

# ARMS

## ADELAIDE 2013



STIMULATING CHANGE:  
INSPIRE. INNOVATE. ENGAGE.

**Australasian Research Management Society Conference**

**ADELAIDE CONVENTION CENTRE**

**11 - 13 SEPTEMBER 2013**



ARMS 2013 Conference Managers



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# Handbook

[www.arms2013.org.au](http://www.arms2013.org.au)



CONTENTS	PAGE	CONTENTS	PAGE
WELCOME	3	SPEAKERS AND PANELLISTS	11
ACKNOWLEDGEMENTS	5	OTHER ACTIVITIES	15
GENERAL INFORMATION	6	ARMS 2013 ANNUAL GENERAL MEETING	
CONFERENCE VENUE		SCOPUS YOUNG RESEARCHER OF THE YEAR AWARDS	
CONFERENCE INFORMATION AND REGISTRATION DESK		ARMS SPECIAL INTEREST GROUPS	
EXHIBITION AND CATERING		CONFERENCE DINNER	
FACILITIES		CONFERENCE DINNER TRANSPORT	
MESSAGES		PRE-CONFERENCE PROFESSIONAL DEVELOPMENT WORKSHOPS	
NAME BADGES		PRE-CONFERENCE SITE VISITS	
PARKING		WELCOME RECEPTION	
POSTER AREA		SCHEDULE OF OTHER MEETINGS	18
SOCIAL MEDIA		ARMS ACCREDITATION	19
SPEAKER SUPPORT CENTRE		PRE-CONFERENCE PROGRAM	20
TELEPHONE NUMBERS		CONFERENCE PROGRAM	21
CONFERENCE VENUES AT A GLANCE	7	PROFESSIONAL DEVELOPMENT WORKSHOPS	25
PARTNER PROFILES	8	CONCURRENT SESSIONS ABSTRACTS	27
EXHIBITOR INFORMATION	9	POSTER ABSTRACTS	43
EXHIBITION FLOORPLAN	9	VENUE MAP	53





## WELCOME

The Organising Committee welcomes you to ARMS 2013, the 15th Annual Conference of the Australasian Research Management Society. We welcome you to Adelaide and hope you enjoy ARMS 2013 – where you will experience a stimulating and inspiring conference that offers insights into the future of research administration and management.

In addition to a fantastic social program, the 2013 ARMS conference offers an exciting conference program of keynote speakers, panels, themed sessions, a wide selection of professional development and accreditation workshops, and the choice of two site visits exploring themes dear to the heart of all South Australians – Water and Wine.

You will have opportunities to network and foster collaborations with national and international delegates at the ARMS 2013 social functions or at Adelaide's nearby world renowned restaurants. Enjoy all that Adelaide has to offer during the conference and take advantage of the conference venue's proximity to the cultural heart of Adelaide, where the South Australian Museum, Art Gallery, and State Library of South Australia house unique research collections. Step outside when you can and take advantage of the riverside location of the Convention Centre. Enjoy the tram ride to Glenelg for our seaside Conference Dinner in the Stamford Grand's beautiful Ballroom followed by a fun night of dancing to the Flaming Sambucas.

This year's theme *Stimulating Change...Inspire. Innovate. Engage.* challenges you to consider how you respond to the changing research management environment. The Program Committee has attracted a thought-provoking and inspiring line-up of invited keynote speakers and panellists. Delegates can also choose from a diverse and comprehensive program of concurrent sessions, covering all aspects of research management and administration, including: conducting, measuring and managing collaborative research; international engagement and perspectives; e-research and open access; and innovation in research management, research governance, research evaluation systems and research metrics.

We hope you leave the conference inspired for the challenges of the future, supported by a strong network of colleagues who are passionate about the impact we have as research managers and administrators.

### ARMS 2013 Organising Committee

**Lesley Geldenhuys and Karen Burke, Co-convenors**

#### ARMS 2013 ORGANISING COMMITTEE

Karen Burke, The University of Adelaide (Co-convenor)  
Lesley Geldenhuys, CSIRO (Co-convenor)  
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Merrilyn Lárusson, CSIRO  
Greg Macpherson, The University of Adelaide  
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Yvette Growden, SAHMRI  
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Gayle Morris, Flinders University  
Ted Rohr, RMIT University  
Tom Sear, Australian National University  
Milica Symul, University of Canberra  
Casey Windrum, Cancer Institute NSW

# We aim to leave a **positive and lasting impact** for future generations



Our science and technology touches every part of Australia and the lives of all Australians

## Agriculture

Over **95%** of **Australia's cotton crop** based on CSIRO varieties; using **85%** less insecticide and **52%** less herbicide.

