$2M in 2003</p> <p>ii) Income for the Centre for Clinical Research of \$1M by 2007</p> <p>iii) Research income in Rural Health to be \$0.5K by 2007</p>	H	<p>Pro Vice-Chancellor (Research)</p> <p>Director, Menzies Institute</p> <p>Dean, Faculty of Health Science</p>		2005

initiatives in rural health research iv) A co-investment in developing health research capability v) Location of Research Services Manager from UTAS Innovation in Faculty of Health Sciences	iv) Commitment of \$250K pa to co-investment from 2005 v) Start from early 2005			(v) \$250K	
<b>9</b> Review the University Theme Areas	<b>9</b> <ul style="list-style-type: none"> <li>• Undertake review in 2007 and report to Academic Senate</li> </ul>	M	Pro Vice-Chancellor (Research)  Pro Vice-Chancellor (Teaching & Learning)		

**QUALITY ASSURANCE MEASURES FOR GOAL 1**

1. Annual report to Research College Board, Academic Senate and University Council on research performance and latest benchmarking with Go8 and international comparators
2. Bi-annual review by Planning and Resources Committee of all UTAS academic appointments in relation to the HR imperatives contained in RRTMP and the University Plan.
3. Performance Against Plan report each year to Academic Senate of research at UTAS against projections in RRTMP and University Plan/EDGE Agenda
4. External reviews of University research Institutes/Centres
5. Annual report from each Institute to Research College Board
6. Annual evaluation by Research College Board of University research performance
7. Independent external assessment of University research performance by national and international panel, including a review of UTAS quality assurance mechanisms via the Australian Universities Quality Audit, due to take place in 2005.
8. Annual evaluation of research performance versus budget distribution.
9. At the annual Retreat of Research College Board, the PIRI cycle of all board papers will be reviewed and the Board will look broadly at research policy/procedures in line with targets.

## REPUTATION

### GOAL 2

UTAS will maintain world leadership in key areas, and will develop new areas of international collaboration.

Initiative/Target	Outcome	Priority	Responsibility	Budget	Date
<p><b>1</b> Maintain the five current internationally significant University Research Institutes/Centres linked to Theme Areas by:</p> <ul style="list-style-type: none"> <li>i) Developing Plans for the future funding of CODES,</li> <li>ii) Enhancing the critical mass of the Institute for Antarctic and Southern Ocean Studies (IASOS),</li> <li>iii) Growing the size of the Menzies Institute as the medical research institute in Tasmania,</li> <li>iv) Re-signing a ten year Joint Venture Agreement (JVA) with State Government for the continuation of the Tasmanian Aquaculture and Fisheries Institute (TAFI), and</li> <li>v) Expanding the activity of the Tasmanian Institute of Agricultural Research (TIAR) including the Australian Centre of Excellence in Food Safety.</li> </ul>	<p><b>1</b></p> <ul style="list-style-type: none"> <li>i) CODES refunded as a national Centre of Excellence with a total annual external income of \$5M by 2007</li> <li>ii) Develop coherent growth plans for IASOS by 2006 with a total external income separate from CRC funding of \$1M by 2007</li> <li>iii) Growth in Menzies Institute by 30% by 2007; external income of \$5M by 2007</li> <li>iv) TAFI Joint Venture Agreement signed by 2005; external income of \$8M by 2007 and high level of industry satisfaction with research outcomes</li> <li>v) TIAR income increased to \$8M by 2007; the Australian Centre of Excellence in Food Safety to be attracting \$2.5M pa by 2007; high level of industry satisfaction with research outcomes</li> </ul>	H	<p>Director of CODES</p> <p>Director of IASOS</p> <p>Director of Menzies Institute</p> <p>Director of TAFI</p> <p>Director of TIAR</p>		
<p><b>2</b> Seek to establish 1-2 further institutes/centres linked to the Theme Areas</p>	<p><b>2</b></p> <ul style="list-style-type: none"> <li>• Have established an additional 1-2 institutes/centres by 2007</li> </ul>	M	Pro Vice-Chancellor (Research)		
<p><b>3</b> Externally review University institutes/centres</p>	<p><b>3</b></p> <ul style="list-style-type: none"> <li>i) Develop a cycle of reviews to provide an international perspective on University institutes/centres over the period 2005-2007</li> <li>ii) Research College Board to receive reports every 2 years on prospective plans of institutes/centres</li> </ul>	M	Research College Board		

<p><b>4</b> Expand critical mass in Marine Science/Marine Studies research via growth in Qualitative Marine Science (QMS) PhD program, Postdoctoral Program, significant growth in external funding, and partnerships nationally and internationally.</p>	<p><b>4</b></p> <ul style="list-style-type: none"> <li>i) Centre for Marine Science to act as flagship for Marine Science</li> <li>ii) Growth of Quantitative Marine Science Program with CSIRO Marine, 36 PhD candidates by 2007</li> <li>iii) \$2M Postdoctoral Program in Marine Science in place for 2005</li> <li>iv) Research income in Marine Science of \$4M by 2007</li> <li>v) Investigate with CSIRO Marine, Australian Antarctic Division and State Government, the development of Hobart as the Marine Science Capital of Australia</li> <li>vi) Formal alliance with Australian Antarctic Division expanded</li> <li>vii) Continued involvement with Antarctic, Climate and Ecosystems CRC</li> <li>viii) International alliances with IFREMER (France), Woods Hole and Scripps (USA) in place by end 2005.</li> </ul>	<p>H</p>	<p>Pro Vice-Chancellor (Research) Director, Centre for Marine Science</p> <p>Director of IASOS</p> <p>Director, Centre for Marine Science</p>	<p>(i) &amp; (ii) \$290K</p> <p>(iii) \$400K</p> <p>(viii) \$30K</p>	
<p><b>5</b> Establish the Tasinformatics Centre of Excellence activity within the University with a focus on health informatics and bioinformatics</p>	<p><b>5</b></p> <ul style="list-style-type: none"> <li>i) Centre established in 2005</li> <li>ii) External income of \$7M pa by 2007</li> <li>iii) Commercial targets specified in Tasinformatics JVA achieved</li> </ul>	<p>H</p>	<p>Pro Vice-Chancellor (Research)</p>	<p>\$200K</p>	<p>2005</p>
<p><b>6</b> Forestry research enhanced by strategic alliances</p>	<p><b>6</b></p> <ul style="list-style-type: none"> <li>i) New Forestry CRC funded by 2005</li> <li>ii) Maintain alliance with CSIRO Forestry and Forest Products and evaluate MOU in 2006</li> <li>iii) Links in forestry research to NE community explored by end 2005</li> <li>iv) Potential for a National Centre for Research on the Eucalypt Genome explored by end 2006</li> <li>v) Potential for Tasmanian Forestry Research Institute explored by end 2005</li> </ul>	<p>H</p>	<p>Pro Vice-Chancellor (Research)</p>	<p>\$200K</p>	

