

University of Tasmania

Office of Research Services

A Functional Charter

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PURPOSE OF THIS DOCUMENT

This document provides new and existing staff with an introduction to the Office of Research Services (ORS). It defines:

- (i) The **vision** and **mission** of the ORS.
- (ii) The **organisational structure** used to deliver research services within the University.
- (iii) *What ORS does*: the functions ORS provides to the University's *research* community; including academics, post-graduate students, schools, faculties, institutes and central UTAS.
- (iv) *How ORS delivers*: The principles and values that guide the way ORS delivers services to the research community
- (v) The Administrative Operating Model and ORS: How these principles are applied in the **delivery of ORS services** to the research community **through** the University's Administrative Operational Model (**AOM**) introduced in 2013.
- (vi) A **service catalogue** for ORS.

BACKGROUND AND CONTEXT

In 2013, the University of Tasmania (UTAS) designed and adopted a new Administrative Operating Model (AOM) in which central university manages its key administrative tasks: (Marketing & Communications (M&C), Finance (FIN), Human Resources (HR), Information & Technology Services (ITS), Commercial Services Delivery (CSD), Student Services (SS) and Research Services (RS), through respective central offices responsible for those functions. These central offices are responsible for the delivery of service to their University clients.

Services delivered into faculties, schools and institutes, which are related to one another on the basis of their geography (known as a "Hub"), is facilitated by a dedicated (Hub) Business Partner¹. Research Services in the Hubs are delivered by a Research Services Manager (RSM).

There are five Hubs, identified as: Cradle Coast (CC), Arts, Business, Law (ABL), Domain (DOM), Launceston (LTN) and the Faculty of Science Engineering & Technology² (SET). The delivery of research services for all clients within a particular Hub is the responsibility of the respective Hub RSM.

Each Hub has also been assigned a Hub General Manager (HGM), who is largely responsible for ensuring delivery of more generalised services. The faculties, schools and institutes in the respective Hubs, and the delivery of Research Services into those Hubs, are noted in Figure 1.

¹ Hub Business Partners are also sometimes referred to as Hub Team leaders or Hub Research Coordinators in the AOM lexicon.

² Despite primarily being a discipline based classification, as the SET faculty is large and in a defined geographical area within UTAS it is considered and referred to as a "Hub".