'Perfect prawns' could increase the value of the aquaculture industry by **\$120 million**.



## Mining and Minerals

**Longwall mining technology** improving productivity and worker safety in coalmines.

**TiRO technology** building a new titanium industry worth **\$275 million**.



## Energy

**Ultrabattery** commercialised and on Australia's largest renewable energy storage system trial.

**CSIRO HVAC** technology reduces total air conditioning electricity consumption by up to **30%** in commercial buildings.



## Extreme Events

**CSIRO-BoM Access** model every day delivers a **10x** improvement in weather forecasts.

**\$200 million** in costs avoided for coastal communities through **better planning and zoning** underpinned by CSIRO science.



## Water

**Murray-Darling Sustainable Yields** saved an estimated **\$2.8 billion** in better risk management.

**Pipeline Asset and Risk Management System** maximises efficiency and minimises supply disruption in our big cities.



## Services

**Wireless Local Area Networks** used in **4 billion** devices worldwide.

**Ngara technologies** bring wireless broadband communications to rural and regional Australia.



## Manufacturing

**Focus Night and Day™** and **O2OPTIX™** extended wear contact lenses developed in collaboration with Vision CRC and CIBA Vision Corporation.

Assisting a family-owned manufacturing company, **Textor Technologies**, to consolidate its position as a key supplier of specialised fluid transfer fabrics to the **global market**.



## Health

**Hendra virus vaccine** developed and brought to market.

Early detection of **Alzheimer's** could improve quality of life for **thousands** of Australians.



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w [www.csiro.au](http://www.csiro.au)

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Victoria 3003, Australia

**rm**  
RESEARCHMASTER

## ACKNOWLEDGEMENTS

At the time of going to print, the Organising Committee would like to thank the following partners and exhibitors of the ARMS 2013 Conference:

### SILVER PARTNERS



### BRONZE PARTNERS



### THE SCOPUS YOUNG RESEARCHER OF THE YEAR AWARD PARTNER



### OTHER PARTNERS

#### Local Keynote Speaker Partner

- South Australian Health and Medical Research Institute (SAHMRI)
- CSIRO

#### Concurrent Session Partner

- Royal Society of New Zealand
- Massey University

#### Conference Lunch Partner

- Elsevier
- Macquarie University

#### Pens Partner

- Bond University

#### Coffee Cart Partner

- Flinders University

#### Conference Supporter

- NHMRC

### EXHIBITORS

- ANPHA
- Elsevier
- eResearch SA
- InfoEd Global
- International Network of Research Management Societies (INORMS)
- ProQuest
- Research Professional
- S1 Consulting & Software Services - Unit 4
- Symplectic
- Thomson Reuters
- University Office

## GENERAL INFORMATION

### CONFERENCE VENUE

Adelaide Convention Centre  
North Terrace  
Adelaide SA 5000  
Telephone +61 8 8212 4099

### CONFERENCE INFORMATION AND REGISTRATION DESK

The registration desk is located in Foyer F of the Adelaide Convention Centre.

#### Registration Desk Hours

Wednesday 11 September 2013	0730 – 1900
Thursday 12 September 2013	0800 – 1700
Friday 13 September 2013	0800 – 1630

### EXHIBITION AND CATERING

The exhibition is located in Hall F at the Adelaide Convention Centre. Morning teas, lunches and afternoon teas will be served in this area to enable you to visit all exhibitors, whose support of the event is much appreciated.

#### Exhibition Opening Times

Wednesday 11 September 2013	1800 – 2000
Thursday 12 September 2013	0800 – 1530
Friday 13 September 2013	0830 – 1530

### FACILITIES

#### Business Centre

The Adelaide Convention Centre has a well-equipped Business Centre, which is open daily for use during events. In addition to photocopying and fax facilities it has computers, internet and Wi-Fi to ensure delegates can remain productive while on the road.