<p><b>7</b> Develop significant critical mass of researchers in the following areas of existing national and international significance:</p> <p>i) Separation Science</p> <p>ii) Corporate Governance</p> <p>iii) Visual Arts</p> <p>iv) Clinical research</p> <p>v) Community Place and Change</p> <p>vi) Cultural Heritage</p> <p>vii) Environment</p> <p>viii) Natural Resource Management</p> <p>ix) Transforming Learning Communities</p> <p>x) Energy research</p>	<p><b>7</b> That by 2007 the University will:</p> <p>i) Be a partner with Monash &amp; RMIT in the Australian Centre for Research on Separation Science, an internationally recognised centre for separation science, with an external research income of \$3M by 2007</p> <p>ii) Have established a Centre for Corporate Governance in the Faculty of Commerce by 2006</p> <p>iii) Have secured the leading position nationally for research and research training in the visual arts by 2007</p> <p>iv) That by 2007 the Centre for Clinical Research, working collaboratively with the State health system, will have an external income of \$1M</p> <p>v) Have explored the establishment of a centre with interdisciplinary participants by 2006</p> <p>vi) Establish a multi-disciplinary centre in cultural heritage/colonialism and its aftermath before end 2005</p> <p>vii) Establish a Centre for the Environment in 2005</p> <p>viii) Have strategic co-investment of \$480K to enhance capability in Natural Resource Management via TIAR and TAFI</p> <p>ix) Establish by mid-2005</p> <p>x) Explore the potential for significant activity in Energy research, particularly Hydrogen Power by early 2006</p>	<p>H</p>	<p>Pro Vice-Chancellor (Research)</p> <p>Director ACROSS</p> <p>Director, Corporate Governance Research Group Dean, Faculty of Arts</p> <p>Dean, Faculty of Health Sciences/ Associate Dean (Research) Dean, Faculty of Arts Dean, Faculty of Arts</p> <p>Dean, Faculty of SET Directors TIAR &amp; TAFI</p> <p>Dean, Faculty of Education Head of School of Engineering</p>	<p>\$120K</p>	<p>2005</p>
<p><b>8</b> Retain the flexibility to develop new and emerging research areas that support the University Plan annually through on-going consultation with key players such as Faculty Research Committees, Deans/Directors, Heads of Schools and State Government</p>	<p><b>8</b></p> <ul style="list-style-type: none"> <li>Assess potential new areas annually through the Research College Board</li> </ul>	<p>M</p>	<p>Pro Vice-Chancellor (Research)</p>		

<p><b>9</b> Enhance the Teaching/Research nexus by the annual allocation of funds for projects that develop the link between Teaching and Research</p>	<p><b>9</b> i) Total annual allocation of \$40K (2005-2007) contributed jointly between Research and Teaching and Learning ii) Diffusion of outcomes of projects across university via printed electronic means and workshops</p>	M	Pro Vice-Chancellor (Research)  Pro Vice-Chancellor (Teaching & Learning)	\$20K	
<p><b>10</b> Incentives provided for inter-disciplinary and inter-organisational research</p>	<p><b>10</b> i) Some 15% of IRGS funding be allocated for inter-disciplinary research from 2005 ii) Funding of \$50K pa identified to facilitate inter-organisational research from 2005</p>	H	Pro Vice-Chancellor (Research)	(i) \$120K  (ii) \$50K	by 2005

**QUALITY ASSURANCE MEASURES FOR GOAL 2**

1. Report to Research College Board, Academic Senate and Council on theme area research and performance
2. Annual 'Performance Against Plan' to Research College Board and Academic Senate to track strategic progress of research
3. Annual assessment of the University – State Government partnership via the Partnership Management Group
4. Report to Research College Board on performance of University institutes/centres and other research centres
5. Reviews of partnership with Food Science Australia, CSIRO, Australian Antarctic Division etc. via annual review of Memorandums of Understanding
6. National and international benchmarking component of the university cycle of reviews of Schools
7. International benchmarking of Institutes exercise reported triennially to key University bodies, i.e. Senate and Research College Board.



