

## Research, Research Training Management

### Priority A: Fully embed a high performance culture

Instil an expectation of high achievement in students and staff, and provide the means for this high achievement.

- 7 Ensure that recognition and reward systems encourage and celebrate excellence at both the individual and group levels.

	Initiative	Priority	Responsibility	Budget	Date
1	Revise the internal budget distribution algorithm to reward publications of peer reviewed articles in high quality international journals and books/monographs with top quality international publishing houses  Target: Increased citations	M	PVCR and Deans	A	2009
2	Provide increased resources to encourage staff to deposit their publications in a UTAS digital repository (such as ePrints).  Target: Entry of all HERDC 2007 publications will be completed by 31 December 2008. Following 2008, entry of all DEEWR-reportable publications in a UTAS digital repository will be completed by 31 December of the year following.	H1	PVCR and Manager, Library Services	A \$200k per year	2009
3	Increase internal funding for research through IRGS with 50% for Early Career Researchers (ECR) and establishing a competitive fund to support attendance at international conferences. Establish more rigorous reporting from grant recipients to ensure and monitor value from investment.  Target: <ul style="list-style-type: none"> <li>• ECRs better supported in developing their research profile.</li> <li>• Will lead to more successful applications for external funding.</li> <li>• Engender greater accountability.</li> <li>• Will assist in positioning UTAS for ERA</li> <li>• Greater international profile and networking for UTAS through showcasing research at international conferences.</li> </ul>	H1	PVCR	A \$1M per annum	2009 onwards
4	Strengthen areas of research excellence through strategic appointments of New Stars and funding support for Rising Stars.  Target: <ul style="list-style-type: none"> <li>• \$12.5 M for New Stars</li> <li>• \$2.5M for Rising Stars</li> <li>• Increased research performance of exiting star researchers and improved retention of key staff.</li> </ul>	H	Vice-Chancellor, PVCR	A \$15M	2009

	Initiative	Priority	Responsibility	Budget	Date
5	Position UTAS for the ERA to enable high scores and increased reputation.  Target: • Anticipate what metrics will be used in each discipline and address areas that require support. • Areas of research excellence identified in RQF to be further supported and strengthen via points 1- 8 above.	H1	100k	A PVCR, DVCP, Deans	2008 and ongoing

## Priority B: Create and implement a distinctive UTAS teaching and learning model

**Develop a UTAS student experience, learning outcomes and graduate profile that ensure contemporary knowledge and skills, generic capabilities and an experience of place, environment and community that is distinctly Tasmanian.**

12 Ensure that academic, personal and administrative support services are responsive to student needs.

	Initiative	Priority	Responsibility	Budget	Date
1	Grow the support staff in the Graduate Research Office to bring it closer to the national average.  Target: Improved services to students, and improved completion rate for postgraduate students.	H1	Dean, Graduate Research	A \$590k	2009 and ongoing
2	Living allowance for 9 international students.	H1	Dean, Graduate Research	A \$190k	2009 and ongoing

13 Restructure and streamline the course profile to provide: common course structures, multidisciplinary and interdisciplinary learning opportunities; and flexible delivery options that are responsive to students' needs and the University's academic strategic priorities.

	Initiative	Priority	Responsibility	Budget	Date
1	Develop a structured programme of compulsory generic training for RHD students.  Target: • Better equip RHD graduates for the job market. • Improved quality of the RHD experience.	H1	Dean of Graduate Research	A \$50k	2009

17 Provide a high quality, distinctive and energising student experience that develops life-long learning skills, generic graduate attributes and a global perspective that lead to satisfying and rewarding employment, career and personal development outcomes for students.

	Initiative	Priority	Responsibility	Budget	Date
1	Increase RHD load and successful completions by strategic targeting of areas of excellence in research and the provision of good pastoral care and generic training for RHD students.  Target: All RHD students will complete a course of compulsory generic training.	H	Dean, Graduate Research	A \$50k	2009

	Initiative	Priority	Responsibility	Budget	Date
2	Establish a competitive conference fund for RHD students to enable them to make one presentation at a national or international conference during their training. Schools will be expected to provide matching funding.  Target: During their candidature, every RHD student will make one presentation at a national or international conference.	H1	Dean of Graduate Research;  Supervisors	A \$25k	2009
3	Introduce viva voce examination of Ph.D.s across the University.	H	Dean of Graduate Research	A ??	2008
4	Review procedures for student progression, supervisor performance and quality assurance in the Graduate Research Office.	H	PVCR	A	2008 and ongoing

### **Priority C: Further strengthen existing UTAS institutes, centres and groups and identify new flagship opportunities**

**Reassess and renew the focus of UTAS' research strengths and opportunities; Develop the opportunities that arise as a result of the integration of UTAS and the Australian Maritime College.**

18 Develop current and identify new areas of research strength.

	Initiative	Priority	Responsibility	Budget	Date
1	Continue support and research growth (income, publications, esteem) in the following key areas:  <ul style="list-style-type: none"> <li>• Australian Centre for Research on Separation Science.</li> <li>• Tasmanian Institute for Law Enforcement Studies.</li> <li>• Riawunna</li> <li>• Community, Place and Change</li> <li>• Centre for Clinical Research</li> <li>• Corporate Governance</li> <li>• Australian Innovation Research Centre</li> </ul>	H	PVCR and Directors of Centres/Institutes, and Deans	A	2008 and ongoing
2	Increase grant income, publications and Rhd load in the following Institutes as follows:  Target: CODES to achieve refunding and to increase grant income from all sources by 15% and publication output from an average of 1.64 per head (2004-2006) to 2.5 per head by 2010.  MENZIES INSTITUTE to increase grant income from all sources by 15% and to maintain publication output of around 3.00 per head by 2010.  TIAR to increase grant income from all sources by 15% and to increase publication output from an average of 1.1 per head (2004-2006) to 2.5 per head by 2010.  TAFI to increase grant income from all sources by 15% and to maintain publication output at around 3.25 per head by 2010.  IASOS to increase grant income by 15% and increase publication to 3.0 per head by 2010	H	PVCR and Directors of Institutes	A	2010