#### Special Needs

Both car parks at the Adelaide Convention Centre have parking bays set aside close to the elevators for people with disabilities. Elevators provide wheelchair access from the car parks, streets and all floors. Signage throughout the building is large and clear to ensure it can be read by all. Adelaide Convention Centre staff are trained to speak clearly when making announcements to public areas and hearing induction loops for all areas are available on request.

### MESSAGES

Messages may be posted on the outside wall of the Registration Desk. Please ask a staff member at the desk to assist you. As no responsibility can be taken by the conference organisers to deliver messages personally, please check the wall at regular intervals.

### NAME BADGES

All delegates will be given a name badge at registration. This badge will be the official pass to sessions, teas, lunches and official social functions. It is necessary for delegates to wear their name badge at all times, when onsite, for security reasons.

### PARKING

#### Riverbank Car Park

- Accessible from King William Road and Morphett Road via Festival Drive
- Accessible from North Terrace via Station Road
- Located directly under the Centre
- Open 24 hours a day, 7 days a week
- 6 Automated payment stations
- Credit/Debit cards accepted at exit. Surcharges apply, Visa/Mastercard 1.5% Diners/Amex 3%

#### North Terrace Car Park

- Accessible from North Terrace
- Located directly under the Centre
- Open 24 hours a day, 7 days a week
- 3 Automated payment stations
- Credit/Debit cards accepted at exit. Surcharges apply, Visa/Mastercard 1.5% Diners/Amex 3%

#### General Public Rates For Riverbank and North Terrace Car Parks

Early bird  
\$12.00/day (Enter between 5:30–9:30am; exit between 2:30–6:30pm)

Casual rates  
0–1hr \$4.00; 1–2hrs \$8.00; 2–3hrs \$12.00  
3–24hrs \$1 per additional hour. Maximum of \$24/24hours  
Lost Ticket \$24.00

### POSTER AREA

Posters are set up inside the Exhibition area in Hall F. Poster Sessions will be conducted during lunchtime on Thursday and Friday. This is your opportunity to talk to the poster author.

### SOCIAL MEDIA

Follow the conference and post your comment, feedback and suggestions on:

Twitter @ARMS2013

Facebook [www.facebook.com/ARMSConference](http://www.facebook.com/ARMSConference)

### SPEAKER SUPPORT CENTRE

The Speaker Support Centre (SSC) is located in Meeting Room 3. Speakers are asked to visit the SSC to introduce themselves to the Audiovisual technicians and check in their presentation a minimum of 2 hours prior to their session start time.

### TELEPHONE NUMBERS

Conference Secretariat +61 8 8210 6601

#### Taxis:

Silver Service	133 100
Yellow Cabs	132 227
Suburban Taxis	131 008

## CONFERENCE VENUES AT A GLANCE

	VENUE
ARMS AGM	Hall C
ARMS Accreditation Council Meeting	Riverbank Board Room
ARMS Accreditation Modules	Wednesday – Meeting Room 10 Thursday & Friday – Meeting Rooms 1 & 2
ARMS Award Presentations	Hall C
Concurrent Sessions Thursday	
Innovation	Hall C
International	Riverbank Room 1
Collaboration	Riverbank Room 2
E-Research	Riverbank Room 3
Concurrent Sessions Friday	
Innovation in research management models	Hall C
Innovation in research governance	Riverbank Room 1
Innovation in research evaluation systems	Riverbank Room 2
Innovation in research metrics	Riverbank Room 3
Conference Dinner	Stamford Grand Adelaide Hotel at Glenelg, 2 Jetty Road (Moseley Square) Glenelg
Exhibition	Hall F
Lunch	Hall F
Morning and Afternoon Tea	Hall F
Other Meetings	Refer to venue listing on schedule of other meetings on page 18
Plenary Sessions	Hall C
Poster Display	Hall F
Professional Development Workshops	Riverbank Rooms
Registration Desk	Foyer F
Site visits (pre-conference)	
Water	Meet at Adelaide Convention Centre (bottom of escalator)
Wine	Meet at Adelaide Convention Centre (bottom of escalator)
Speakers' Dinner	Jolleys Boathouse, 1 Jolleys Lane, Adelaide – corner of Victoria Drive and King William Road
Speakers' Support Centre	Meeting Room 3
Welcome Reception	Hall F

### DISCLAIMER OF LIABILITY

The Organising Committee, including the Secretariat and the Australasian Research Management Society will not accept liability for damages of any nature sustained by participants or their accompanying persons or loss of or damage to their personal property as a result of the meeting or related events.