<p><b>3</b> Enhanced partnerships with local government</p>	<p><b>3</b></p> <ul style="list-style-type: none"> <li>i) Cradle Coast Council initiatives with TIAR and Value Food Chain research in relation to Cradle Coast Campus</li> <li>ii) Engagement of Hobart City Council with Marine Science-Antarctic initiative</li> <li>iii) Development of activity in forestry with NE Community including Dorset and Break O'Day Council</li> </ul>	M	<p>Director of TIAR</p> <p>Pro Vice-Chancellor (Research)</p>	\$100K	
<p><b>4</b> Existing alliances with national and State Government agencies maintained and new ones developed</p>	<p><b>4</b></p> <ul style="list-style-type: none"> <li>• Formal alliance with: <ul style="list-style-type: none"> <li>i) CSIRO Marine Research maintained</li> <li>ii) CSIRO Ecosystems maintained</li> <li>iii) Food Science Australia maintained</li> <li>iv) CSIRO Forestry and Forest Products maintained</li> <li>v) Australian Antarctic Division expanded</li> <li>vi) Potential for formal alliances with State departments of fisheries explored by end 2006</li> <li>vii) Enhanced linkages to Forestry Tasmania explored by end 2006</li> </ul> </li> </ul>	H	<p>Pro Vice-Chancellor (Research)</p> <p>Director of TAFI</p>		
<p><b>5</b> The University to have aligned a proportion of its research with the long-term National Research Priorities established over the period 2003-4</p>	<p><b>5</b></p> <ul style="list-style-type: none"> <li>• By 2007 70% of University research aligned to the National Research Priorities compared to 65% in 2003</li> </ul>	M	Pro Vice-Chancellor (Research)		
<p><b>6</b> Foster links with industry/private sector with a view to working collaboratively on State, national and internationally significant areas of research and development</p>	<p><b>6</b></p> <ul style="list-style-type: none"> <li>i) Map UTAS expertise/strength to potential State, national and international collaborative partners in 2005</li> <li>ii) Promote the establishment of networks between research clusters and potential partners in 2005</li> <li>iii) Establish an internal competitive grant scheme of \$100K p.a. to co-fund collaborative industry/private sector research from 2005</li> </ul>	H	Pro Vice-Chancellor (Research)	(iii) \$100K	
<p><b>7</b> Develop links for RHD candidates to local communities</p>	<p><b>7</b></p> <ul style="list-style-type: none"> <li>i) RHD candidates participation in 'Speakers Bureau', U3A (University of the Third Age) and ABC statewide interview program.</li> </ul>	L	Dean, Graduate Research		

	ii) Explore links via Community Place and Change Theme Area				
<b>8</b> Improved community recognition of the role of research at UTAS to State development and to the community in general.	<b>8</b> <ul style="list-style-type: none"> <li>By end 2006 have in place a strategic marketing and recruitment plan for research, as part of the University's wider Marketing Strategy, which includes community engagement in research outcomes and improved dissemination of research success.</li> </ul>		Pro Vice-Chancellor (Research) Director, PRUE		

**QUALITY ASSURANCE MEASURES FOR GOAL 3**

1. Annual review via State Government – University Partnership
2. Annual reports to Council and Senate on research performance.
3. Reviews of partnerships with external agencies as specified in MOUs
4. Review of Marketing and Recruitment within the Division of Research Services and Graduate Research Unit.
5. Component of cyclical School Reviews relating to research performance (including national benchmarking).
6. Triennial review of Institutes.

**PEOPLE**

**GOAL 4**

**UTAS will be renowned for its distinctive, quality student experience – ‘the natural choice’ for study in Australia and be a first choice destination for local, interstate and international candidates.**

<b>Initiative/Target</b>	<b>Outcome</b>	<b>Priority</b>	<b>Responsibility</b>	<b>Budget</b>	<b>Date</b>
<b>1</b> Enhance role of Dean of Graduate Research by placing position into a full-time 5-year contract	<b>1</b> Full-time Dean appointed on contract from the beginning of 2005	H	Pro Vice-Chancellor (Research)		2005
<b>2</b> University to maintain quality of supervision by ratio of supervisors and provision of training and support for all RHD supervisors, including those external to UTAS	<b>2</b> i) Continue to build and expand the registration program through consultation with staff and through critical evaluation of the program ii) All registered RHD supervisors to attend some form of professional development over a 3 year period	H	Dean of Graduate Research		2005
<b>3</b> Selected material from Supervisor Workshops be made available on the web	<b>3</b> • Web-based material to be completed and available by end 2005	M	Dean of Graduate Research		2005
<b>4</b> Continue to encourage multiple supervision arrangements, in order to expand and enhance networks between research clusters and external partners	<b>4</b> • More than 90% of candidates to have multiple supervisors by 2007; up from 75% in 2004	H	Dean of Graduate Research		2007
<b>5</b> Develop a strategic marketing and recruitment plan that promotes UTAS as ‘the Natural Choice’ for RHD candidates	<b>5</b> • Targeted marketing of interstate candidates building upon UTAS profile and current perceptions of Tasmania as a lifestyle destination	H	Dean of Graduate Research	\$180k	2005
<b>6</b> Explore the adequacy and accessibility of the information available to potential RHD candidates	<b>6</b> i) Review by 2006 the utility of information on RHD studies available from the University ii) Enhance the Web Access Research Portal (WARP) facility for use by potential RHD candidates and promote its use more widely by end of 2005	L	Executive Officer, Graduate Research Unit		2005

<b>7</b> Modify the current separate application and enrolment procedures for RHD candidates to develop a unified process	<b>7</b> • By 2005 have an integrated process for application and enrolment	M	Executive Officer, Graduate Research Unit		2005
<b>8</b> Audit of research infrastructure requirements including Library and Information resources for RHD candidates	<b>8</b> • Audit completed by end 2005	M	Dean of Graduate Research		2005
<b>9</b> Map the maximum potential load of RHD candidates by School/Faculty to the University Plan/EDGE Agenda projections, taking into account limiting factors such as: • supervisory capacity, and • infrastructure, including space • project funding • honours enrolments	<b>9</b> i) Have identified capacity by end 2005 ii) Have developed strategies for overcoming limits to growth in RHD load in particular areas iii) Identify research clusters/Schools who currently have the ability to increase RHD load	M	Dean of Graduate Research		2005
<b>10</b> Maintain a set of agreed minimum standards of infrastructure support for RHD candidates taking into account the differing needs of candidates, including those enrolled in cross-campus schools	<b>10</b> i) Board of Graduate Research to monitor provision of resources available for candidates enrolled in cross-campus schools ii) Dean of Graduate Research to work with schools to overcome any problems in provision of appropriate support. In the event that this fails, the Dean of Graduate Research to restrict further enrolments in those schools that fail to provide appropriate levels of infrastructure support iii) Review Minimum Standards by end 2006	H	Dean of Graduate Research		2005
<b>11</b> Maintain and improve school-based and University induction programs for all RHD candidates	<b>11</b> i) All candidates to have some formal induction within six months of commencement ii) All inductions to be evaluated by candidates and resulting revisions implemented by end 2005	H	Dean of Graduate Research		2005
<b>12</b> Develop models for better meeting the needs of part-time RHD candidates	<b>12</b> i) Instigate a consultation process with TUPA and Schools	H	Dean of Graduate Research		2005