	Initiative	Priority	Responsibility	Budget	Date
3	Explore potential for substantive flagship institutes with a cross-disciplinary focus in research and teaching, for example in conservation and natural resource management, forensic science, tourism.  Target: • Establish at least one Institute by 2010.	M	PVCR and PVCTL	A	2010

19 Develop key areas of strength in the AMC institute as part of completing the integration process.

	Initiative	Priority	Responsibility	Budget	Date
1	Explore opportunities for collaborative and cross-disciplinary research with staff at AMC and staff in SET.  Target: Increased grant income and publication output for AMC. Integration of AMC into the research community of UTAS.	M	PVCR, Dean of SET, Director of AMC	A	2008 and ongoing

20 Develop a next-generation marine and Antarctic institute.

	Initiative	Priority	Responsibility	Budget	Date
1	Establish and grow an Institute for Marine and Antarctic Studies (IMAS).	H	PVCR	A \$500 per year for 3 years	2009

22 Increase the scale and focus of research to achieve critical mass by clustering activity into groups, centres and institutes.

	Initiative	Priority	Responsibility	Budget	Date
1	Explore potential for substantive flagship institutes with a cross-disciplinary focus in research and teaching, for example in conservation and natural resource management, forensic science, tourism.  Target: Establish at least one new research Institute by 2010.	M	PVCR & PVCT&L	A	2010

### **Priority D: Strengthen relationships with UTAS' communities, including the Tasmanian State Government**

**Further develop relationships with the Tasmanian State Government and UTAS' communities of interest; Seek collaborations that enhance UTAS' distinctiveness and provide unique opportunities for all stakeholders.**

24 Renew major partnerships with State Government and industry and develop new partnerships with the private sector.

	Initiative	Priority	Responsibility	Budget	Date
1	Implement commercialisation initiatives outlined in the Partnership Agreement signed in 2008.  Target: A commercialisation process that has the confidence of the UTAS community, tested by Client Satisfaction Survey every 2 years.	H	PVCR	A	2008 and ongoing
2	Through the Menzies Research Institute and the Faculty of Health Science, further develop relationships with Health Authorities in Tasmania.  Target: Increased UTAS contribution to policy in Tasmania; Enhanced research outputs.	H	PVCR; Dean of Health; Director of Menzies Research Institute	A	2008 and ongoing
3	Enhance relationship with Housing Tasmania and the Australian Housing and Urban Research Institute (AHURI).	H	PVCR	A \$30k	2008 and ongoing
4	Through TIAR and TAFI build further on good relationships with agricultural and fisheries industries in Tasmania.	H	Directors of TIAR and TAFI	A	2008 and ongoing

### Priority E: Maximise support for core activities by aligning resources and improving business services

**Optimise financial resources and physical infrastructure to support core activities and strategic priorities; Optimise human resources and support systems and staff infrastructure to support core activities and strategic priorities; Achieve efficiency gains and the best use of strategic and operational resources.**

30 Review and reform business processes to achieve efficiency and effectiveness.

	Initiative	Priority	Responsibility	Budget	Date
1	Review procedures for student progression, supervisor performance and quality assurance in the Graduate Research Office.	M	Dean of Graduate Research	A	2008 and ongoing

33 Maintain a coherent business planning system that supports this strategic plan and area-specific strategic and operational plans.

	Initiative	Priority	Responsibility	Budget	Date
1	Build on existing system for external review of University institutes and centres. Reviews should occur triennially  Target: <ul style="list-style-type: none"> <li>Provides international and national perspective and benchmarking of institute or centre.</li> <li>Research College Board to receive reports every two years on prospective plans of institutes and centres.</li> </ul>	H1	PVCR; Institute/Centre Directors	A \$10k	2008 and ongoing

35 Introduce a suite of customer service assessments of all administrative and support services.

	Initiative	Priority	Responsibility	Budget	Date
1	<p>Establish a digital repository and encourage staff to deposit their publications. Initially for 2007 and then ongoing and retrospective.</p> <p>Target: • Increased citations. • Positions UTAS for ERA.</p>	H	PVCR; Deans; HoSs	A	2010

36 Further diversify funding sources, particularly from the non-government sector.

	Initiative	Priority	Responsibility	Budget	Date
1	<p>Increase competitive grant income from ARC/NH&amp;MRC and other sources through internal peer review processes, development of grantmanship and incentives.</p> <p>Target: • Comparability in grant income per capita with the GO8. • By 2010 competitive grant income should be comparable to GO8.</p>	H	PVCR; Deans; HoSs	A	2010
2	<p>Increase income from commercial sources supporting high quality research through increased interface with industry and more informative and encouraging procedures for staff, for example UTAS Business Competition.</p> <p>Target: • Establish a commercial income portfolio with a dominance of contract research versus consultancy. • Increase commercial income to a level comparable with the GO8 by 2010. • Enhanced knowledge transfer and enterprise.</p>	H1	PVCR; Deans; HoSs	A	2010