## PARTNER PROFILES

### The University of Adelaide

Contact: Ms Kerry Jaeger, Director  
Office of the Deputy Vice-Chancellor and  
Vice-President (Research)  
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Phone: +61 8 8313 3278  
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Website: [www.adelaide.edu.au/research](http://www.adelaide.edu.au/research)

The University of Adelaide is one of Australia's leading research-intensive universities and is consistently ranked among the top 1% of universities in the world. Established in 1874, it is Australia's third oldest university with a strong reputation for research and teaching excellence and producing graduates that make an impact on the world. The University has produced over 100 Rhodes Scholars, including Australia's first Indigenous winner, with five Nobel Laureates among its alumni community. There are more than 25,000 students with 30 per cent of them international students from more than 90 countries.

### University of South Australia

Contact: Dr Stephen Rodda, Director  
Research and Innovation Services  
Address: GPO Box 2471, Adelaide SA 5001  
Phone: +61 8 8302 3471  
Email: [Stephen.Rodda@unisa.edu.au](mailto:Stephen.Rodda@unisa.edu.au)  
Website: [www.unisa.edu.au](http://www.unisa.edu.au)

The University of South Australia is a globally focused, locally engaged institution that is consistently ranked among the top three per cent of more than 10,000 universities worldwide\*. The University has maintained a strong upward trajectory in recent years across a number of key indicators including The Times Higher Education's 'Top 100 Universities under 50' world rankings and the Excellence in Research for Australia (ERA) evaluation that rated more than 86 per cent of our assessed research as world-class standard or above#. The University is a research leader with a reputation for excellence across a range of discipline areas.

\*2012 QS World University Rankings. #2012 Australian Research Council Excellence in Research for Australia (ERA) evaluation.

### Australian Research Council

Contact: Ms Dinah Bryant  
Director, Stakeholder Relations  
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Majura Park ACT 2609  
Phone: +61 2 6287 6685  
Email: [dinah.bryant@arc.gov.au](mailto:dinah.bryant@arc.gov.au)  
Website: [www.arc.gov.au](http://www.arc.gov.au)

The Australian Research Council (ARC) provides advice to the Australian Government on research matters, manages the National Competitive Grants Program (NCGP) – a significant component of Australia's investment in research and development – and administers Excellence in Research for Australia (ERA) to measure research excellence across Australian higher education institutions.

### Flinders University

Address: GPO Box 2100, Adelaide SA 5001  
Email: [office.research@flinders.edu.au](mailto:office.research@flinders.edu.au)  
Website: [www.flinders.edu.au](http://www.flinders.edu.au)

Flinders is an innovative research and teaching university with an emphasis on high quality teaching and exciting, engaging research with real impact. Inaugural Vice-Chancellor, Professor Peter Karmel, shaped Flinders approach to research with his vision that we 'experiment and experiment bravely', a vision we are proud to pursue to this day.

### ResearchMaster Pty Ltd

Address: Ground Floor, 371 Spencer Street  
West Melbourne, Victoria 3003  
Phone: +61 3 9329 0286  
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ResearchMaster is Australia's leading provider of research management solutions. The new web-based RME6 system offers unparalleled configurability to support your research management needs. Our superior eForm and Workflow technology provides research administrators with the power to develop and customise online forms across multiple domains.



## EXHIBITOR INFORMATION

### Display 1 — Symplectic

Contact: Tom Letcher  
Address: 4 Crinan Street,  
London N19XW United Kingdom  
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Email: enquiries@symplectic.co.uk  
Website: www.symplectic.co.uk

### Display 4 — InfoEd Global

Contact: Damian Davini  
Regional Manager - Asia Pacific  
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Albany NY 12205 USA  
Phone: +61 (0) 433 797 906  
Email: ddavini@infoedglobal.com  
Website: www.infoedglobal.com

### Display 7 — International Network of Research Management Societies

Contact: Dr Elliott Kulakowski  
Address: 500 N. Washington St., Suite  
300, Falls Church, VA 22046  
Phone: 1-703-741-0140  
Email: exedir@srainternational.org  
Website: http://inorms2014.org

### Display T1 — ProQuest Research Solutions

Contact: Paul Cremin  
Address: L1, 607 St Kilda Road  
Melbourne VIC 3004  
Phone: +61 (0) 411 121 727  
Email: paul.cremin@anz.proquest.com  
Website: www.proquest.com