	<ul style="list-style-type: none"> <li>ii) Have improved strategies in place for 2005</li> <li>iii) Evaluate via Annual Review Process from 2006</li> </ul>				
<b>13</b> Central statistics support for RHD candidates	<b>13</b> <ul style="list-style-type: none"> <li>i) Employment of statistician for Social Science researchers and support in place for start of 2005; evaluate in 2006</li> <li>ii) Explore provision of statistics support in Natural and Health Sciences in 2005</li> </ul>	M	Pro Vice-Chancellor (Research)	\$20K	2005
<b>14</b> Continue to use RHD Candidate Research Plan process to identify the generic skills that might appropriately be built into the study for each RHD candidate	<b>14</b> <ul style="list-style-type: none"> <li>• Evaluate in 2007</li> </ul>	M	Dean of Graduate Research		2007
<b>15</b> 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	<b>15</b> <ul style="list-style-type: none"> <li>i) Attendance at generic skills workshops to rise from 900 individuals in 2003 to 1200 in 2007</li> <li>ii) Evaluation of each workshop to continue to assess the value of workshops and to be used to modify the program</li> <li>iii) Evaluate potential for Certificate by end 2005</li> </ul>	M	Dean of Graduate Research		2005
<b>16</b> Maintain Annual Review process to provide useful feedback to candidates, but split candidates into two cohorts to spread load i.e. '2 cycle'	<b>16</b> <ul style="list-style-type: none"> <li>i) Candidates rate the Annual Review process as a useful process in 2005</li> <li>ii) Move to 2 cycle by 2005</li> </ul>	M	Dean of Graduate Research		2005
<b>17</b> Maintain 'case management' approach for all RHD candidates who are given an unsatisfactory rating in the Annual Review of Progress	<b>17</b> <ul style="list-style-type: none"> <li>i) Reduce the number of withdrawals to 5-7% of total load</li> <li>ii) Publish a Procedure for Case Management by early 2006</li> </ul>	M	Dean of Graduate Research		2007
<b>18</b> Improve management of International RHD candidates by clarifying the roles of International Services, Graduate	<b>18</b> <ul style="list-style-type: none"> <li>• Have more effective systems in place by early 2005 with details available on the web</li> </ul>	H	Dean of Graduate Research		2005

Research Unit and Dean of Graduate Research			Director of International Services		
<b>19</b> Explore opportunities for course work/professional development during RHD candidature, particularly in key areas such as commercialisation.	<b>19</b> i) Use the QMS program with CSIRO Marine Research as a model ii) Evaluate packages for commercialisation training iii) Have systems in place to enable candidates to complete Certificate in Teaching & Learning	M	Dean of Graduate Research		2005
<b>20</b> Revised 'Six Stages of Candidature' booklet to provide for the needs of all RHD candidates	<b>20</b> i) Booklet to be revised and available electronically in 2006 ii) Current version available electronically from 2005	M	Dean of Graduate Research		2005-7
<b>21</b> Streamline the examination process using regular electronic communication with examiners	<b>21</b> • Reduce average time for external examination to six weeks by 2007, with a maximum of 12 weeks	M	Executive Officer, Graduate Research Unit		2007
<b>22</b> Explore the potential to introduce an oral component to the RHD examination process.	<b>22</b> • By end 2006 have investigated, with costings, the viability of a viva process		Dean of Graduate Research Executive Officer, Graduate Research Unit		2006
<b>23</b> Ensure that appropriate mechanisms are in place to provide assistance to enable RHD candidates to present their work, including potentially at national or international conferences during candidature.	<b>23</b> i) Develop enhanced links via Doctoral Speakers Bureau by 2006 ii) Expand links to U3A and other organisations iii) Explore with local media opportunities for research candidates to present findings iv) Assess success of ABC Radio initiative in 2005 v) Dean of Graduate Research 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	M	Deans Heads of Schools  Dean of Graduate Research		2005
<b>24</b>	<b>24</b>				

RHD Graduate Exit Survey to be undertaken	<ul style="list-style-type: none"> <li>• First analysis of RHD Graduate Exit Survey to be completed early in 2005</li> </ul>	M	Executive Officer, Graduate Research Unit		2005
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#### QUALITY ASSURANCE MEASURES FOR GOAL 4

1. Annual analysis of applications for RHD scholarships and provision of scholarships submitted to Board of Graduate Research
2. Develop rolling 2-yearly analysis of Return-on-Investment (ROI) in research scholarships and, if necessary, modify allocation process for Research College Board and Board of Graduate Research
3. Analysis of acquittal of RTS funding
4. Visits of Dean of Graduate Research to Schools/Institutes and detailed Annual Report on Postgraduate Research student matters to Academic Senate
5. Evaluation of Generic Skills Workshops and modification in the light of feedback
6. Annual Review of Student Progress
7. Case management of candidates who demonstrate unsatisfactory progress
8. Registration process and on-going professional development for all RHD supervisors
9. External examination process for all research theses
10. Feedback from candidates via RHD Graduate Exit Survey
11. Audit of research infrastructure to be carried out in 2005
12. On-going evaluation of effectiveness of Minimum Standards of Infrastructure for RHD Candidates
13. Review of Graduate Research Unit in 2006.

PEOPLE

GOAL 5

UTAS will have a staff profile, an organisation culture and a working environment that supports its aspirations and recognises and rewards achievement.