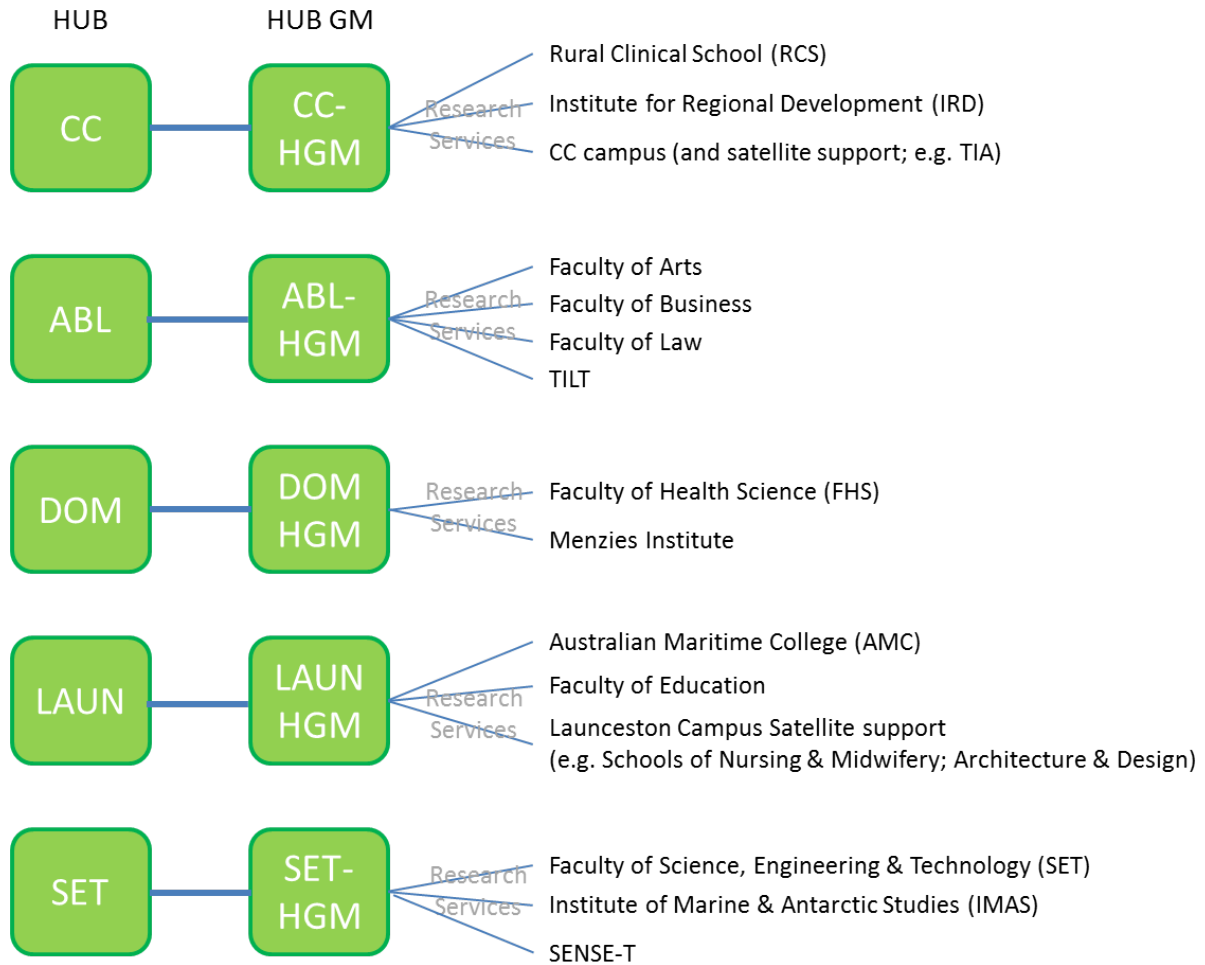


Figure 1: Delivery of research services into the Hubs.

The Vision of the Office of Research Services

To build the global reputation and international distinctiveness of the University of Tasmania by enabling researchers to deliver high quality research outputs and outcomes for community benefit.

The Mission of the Office of Research Services

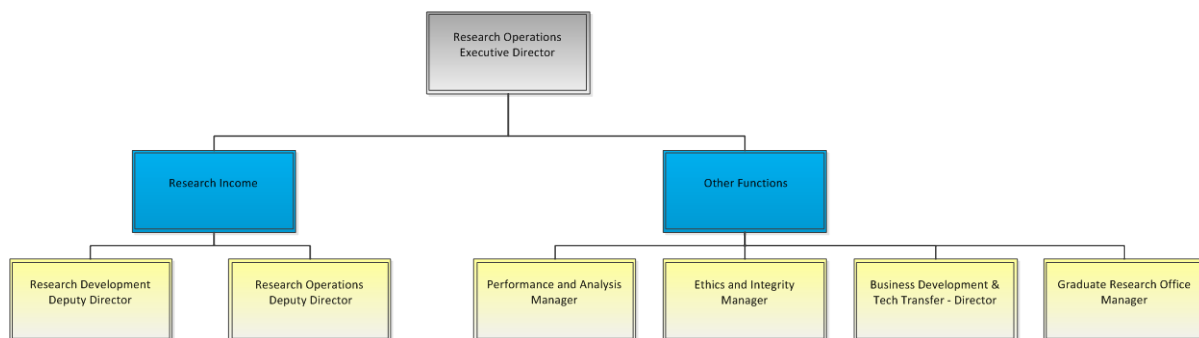
To provide high-level administrative and strategic research support in the most professional, efficient and effective manner. To work in partnership with academic and professional staff to ensure that the support we provide facilitates and recognises research excellence.

GOVERNANCE AND SERVICE DELIVERY

Office of Research Services Organisational Structure

The ORS reports to the Deputy Vice Chancellor (Research) (DVCR) and is led by the Executive Director - Research Operations (EDRO).

The EDRO's portfolio role is broadly divided into: (i) Management of UTAS Research income, and (ii) other functions.



(i) Research Income:

This activity has been divided into 2 portfolios, a) research development and b) research operations.

- a) The Deputy Director-Research Development (DDR) will be responsible for research development initiatives for UTAS. This incorporates building research capability and opportunity, generic research skills training, career-stage development programmes and coordination of major grant rounds (ARC, NHMRC, schemes of strategic importance). The DDR will also have line management responsibility for the research management staff situated in the Hubs. Research Development programmes will be delivered at both a central and Hub-specialist level.
- b) The Deputy Director – Research Operations (DDRO) will be responsible for the operational aspects of research management including final submission of grants to funding bodies, contract initiation and post-award management. This includes the coordination of UTAS authorisation of research activity; the implementation of UTAS research policies, systems and procedures to ensure efficient service delivery is achieved and contractual obligations are met; and that federal government reporting requirements are adhered to.