### Display T2 — eResearch SA

Address: Building 14, Hedge House  
Little Queen Street  
The University of Adelaide  
Thebarton SA 5031  
Phone: +61 8 8313 6922  
Email: enquiries@ersa.edu.au  
Website: www.ersa.edu.au

### Display T3 — Australian National Preventive Health Agency

Contact: Dr Julia Tresidder  
Assistant Director, Surveillance, Research  
and Evaluation  
Address: Lvl 1, 40 Marcus Clarke Street,  
Civic, ACT, 2601  
Phone: +61 2 6289 2885  
Email: Julia.Tresidder@anpha.gov.au  
Website: www.anpha.gov.au

### Display 2 — Research Professional

Contact: Rene Logan  
Address: Unit 111, 134-146 Curtain Road,  
London EC2A 3AR United Kingdom  
Phone: +61 (0) 410 651 539  
Email: rl@researchresearch.com  
Website: www.researchresearch.com

### Display 5 — University Office

Contact: Todd Melville  
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Melbourne VIC 3053  
Phone: +61 (0) 439 696 655  
Email: sales@universityoffice.com.au  
Website: www.universityoffice.com.au

### Display 8 — Thomson Reuters

Contact: Mr Jean-Francois Desvignes-Hicks  
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Brisbane QLD 4000  
Phone: +61 7 3337 1808  
Email: jfdh@thomsonreuters.com  
Website: ip-science.thomsonreuters.com.au

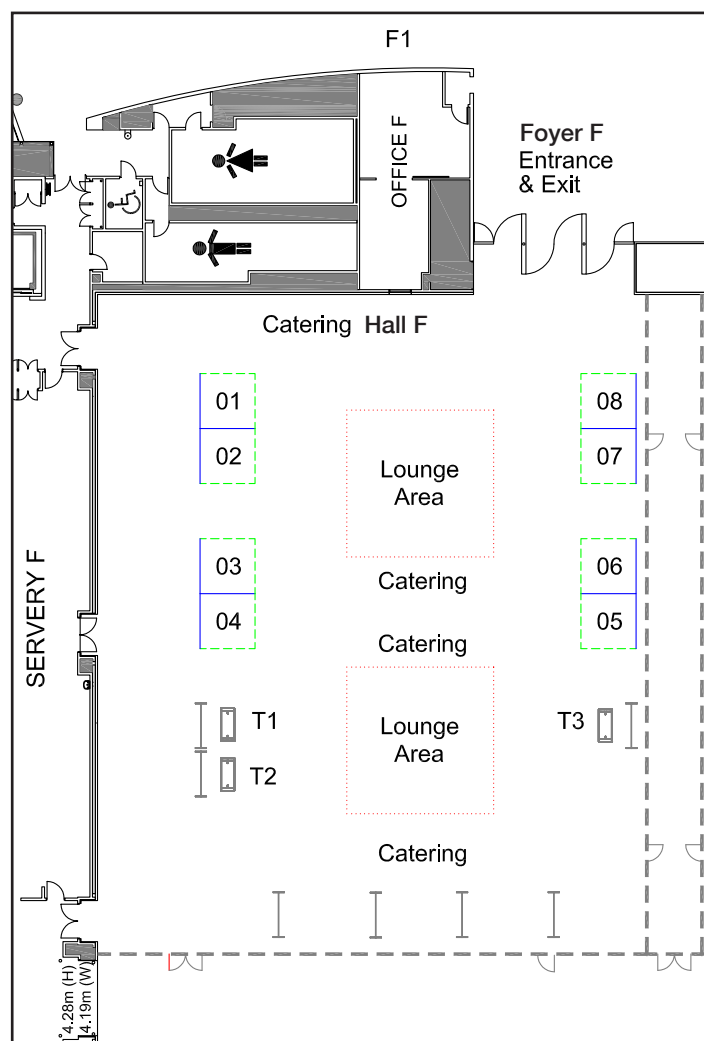
### Display 3 — Unit4/S1 Consulting

Contact: Martin Halmarick  
Address: Suite 2.1, 64 Talavera Road  
North Ryde NSW 2113  
Phone: +61 2 9887 3980  
Mobile: +61 (0) 400 370 076

### Display 6 — Elsevier Australia

Contact: Macy Lee  
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Chatswood NSW 2067  
Phone: +61 2 9422 8590  
Email: mac.lee@elsevier.com  
Website: www.elsevier.com

## EXHIBITION FLOORPLAN





University of  
South Australia

# Improving the way we live, work, think and grow.

The University of South Australia (UniSA) is a research leader, recognised on the world stage for high quality research and a strong commitment to engagement with industry and the community.