Initiative/Target	Outcome	Priority	Responsibility	Budget	Date
<b>1</b> Appoint academic staff with demonstrated high level research capability in strategic areas of research focus	<b>1</b> i) By 2007 80% of all academic staff to be research-active <sup>2</sup> ii) Career paths for staff to take into account differing contributions to teaching, research, community engagement and University administration over time iii) Implementation of clear policies on workload allocation in 2005	H	Deans  Heads of Schools and Directors of Institutes		2007
<b>2</b> Maintain an Institutional Research Grants Scheme (IRGS) that allocates funds on a competitive peer-reviewed basis	<b>2</b> • Allocate approx \$800K annually with at least 20% specifically for early career researchers <sup>3</sup>	H	Pro Vice-Chancellor (Research)	\$700K	2005
<b>3</b> Continue to develop early career researchers through: i) Targeted use of IRGS grants, ii) Faculty research support including assistance with grant proposal writing, iii) Mentoring programs including, assistance in applications for external funding iv) Co-supervision of RHD candidates with experienced and successful supervisors	<b>3</b> i) Maintain at least 20% of IRGS funding for early career researchers ii) All faculties to have identifiable mechanisms in place by end 2006 to assist early career researchers in developing their research iii) At least 50% of all those new to the academic profession to be involved in some mentoring process by 2006, including joint grant applications of senior staff with early career researchers iv) All those supervising RHD candidates for the first time do so in a co-supervision arrangement	H	Pro Vice-Chancellor (Research)  Deans/ HOS/ Directors of Institutes	\$160K	2005-6
<b>4</b> Identify and develop future research leaders	<b>4</b> i) Develop mentoring or 'shadowing' programs in 2005 ii) Workload allocation to reflect roles by 2005	H	Pro Vice-Chancellor (Research)		

<sup>2</sup> Using the McKinnon-Walker definition in 'Benchmarking' research active is 'receiving an external grant or publishing or supervising an RHD student in the previous year'.

<sup>3</sup> 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.

<b>5</b> Creation of senior appointments in strategic research areas	<b>5</b> • Each Faculty to identify strategic appointments annually	H	Vice-Chancellor Deans	\$5M	2005
<b>6</b> Monitor strategic enhancement of research staff profile	<b>6</b> • Biannual reports to Planning & Resources Committee	M	Vice-Chancellor Pro Vice-Chancellor (Research)		2005
<b>7</b> Introduction of a Vice-Chancellor's Medal for Excellence	<b>7</b> • Introduce in 2005 – equivalent to \$25K	M	Vice-Chancellor	\$25K	
<b>8</b> Involve key stakeholders in development of research strategies to promote a broad culture of 'ownership' of research identity across the University.	<b>8</b> • Convene annual consultative/implementation forums on areas of research policy such as the formulation of the Management Plan, documents such as the Research Accountability Recommendations and the Code of Conduct in Research.	L	Pro Vice-Chancellor (Research)		2006
<b>9</b> Ensure quality mechanisms are imbedded in all research administration policy and procedures	<b>9</b> Identify and remove weaknesses in quality assurance in documentation/processes as a result of self assessment for AUQA audit in 2005 i) Implement any recommendations of AUQA audit by end 2006	H	Pro Vice-Chancellor (Research)		2005

#### QUALITY ASSURANCE MEASURES FOR GOAL 5

1. UTAS Innovation external review in 2006
2. EEO and Staff Development Committees procedures for reviewing staff development and gender equity issues for academic staff in relation to research.
3. Alignment of RRTMP with University Plan and Faculty Research Plans.
4. Annual Performance Against Plan document to track progress of cultural change imperatives
5. Research College Board analysis of effectiveness of cultural change mechanisms via evaluation of seminar/education/policy consultation programs within the Division.

**PEOPLE**

**GOAL 6**

**UTAS will enhance strategic alliances and demonstrate leadership in regional, national and global partnerships.**

Initiative/Target	Outcome	Priority	Responsibility	Budget	Date
<b>1</b> Establish international research collaboration in areas of strategic priority through allocation of funding and establish network based, collaborative relationships with like-minded partners/institutions	<b>1</b> i) Development of two significant new international research partnerships by 2007 ii) Funding of up to \$25K annually to promote each partnership	H	Pro Vice-Chancellor (Research)	\$50K	2007
<b>2</b> Expand the number of significant, large scale national research partnerships in key thematic areas.	<b>2</b> • Development of an additional three major partnerships by 2007	H	Pro Vice-Chancellor (Research)		2007
<b>3</b> Systematically develop links with major industry groups to enhance research funding from industry	<b>3</b> i) Increase industry funding to \$10M by 2007 ii) Identify six areas in the University with potential to increase industry funding and develop plans to approach industry iii) Continue Business-University breakfast meetings to establish improved links in 2005 iv) UTAS Innovation to hold open sessions in 2005 to allow successful groups to show how to develop industry linkages v) Enhanced focus on ARC Linkage Grants with assistance from Faculty Research Officers vi) Establish an internal grant fund to co-fund industry collaborative grants with funding of \$100K per annum from 2005 vii) Enhanced working relationship with State Department of Economic Development.	H	Pro Vice-Chancellor (Research)  CEO, UTAS Innovation  Manager, Research Services	(vi) \$100K	2007
<b>4</b> The University maintain its commitments as partner in the following CRCs: • Antarctic & Southern Ocean, • Aquafin, • Sustainable Production Forestry,	<b>4</b> • The University to be a significant partner in 7 CRCs with a total income from this source of \$7.0M annually by 2007	H	Pro Vice-Chancellor (Research)	\$140K \$25K \$200K \$85K	2007  2005-7

<ul style="list-style-type: none"> <li>Smart Internet Technology, and</li> <li>Sustainable Tourism</li> </ul> <ul style="list-style-type: none"> <li>Identify strategic opportunities for partnerships in CRCs where they bring significant financial and/or other benefits as collaborators</li> </ul>				\$100K	
<b>5</b> Maintain partnership with Australian Maritime College (AMC) in relation to National Hydrodynamic Centre research	<b>5</b> <ul style="list-style-type: none"> <li>Evaluate annually at University – AMC Joint Standing Committee</li> </ul>		Pro Vice-Chancellor (Research)		
<b>6</b> Enhance industry funding and links via participation in R&D START and COMET programs with the assistance of AusIndustry	<b>6</b> <ul style="list-style-type: none"> <li>UTAS Innovation to promote involvement in R&amp;D START Grants</li> </ul>		CEO, UTAS Innovation		
<b>7</b> Develop and distribute University research capability statements in key areas of business related research	<b>7</b> <ul style="list-style-type: none"> <li>Statements prepared and distributed to industry nationally by end 2005 through UTAS Innovation</li> </ul>		Manager, Research Services		

**QUALITY ASSURANCE MEASURES FOR GOAL 6**

1. Annual report against Research, Research Training Management Plan to Senate and Council
2. Annual retreat of Research College Board to assess collaboration
3. Review of MOUs with external agencies
4. Annual review by Planning and Resources Committee on Return on Investment of CRC contribution to UTAS.
5. Annual external audit of UTAS contributions to CRCs.
6. Annual review of UTAS-State Government partnership.
7. Annual review of Service Contract with UTAS Innovation.