These two portfolios will operate in concert with one another.

Hub staff will be the primary point of contact for research staff. It will be the Hub staff's responsibility to liaise with central ORS staff to ensure a timely and efficient research administration service to researchers.

- (ii) Other activities managed within ORS that are not directly concerned with the management of research income are: Business Development and Technology Transfer (BD&TT), Research Integrity and Ethics (RIE), Graduate Research administration through the Graduate Research Office (GRO), and Research Performance and Analysis (RP&A).

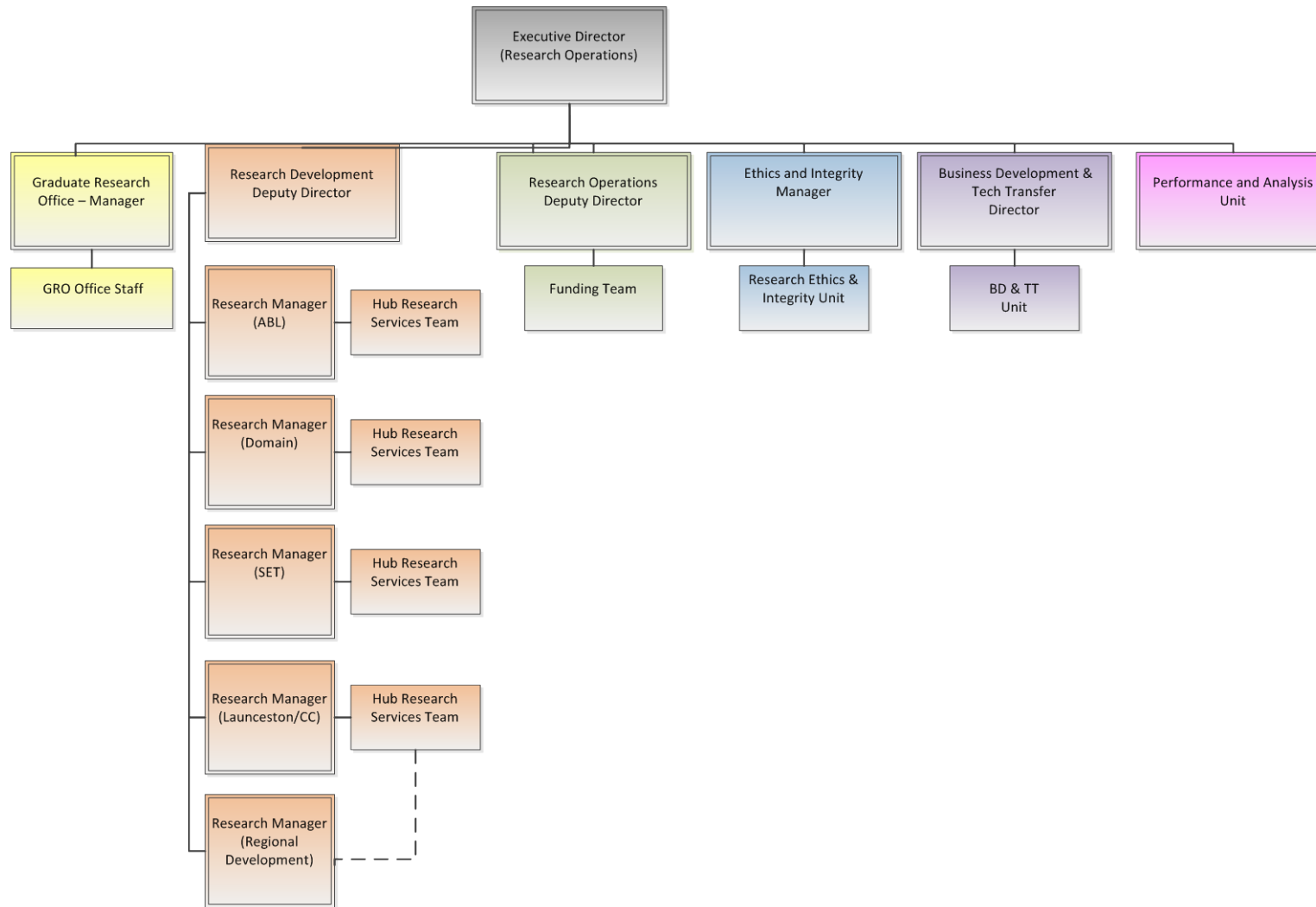


Figure 2: The ORS organisation structure.