As an optimistic and vibrant institution, UniSA is focused on fostering a research culture that is determined to make a difference by applying intellect, curiosity and ingenuity to some of the major issues facing the world today.

UniSA is in the top 3% of universities worldwide and is ranked 5th in Australia among the Times Higher Education's 2013 'Top 100 Universities under 50'.

In the 2012 national Excellence in Research for Australia evaluation, over 86 per cent of UniSA's assessed research was evaluated as world-class or above with a mix of traditional and emerging disciplines from all four of the University's Divisions represented in the top tier rankings.

The University is ranked 1st in Australia for CRC income received from the Commonwealth and is a key partner in 12 CRCs, with an involvement in over 80 CRC projects, confirming our connectedness to industry through our research.

UniSA's success in securing competitive and industry funding reflects a real confidence in the University's role in breaking new ground and developing knowledge which contributes to significant national research priorities in areas including health, information technology, the environment, economics, business, and defence and security.

To find out more or to be part of UniSA's exciting research future, visit [unisa.edu.au/research](http://unisa.edu.au/research)

***"Our commitment to and support for research and its continued growth, makes UniSA a stimulating place to be or engage with; as a student, researcher or partner."***





## ARMS 2013

The conference theme is *Stimulating Change...Inspire. Innovate. Engage.* and will focus on the evolving nature of our environment and our profession. The themes are:-

- Innovation in Research Management
- International Engagement
- Inspiring Collaboration
- Impacts and Opportunities in E-research

ARMS 2013 is pleased to present a prestigious line-up of Australian, New Zealand and other international speakers and panellists.

## SPEAKERS AND PANELLISTS

**Professor Warwick Anderson AM** is the Chief Executive Officer (CEO) of NHMRC, Australia's major governmental funding body for health and medical research. Previously, he was Head of School of Biomedical Sciences at Monash University and Deputy Director of the Baker Medical Research Institute, following research fellowships at the University of Sydney and Harvard Medical School. Professor Anderson obtained his PhD from the University of Adelaide. His research has focused on renal causes of hypertension, including the roles of renal vascular remodeling, renal innervation and the renin-angiotensin system. He has published over 170 peer review articles. Professor Anderson is a member of the Prime Minister's Science Engineering and Innovation Council, a Board member of the Global Alliance for Chronic Disease, a member of Heads of International (Biomedical) Research Organizations and of the National Lead Clinicians Group. He is an Honorary Fellow of the Royal College of Pathologists of Australasia and an International Fellow of the American Heart Foundation. He was made a Member of the Order of Australia in 2005.

**Professor Aidan Byrne** is CEO of the Australian Research Council. He was appointed in July 2012 having previously been the Dean of Science and the Director of the ANU College of Physical and Mathematical Sciences. Professor Byrne has a wealth of industry knowledge and expertise particularly in the Physical and Mathematical Sciences and Engineering. Professor Byrne completed a BSc and MSc degrees at the University of Auckland before commencing a PhD degree at the ANU in 1981. Following the completion of the degree in Department of Nuclear Physics he held positions with the University of Melbourne and spent over two years in Bonn, Germany as a von Humboldt fellow. He returned to the ANU in 1989 as a Research Fellow and in 1991 commenced a joint appointment between the Department of Physics, in the Faculty of Science and the Department of Nuclear Physics, Research School of Physical Sciences and Engineering. He was Head of the Department of Physics from 2003 to 2007. His research interests involve the use of gamma-rays as probes to determine the structure of heavy nuclei and as probes in the examination of the atomic level structure of materials (especially semiconductors); he has published over 200 papers.