**POSITION**

**GOAL 7**

**UTAS will have grown to critical mass, with a strategic mix of domestic and international students and staff from diverse backgrounds.**

Initiative/Target	Outcome	Priority	Responsibility	Budget	Date
<b>1</b> Grow RHD load strategically whilst ensuring adequate resourcing is maintained	<b>1</b> • Total RHD load of 935 EFTSU by 2007 <i>en route</i> to 1100 EFTSU by 2010	H	Dean of Graduate Research  Pro Vice-Chancellor (Research)		2007
<b>2</b> Increase investment in RHD scholarships via centrally funded University research scholarships at a rate equivalent to Australian Postgraduate Award (APA) in order to attract quality candidates and meet RHD growth targets	<b>2</b> • By 2007 approx \$4.1M annually to fund the equivalent of 265 scholarships	H	Vice-Chancellor	\$4.1M	2007
<b>3</b> Use some central scholarship funds to partner with faculties, schools/institutes and/or external agencies in funding scholarships in areas of mutual strategic importance	<b>3</b> i) Up to 33% of central scholarship funds to be used in this way by 2007 to fund 176 scholarships ii) Total of approximately 353 University scholarships	H	Pro Vice-Chancellor (Research) Deans		2007
<b>4</b> Establish a Tasmanian International Postgraduate Research Scholarship Scheme	<b>4</b> • Fund 3 scholarships annually from beginning of 2005	M	Pro Vice-Chancellor (Research)	\$54K	2005
<b>5</b> Maintain ATSI and Equity Scholarships for RHD candidates	<b>5</b> • Maintain one Aboriginal and Torres Strait Island (ATSI) Scholarship and two part-time Equity Scholarships through to 2007	M	Pro Vice-Chancellor (Research)	\$39K	2005
<b>6</b> Introduce short-term (3–4 month) full time scholarships co-funded by schools/faculties/institutes and the University Postgraduate Scholarship fund at an APA equivalent rate to accelerate the capacity of part-time RHD candidates to complete	<b>6</b> • Trial the introduction of 6 scholarships in the second half of 2005	M	Dean of Graduate Research	up to \$38K	2005

<p><b>7</b> Maintain and increase demand for RHD training from high quality candidates from Tasmania, interstate and overseas</p>	<p><b>7</b></p> <ul style="list-style-type: none"> <li>i) Annual exercise to promote specific areas of research strength</li> <li>ii) Raise profile of the institution through activities of PRUE, increasing number of research stories in both local and national media</li> <li>iii) Construct and implement a marketing plan for recruitment of quality RHD applicants</li> <li>iv) Improve web access for prospective RHD candidates by promoting use of the Web Access Research Portal (WARP) site</li> <li>v) Increase percentage share of national RHD applications from current 3.5% (2001–2002) to 4% by 2007</li> <li>vi) The percentage of interstate RHD candidates to rise to 30% by 2007 from 27%</li> <li>vii) Increase the number of quality international RHD candidates from 75 in 2004 to 95 in 2007</li> </ul>	<p>H</p>	<p>Dean of Graduate Research Director, PRUE</p> <p>Director, International Services</p>		<p>2005-7</p>
<p><b>8</b> Develop co-tutelle arrangements with overseas universities</p>	<p><b>8</b></p> <ul style="list-style-type: none"> <li>i) Start Co-tutelle with French universities in 2005 in line with discussions during 2004</li> <li>ii) Explore with US universities, including University of Vermont, potential for Co-tutelle</li> </ul>	<p>M</p>	<p>Dean of Graduate Research</p>	<p>\$25K</p>	<p>2005</p>
<p><b>9</b> 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>	<p><b>9</b></p> <ul style="list-style-type: none"> <li>i) Maintain advertising/promotion of RHD opportunities via newspapers, JASON, and the web</li> <li>ii) Enhance the role of Dean of Graduate Research in facilitating the development of a supportive environment by making the Dean's position full-time from 2005.</li> <li>iii) Maintain registration and professional development for all RHD supervisors</li> <li>iv) Selective international advertising</li> <li>v) Work with Schools/Faculties to assist in developing environments supportive/sympathetic to supervisors whilst addressing risk management issues (eg IP, Conflict of Interest etc)</li> </ul>		<p>Dean of Graduate Research</p>	<p>\$80K</p>	<p>2005-7</p>

<b>10</b> Increase the number of potential internal RHD candidates by increasing Honours enrolments by direct marketing to candidates with potential to progress to research degrees	<b>10</b> i) Additional 120 honours EFTSU achieved by 2007 Increasing Honours enrolments by 8-10% annually over period 2005-7	H	Deans/HOS		2005-7
<b>11</b> 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 (ROI)	<b>11</b> i) Set annual targets for RHD load for schools and institutes/centres ii) Produce annual statistics on completions/withdrawals and scholarships by School iii) Obtain annual feedback on infrastructure provision by school iv) Have completed an analysis of ROI on scholarship funding by 2006	M	Planning & Resources Committee  Dean of Graduate Research		2005
<b>12</b> Encourage RHD completions via the University budget model	<b>12</b> i) Some 50% of the RTS funding to continue to be allocated on the basis of RHD completions ii) 200 completions annually by 2007 iii) Completion rate above 0.25/FTE by 2007	H	Planning & Resources Committee		2005

**QUALITY ASSURANCE MEASURES FOR GOAL 7**

1. Annual Report of Dean of Graduate Research to Senate
2. Board of Graduate Studies assessment of load
3. Monitor effectiveness of Minimum Standards of Infrastructure policy in ensuring needs of RHD candidates are addressed.
4. Planning and Resources Committee annual review of budget allocation and of RHD scholarship budget allocation.
5. Annual paper on gender balance in research to EEO Committee and RCB.
6. Evaluation of WARP and of access to it by clients (ie staff, candidates & potential candidates)
7. Review of Marketing of RHD as part of review of Graduate Research Unit due in 2006.