Key Functions of the Office of Research Services

ORS key functions include:

- Training and supporting the professional development of UTAS researchers in relation to increasing the quality, quantum and longevity of research funding
- Research funding administration
- Securing and coordinating UTAS' participation in major research initiatives
- Identifying and facilitating strategic sources of research funding
- Business development, technology transfer and commercialisation of UTAS Intellectual Property (IP)
- Facilitating processes to attract high quality higher degree research (HDR) students and supporting their needs
- Maintaining UTAS' compliance in relation to research ethics and integrity
- Oversight of communication strategies of RS and major research services events to other functional units within the University.
- Support of research data analysis and reporting, working closely with the Office of the DVC-Research.

Values and Principles that Govern the Delivery of Research Services

The ORS is dedicated to providing professional and timely service and support to the research community including:

- Research staff;
- Higher degree research students;
- Research representatives and committee such as Associate Deans and Directors of Research, Graduate Research Coordinators and the Research College Board.
- External funding and revenue providers
- UTAS ethics and integrity committees
- Senior management and other administrative units; and
- Relevant staff at other universities and research institutions.

Values of the Office of Research Services

The staff within ORS will strive to uphold the following values:

Communication	Listening to researchers in order to understand their needs, keep them informed about the status of their queries and projects, and ensure the information provided is up-to-date and relevant.
Knowledge	Provision of accurate and consistent advice. If unable to provide assistance they will endeavour to direct researchers to the appropriate office or individual.
Training & Education	Facilitating support, training and skill development of researchers in areas such as broad research skills, specific schemes, and targeted career-stage training.
Relationships	Fostering and maintaining professional and productive relationships with clients and colleagues.
Best Practice	ORS will critically review and modify practices and procedures to continually meet the needs of researchers in order to develop and maintain world-leading research activity.
Responsiveness	<ul style="list-style-type: none"> • Understand timeframes for required services; respond within that timeframe or be transparent in capacity to respond • Equitably prioritize activities, taking into account the information provided at the time of enquiry • Be open to feedback to improve service

Principles of the Office of Research Services

ORS has developed the following principles to help guide the delivery of services to the UTAS research community through the AOM:

- (i) A consistent level and quality of research services.
- (ii) Continually striving to improve service quality, and to align and lead best practice across the tertiary education sector.
- (iii) Working in partnership with researchers, Schools, Faculties and Institutes to engage with the governance arrangements of the AOM.

Overview of Central Office of Research Services Functional Units

Research Funding

Research Funding is located at 301 Sandy Bay Road. The core role of this unit is the following:

- Promotion and coordination of major grant rounds, and schemes of strategic importance to the University.
- Compliance, eligibility and grantsmanship support.
- Contract initiation including facilitating negotiation, legal review and internal sign-off in accordance with UTAS policies and procedures.
- Contract management of funds awarded, including provision of narrative reports and contract variations.
- Record and hold corporate records of all research funding held by UTAS, including database entry and e-copies of records.

Business Development and Technology Transfer (BD&TT)

The BD&TT unit manages business development and commercialisation issues related to research, and is also responsible for identifying and cultivating new relationships with partners to provide solutions to significant challenges relevant to the University's stakeholders.

This business unit also provides advice in relation to Intellectual Property (IP) management, commercialisation and high-level deal structuring / IP arrangements when UTAS is considering entering into large collaborative relationships such as Collaborative Research Centres (CRC), Centres of Excellence [CoE], Industrial Transformation Research Programs [ITRP] etc.

The Graduate Research Office

The Graduate Research Office (GRO) supports research higher degree (RHD) students by providing professional standards of administration of higher degree by research programs, as well as an enhanced postgraduate experience through targeted academic support, policy development and performance monitoring. GRO is responsible for the administration of scholarships, admissions, enrolment and examination of RHD students, as well providing opportunity for generic skills development.

Research Integrity and Ethics Unit (RIEU)

The Research Integrity and Ethics Unit assists in creating, promoting and maintaining an environment that promotes the responsible and ethical conduct of research. The Research Integrity and Ethics Unit (RIEU) is available to assist with all aspects of research ethics and governance issues, including education, training, resources, and administrative support for the following key areas:

Research Integrity: The University encourages integrity in research by supporting research that is built on a commitment to honesty, objectivity, accuracy and lawfulness and in accordance with the Australian Code for the Responsible Conduct of Research.