**Roy Chamberlain** is the Deputy Director of the CSIRO Energy Flagship. He was a founding member in the CSIRO Flagship program, which was established in 2002 to focus CSIRO's considerable capability on Australia's National Challenges with a strong focus on delivering significant impact for Australia. Mr Chamberlain has been with the CSIRO for over 34 years and holds a Masters degree in Business Technology. In this time Mr Chamberlain has led a number of research projects, served as Executive Manager of CSIRO's Information Technology and in his current role manages the operations of the Energy Flagship. The Energy Flagship is the largest of the 11 CSIRO Flagships with an annual budget of \$128M with a goal to increase National wealth, reduce environmental impacts and to improve security for the energy sector in Australia. Mr Chamberlain is currently implementing a culture of planning for impact within the Energy Flagship.

**Professor David Currow** is the Chief Cancer Officer and CEO of the Cancer Institute NSW and also Professor of Palliative and Supportive Services at Flinders University, Adelaide, Australia. Previously, he was the Foundation Chief Executive Officer of Cancer Australia, the federal government's national cancer control agency. Since 2000, David has held the Chair of Palliative and Supportive Services at Flinders University. David is co-chief investigator on an anthology of evidence for palliative care practice and service delivery. He also leads a national collaborative the Australian Palliative Care Clinical Studies Collaborative (PaCCSC), running phase III studies for symptom control medications at a level that allows changes in registration and subsequent subsidy applications. Other research interests include the symptomatic management of dyspnoea, improving population based planning for people with life limiting illnesses and improving the evidence base around which clinical decisions are made in palliative care. In 2012, he received the University of Newcastle Annual Alumni Medal for Professional Excellence and also was a member of the team that received the award from Australian Awards for University Teaching – Office of Learning and Teaching for programs that enhance learning – post graduate education.

**Dr Jason Fox** is an award winning speaker and motivation design expert intent on liberating the world from poorly designed processes and work. Referred to as an academic rogue and ninja-scientist, he is obsessed with the structures that work to inspire blissful productivity and the urgent optimism needed to implement and progress great ideas. Having levelled up in record time with a PhD in motivation science, by the age of 25 he had also written two books and lectured at three universities, subsequently sneaking out of the Ivory Tower upon an epic quest to get everyone playing a better game.



## SPEAKERS AND PANELLISTS

**Tricia Huang** is a Director in the Biomedical Research Council (BMRC) at the Agency for Science, Technology & Research (A\*STAR) in Singapore. Ms Huang received her Bachelor degree with Honours in Natural Sciences (Biological) from the University of Cambridge, United Kingdom in 1995. Her education was sponsored by the Singapore Economic Development Board (EDB) under the GlaxoSmithKline-EDB Scholarship. In her role as Director, BMRC, she oversees the management of 10 BMRC Research Institutes and Centres, as well as undertakes BMRC's strategic planning and international relations functions. Prior to joining A\*STAR in 2006, Ms Huang worked at the Singapore Economic Development Board (EDB) for 11 years, spending the majority of her time in the Biomedical Sciences cluster where she did investment promotion for the biotechnology sector and developed policies and plans for Singapore's Biomedical Sciences initiative which was launched in 2000. She also spent one year on secondment to the Ministry of Trade & Industry.

**Andrew Jaspán** is Executive Director and Editor of The Conversation. Andrew co-founded The Conversation. He previously edited The Age, The Observer (London), The Scotsman and Scotland on Sunday. He was Editor-in-Chief of The Big Issue (London), and he founded and edited the Sunday Herald in Scotland. He is the Asia-Pacific Director for Innovation Media.

**Dr Danny Kingsley** is the Executive Officer of the Australian Open Access Support Group (<http://aoasg.org.au>) which aims to inform the discussions around open access at a time of great change in this area. She is responsible for developing the content on the website, including explainers, blogs and general information about the topic. She runs a discussion list and Twitter feed (@openaccess\_oz) as part of the outreach activities of the group. Her 2008 PhD looked at the barriers to opening access to research in Australia. Danny has worked as a science communicator for 15 years, including two years with ABC Science Online as a journalist for News in Science, and was also a co-producer of Health Matters. She has worked in TV, radio and print, including a period as researcher for the ABC TV science program FAQ. Danny continues to remain active in the Australian media, regularly writing popular articles on her thesis topic, and consulting communication work. She has been lecturing at the Australian National Centre for the Public Awareness of Science in undergraduate and masters courses in science communication and facilitates PhD workshops on communicating research in Plain English.