## POSITION

### GOAL 8

UTAS will balance the development of campuses to maximise the advantages of community, location and networks. Campus profiles will be developed strategically, mixing and balancing courses, students and staff in real and virtual learning environments.

Initiative/Target	Outcome	Priority	Responsibility	Budget	Date
<b>1</b> Balance of research activity on campuses	<b>1</b> Research active staff campus split, by 2007, of approximately: <ul style="list-style-type: none"><li>• Cradle Coast Campus 3-4%,</li><li>• Hobart 70-75%, and</li><li>• Launceston 21-27%</li></ul>	L	Pro Vice-Chancellor (Research)  Dean of Graduate Research		2007

### QUALITY ASSURANCE MEASURES FOR GOAL 8

1. Capital Management Committee will ensure that resources are adequate on all campuses.
2. Monitoring of effectiveness of Minimum Standards of Infrastructure Policy for RHD candidates, in ensuring quality experience for RHD candidates.
3. Report to Planning & Resources Committee on recruitment of staff in relation to the University Plan 2005-07 and Research, Research Training Management Plan to evaluate balance of staff and resources across campuses.

## POSITION

### GOAL 9

UTAS will have administrative structures, budget processes, business systems and infrastructure that effectively and efficiently support its strategic priorities.

Initiative/Target	Outcome	Priority	Responsibility	Budget	Date
<b>1</b> Implement new structures for Research Services and UTAS Innovation Ltd to ensure effective and efficient service delivery <sup>4</sup>	<b>1</b> <ul style="list-style-type: none"> <li>Established in 2005, with clear Service Contract for UTAS Innovation Ltd, and evaluated annually</li> </ul>	H	Pro Vice-Chancellor (Research) plus CEO and Board of UTAS Innovation Ltd and Manager, Research Services		2005-7
<b>2</b> All research performance block funding allocated to schools/institutes via faculties through a new activity costing based budget model	<b>2</b> <ul style="list-style-type: none"> <li>Introduced for over 2005-7 triennium budget</li> </ul>	H	Executive Director Finance and Administration		2005-7
<b>3</b> Investigate the encouragement of quality research outcomes including publications by linking some funding to quality measures.	<b>3</b> <ul style="list-style-type: none"> <li>Develop a set of quality indicators, in consultation with individual Schools, for use in budget distribution over the 2005-7 triennium</li> </ul>	H	Pro Vice-Chancellor (Research)  Planning & Resources Committee		2007
<b>4</b> Investigate using benchmarking of performance as one component of the revised University budget model	<b>4</b> <ul style="list-style-type: none"> <li>Evaluated during the 2005-7 budget triennium</li> </ul>	M	Pro Vice-Chancellor (Research)		2005-7
<b>5</b> Review overall University strategy for research involving consultation with all stakeholders	<b>5</b> <ul style="list-style-type: none"> <li>i) Seek input from key stakeholders during 2007 on the revision of the Research, Research Training Management Plan 2008-2010</li> <li>ii) Engage a national/international panel to provide feedback during 2007</li> </ul>	M	Pro Vice-Chancellor (Research)		2007

<sup>4</sup> Reviews of the former Research and Development Office and the Commercialisation Unit conducted in 2003, highlighted a need for enhanced R&D and innovation support services for researchers in order to rise to the challenging targets set by the EDGE Agenda. An improvement of services to provide high-level research/commercial support, whilst streamlining administration was explored, resulting in the formation of UTAS Innovation Ltd and Research Services.

<p><b>6</b> Identify the space, equipment, personnel, cultural and other limitations to the continued expansion of existing research centres or establishment of new centres</p>	<p><b>6</b></p> <ul style="list-style-type: none"> <li>• Identify limitations in 2005 and build in to strategic priorities for the 2006 budget</li> </ul>	H	Pro Vice-Chancellor (Research) Planning & Resources Committee		2005-6
<p><b>7</b> Increase external research funding support by assistance programs targeted to specific faculties or schools.</p>	<p><b>7</b></p> <ul style="list-style-type: none"> <li>i) Faculty Research Officers to work with Faculties to conduct a ‘needs analysis’ of Faculties/Institutes/Schools to establish where greater support is required</li> <li>ii) Implement such programs during 2005</li> <li>iii) Survey early career research staff about the value of assistance by end 2005</li> </ul>	H	Pro Vice-Chancellor (Research) Manager, Research Services		2005
<p><b>8</b> Increased support for major research infrastructure like the Central Science Laboratory, Animal House, the Library and High Performance Computing via the budget</p>	<p><b>8</b></p> <ul style="list-style-type: none"> <li>i) University to commit approx 40% of Research Infrastructure Block Grant and Research College funds (\$0.3M pa) to support equipment, facilities and maintenance</li> <li>ii) Develop 3 year plans for CSL and Animal House</li> <li>iii) Monitor the effectiveness of library support in 2005 through the RHD Annual Review and Planning &amp; Resources Committee annual assessment</li> <li>iv) 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 in 2005 and maintain access to the HP-Compaq national computing facility in Canberra</li> <li>v) Statistical support for all RHD candidates through the employment of a statistician by 2005.</li> </ul>	H	Pro Vice-Chancellor (Research)	<p>(i) \$1.8M</p> <p>(iii) \$275K over 3 years</p>	2005-7
<p><b>9</b> Increase contract R&amp;D funding and the commercialisation and marketing of research output and enhance income from commercialisation of University innovation</p>	<p><b>9</b></p> <ul style="list-style-type: none"> <li>i) Growth of 15% annually in commercialisation and contract R&amp;D income</li> <li>ii) Faculty Research Officers to work with faculties and UTAS Innovation Ltd from early 2005 to enhance both contract R&amp;D and Commercialisation</li> </ul>	H	Pro Vice-Chancellor (Research) CEO ‘UTAS Innovation’ Manager, Research Services		2005-7