Animal Welfare and Ethics: All University affiliated research and teaching involving the use of non-human vertebrate animals and cephalopods must be reviewed and approved by the Animal Ethics Committee (AEC). The AEC is responsible for the review of all animal based research and teaching at UTAS; the education and training of stakeholders; the monitoring of approved research; and the registration and monitoring of approved animal holding and experimentation facilities.

Human Research Ethics: Ethical approval by a Human Research Ethics Committee (HREC) is required for all research involving humans, their tissue or data, in accordance with the National Statement of Ethical Conduct in Human Research. In Tasmania, the ethical review of research is conducted by the Human Research Ethics Committee (Tasmania) Network, administered by the University of Tasmania, on behalf of it and the Department of Health and Human Services.

Research Performance and Analysis (RPA)

The Research Performance and Analysis unit is responsible for the collection, quality assurance and reporting of UTAS research data including:

- federal government submissions, (Higher Education Research Data Collection (HERDC), Excellence in Research for Australia (ERA) and the biennial survey of Research and Experimental Development for the Australian Bureau of Statistics);
- researcher profiles and reports through the Web Access Research Portal (WARP);
- the provision of high quality research data, analysis and modelling to Senior Managers;

The Delivery of Research Services into the Hubs

The centrally coordinated delivery of research services into the Hubs is a core attribute of the AOM and presents new implementation challenges. The core tenet of the Hub model is that *research services will be provided to clients (schools, faculties and institutes) by a team of RS staff located in the same Hub as the client*. Importantly, unlike the pre-AOM model, Hub research services staff are no longer uniquely aligned with or report into a particular school, faculty of institute but instead report to that Hub's RSMs.

The delivery of research services is the responsibility of the RSM and, consequently, they will oversee the following:

- Facilitate research service development programs through supporting the coordination and development of research service development initiatives within Hubs.
- Work with central ORS and academic and professional staff colleagues to establish best practice in research services.
- Support best practice in research management, integrity and compliance, and direct researchers to the Research Integrity & Ethics Unit as needed.
- Assist research staff with the identification of funding opportunities.
- Facilitate the submission of quality research funding applications and proposals
- Provide information, support and advice to Senior Management regarding research data reports and submissions.
- Provide administrative support to recruit, enrol, manage and graduate Research Higher Degree (HDR) candidates.
- Ensure the capture and accurate reporting of UTAS publications and support reporting and data analysis.

This section outlines the research services managed and delivered at each of the five Hubs.

Cradle Coast (CC)

The Regional Development Research Services Manager will deliver research services locally and/or direct enquires to the appropriate officer elsewhere in the research services Hub model.

Launceston (LAUN)

This Hub will be serviced by a RSM, with a Publication Officer, and a Graduate Research Administration Officer. The Regional Development Research Services Manager will provide support to the Launceston Hub by being the main support role for the Faculty of Education. It is envisaged a Research Administration Officer will be required in due course.

Arts, Business, Law (ABL)

This Hub will be serviced by a RSM, a Research Administrator, two Graduate Research Administration Officers and a Publication Officer.

Domain (DOM)

The Domain Hub will also provide support to the Rozelle campus (Sydney, NSW) and will assist the RSMs in Launceston and CC to support Health and Medical Research located in the north of the State.

The Domain RSM will be supported by two Research Administration Officers and a Publication Officer (Menzies only). The provision of a second publication officer for the Faculty of Health Science and two Graduate Research Administration Officers will be phased in at a later date.

Science, Engineering & Technology (SET)

The SET hub has been given a separate hub status because its Schools are, in large part, located in the Sandy Bay precinct in Hobart. The SET Hub will assist the Launceston and CC RSM's in the provision of specialist research services support of researchers in the north of the state, as required. Under the AOM, research services will be delivered by a SET RSM who will be supported by three research administration officers (one dedicated to IMAS), two post-graduate research administrative officers and two publication officers, in due course.

The Office of Research Services Service Catalogue

The purpose of the ORS Service Catalogue is to formally define the services provided and detail the responsibilities of all parties involved. The catalogue is designed to provide faculties and institutes with a transparent view of the services available including items such as specific, standard or optional services, service level goals, where and how the support will be provided, and the steps for requesting the service (where applicable).

The catalogue will document the agreed services and service levels and form the basis of a service level agreement between the Office of Research Services and faculties/institutes, and will be the basis against which performance will be measured and assessed. The detail of the ORS service catalogue can be viewed at <https://secure.utas.edu.au/psr/service-operating-model>.

Further information

Detailed information regarding research services and contacts is available on the UTAS Research website: <https://secure.utas.edu.au/research>.