<b>10</b> Commercialise innovation either through 'spin-off' companies or license arrangements via the University and distribute returns to staff, in line with the University Intellectual Property policy	<b>10</b> i) Utilise University \$2.5M Pre-Seed Fund through advice provided by 'UTAS Innovation' ii) Maintain rewards to inventors through IP policy iii) Improved dissemination of IP policy and IP/commercialisation benefits.	H	Pro Vice-Chancellor (Research)  CEO 'UTAS Innovation'		2005-7
<b>11</b> Increase the number of consultancies that generate profit for the University and reward academic staff	<b>11</b> i) Increase the income from consultancies to \$4.0M by 2007 ii) Faculty Research Officers to work with UTAS Innovation Ltd and faculties from early 2005 iii) 'UTAS Innovation' to streamline administrative processes of consultancy activity	H	CEO 'UTAS Innovation' Manager, Research Services		2005-7
<b>12</b> Enhanced support for researchers in relation to grants, consultancies and ethics (continue to support Animal Ethics Committee and state-wide Human Research Ethics Committee)	<b>12</b> i) Researchers' Guide to be updated in 2005 ii) Carry out a survey of researchers in relation to the services of the Research Services in late 2006	M	Manager, Research Services		2005-7
<b>13</b> Integration of research planning through the alignment of Research, Research Training Management Plan, with Faculty Research Plans and with the University Strategic Plan	<b>13</b> i) During 2005 have an integrated set of plans related to research especially in relation to targets and major initiatives ii) Annual review of targets and major initiatives based on consultation with key stakeholders	H	Pro Vice-Chancellor (Research)		2005-7
<b>14</b> Improving quality assurance processes within Research Services to clarify responsibilities and to ensure continuous improvement of services to researchers	<b>14</b> • Develop a Research QA Manual and refine analytical capacity of the Research Management Data Base by end 2005	M	Manager, Research Services		2005-7
<b>15</b> Implement approved policy on accountability in research, especially in relation to industry sponsored research	<b>15</b> i) Implement policy early in 2005 and ensure that it is widely promulgated among the research community ii) Review in 2007	H	Pro Vice-Chancellor (Research)		2005-7

**QUALITY ASSURANCE MEASURES FOR GOAL 9**

1. External consultants to review broad direction of research and provision of research support at UTAS in early 2007.
2. Evaluation of new UTAS budget allocation structure in 2007.
3. Research College Board to review effectiveness of the Quality Index in promoting quality research in 2007.
4. Planning and Resources Review Committee evaluation of budget
5. Assessment of space needs via Capital Management Plan Review Committee
6. Annual evaluation of services provided by UTAS Innovation Ltd.
7. Cyclical review of Ethics support (human and animal).
8. Evaluation of effectiveness of Registration of Supervisors and related staff development programs for research staff.

## USEFUL LINKS

University of Tasmania Plan 2005-07	<a href="http://www.utas.edu.au/universitycouncil/uniplan2005_07.pdf">http://www.utas.edu.au/universitycouncil/uniplan2005_07.pdf</a>
Research College Board	<a href="http://www.research.utas.edu.au/rescollege/rc_board.htm">http://www.research.utas.edu.au/rescollege/rc_board.htm</a>
Human Research Ethics Committee and Procedures	<a href="http://www.research.utas.edu.au/rdo/ethics/human.htm">http://www.research.utas.edu.au/rdo/ethics/human.htm</a>
Animal Ethics Committee and Procedures	<a href="http://www.research.utas.edu.au/rdo/ethics/animal.htm">http://www.research.utas.edu.au/rdo/ethics/animal.htm</a>
UTAS Intellectual Property Policy	<a href="http://www.utas.edu.au/universitycouncil/legislation/pol_intellprop.pdf">http://www.utas.edu.au/universitycouncil/legislation/pol_intellprop.pdf</a>
UTAS Avoiding Conflicts of Interest Policy	<a href="http://www.admin.utas.edu.au/Handbooks/UTASHANDBOOKS/RULES/POLCON.html">http://www.admin.utas.edu.au/Handbooks/UTASHANDBOOKS/RULES/POLCON.html</a>
Institutional Research Grant Scheme (IRGS)	<a href="http://www.research.utas.edu.au/rdo/grants/internal.htm">http://www.research.utas.edu.au/rdo/grants/internal.htm</a>
UTAS Consultancy Policy	<a href="http://www.utas.edu.au/universitycouncil/legislation/pol_consult.pdf">http://www.utas.edu.au/universitycouncil/legislation/pol_consult.pdf</a>
UTAS Theme Areas	<a href="http://www.research.utas.edu.au/themes/">http://www.research.utas.edu.au/themes/</a>
Research, Research Training Management Plan 2003-05	<a href="http://www.research.utas.edu.au/reports/RRTMP_2003-2005.pdf">http://www.research.utas.edu.au/reports/RRTMP_2003-2005.pdf</a>
Registration of Research Higher Degree Supervisors	<a href="http://www.research.utas.edu.au/policies/docs/Registration_Supervisors-ProceduresN.pdf">http://www.research.utas.edu.au/policies/docs/Registration_Supervisors-ProceduresN.pdf</a>
Minimum Infrastructure Standards for RHD Candidates	<a href="http://www.research.utas.edu.au/policies/docs/Minimum%20Infrastructure%20Standards.pdf">http://www.research.utas.edu.au/policies/docs/Minimum%20Infrastructure%20Standards.pdf</a>
Commonwealth Department of Education, Science and Training (DEST)	<a href="http://www.detya.gov.au/highered/research/index.htm">http://www.detya.gov.au/highered/research/index.htm</a>
Australian Research Council	<a href="http://www.arc.gov.au/arc_home/default.htm">http://www.arc.gov.au/arc_home/default.htm</a>
National Health and Medical Research Council	<a href="http://www.health.gov.au/nhmrc/index.htm">http://www.health.gov.au/nhmrc/index.htm</a>
National Research Priorities	<a href="http://www.detya.gov.au/priorities/">http://www.detya.gov.au/priorities/</a>