**Dr Elliott Kulakowski** is Chief Executive Officer of the Society of Research Administrators International (SRA International)-USA. He has over 30 years experience in research and research management. In positions of increasing responsibility, he has worked for the US federal government, Carnegie Research Intensive Universities, and directed research activities at internationally recognized universities and academic medical centres. Dr Kulakowski's primary focus in research management is benchmarking, performance management and building research programs while serving at the interface between research and its management. In particular, he is involved in strategic planning for the growth of research, reviewing research operations, benchmarking, establishing clinical trials research program, working with governmental agencies and legislatures on support of research funding, developing institutional policies, procedures and regulatory compliance programs, overseeing technology transfer operations, establishing spin-out companies from university technologies and conducting related training. Dr Kulakowski provides services to leading basic and clinical research institutions. He has served as a consultant to the US National Institutes of Health (NIH), the Veterans Administration Research Foundation, universities, research hospitals, and non-profit organizations. Internationally, he has been a consultant to governments, universities and research institutions such as Science Foundation Ireland, and universities in Russia, Nigeria, Uganda, Ghana, Tanzania, Georgia, Kazakhstan, Ukraine, and Saudi Arabia. Dr Kulakowski is an invited speaker at international meetings and publishes on issues of research management. He is co-author of the book "Research Administration and Management," the first such book in nearly 25 years. He also appeared on a PBS special about biomedical research ethics and participated in nationally televised satellite conferences on research management issues. Dr. Kulakowski has a BS in Biology, MS in Medical Biology, PhD in Biochemistry and MBA from University of Utah, USA.

**Stephen Lorimer** Following the completion of a PhD in Chemistry at the University of Otago Stephen spent two stints overseas one in Canada and one in Switzerland working as a research chemist. A position working in the New Zealand dairy industry exposed him to a production environment and a much more applied approach. Between March 1992 and Dec 2008 17 years were spent working for New Zealand Agricultural R&D company Crop & Food Research. In this time Stephen initially worked as a research chemist working on Agrochemical and pharmaceutical discovery later taking up a business development role working with New Zealand and overseas companies before moving into a leadership role, leading research groups in areas including edible fungi production, new crops, ornamentals and plant biotechnology. In January 2009 Stephen moved to head Botry-zen, an Agricultural Biotechnology company in Dunedin. This fledgling company focused on the production and marketing of a range of biological pesticides to the horticulture sector, with a strong focus on the wine industry. Between June 2010 and September 2012 Stephen focused his energies on working as a consultant seeking to help companies grow and develop. One such company has been BLIS Technologies where Stephen filled the GM Manufacturing & Technology role, overseeing the company's manufacturing and logistics activities along with the its technology development and support activities. Since August 2012 Stephen has been at the Ministry of Business Innovation & Employment working in the Science, Skills and Innovation Group. His role is in the Biological Industries Team that administers the governments funding for Research into the biological sector (includes Agriculture, Horticulture Seafood and Forestry).



## SPEAKERS AND PANELLISTS

**Dr Gavin Moodie** is RMIT's Principal Policy Adviser. Gavin researches and advises the Vice Chancellor on policy relevant to RMIT and to tertiary education generally. Previously Gavin was Griffith University's Principal Policy Adviser (2002 to 2009), Head of Quality and Strategy and Head of Student Administration at Victoria University of Technology (1996 to 2002), and Deputy Executive Officer of the South Australian Tertiary Admissions Centre (1994 to 1996). Gavin's policy advice, research and teaching concentrate on the relations between vocational and higher education in wealthy white Anglo countries: Aotearoa New Zealand, Australia, Canada, the UK and the US. His current interest is the effect on universities of a previous information revolution, Gutenberg's invention of printing in 1450.

**Dr Rob Porteous** is the Head of the Science and Research Division in the Department of Industry, Innovation, Science, Research and Tertiary Education. His responsibilities include science and research policy, research training, infrastructure and engagement. Dr Porteous was awarded a PhD in Plasma Physics from the ANU and has worked in industry funded research or semiconductor manufacture in Australia, Europe and the USA. He also worked in an export oriented, high tech start up in Australia. Rob has extensive experience in industry, innovation, science, research and tertiary education policy development in the Australian Government. He oversaw review of relevant policies and programs from 2011 to 2013, while in the Department of Finance and Deregulation. He has also held senior positions in the Department of Families and Community Services, with responsibility for Strategic Policy, and as the Manager for Strategic Planning in Airservices Australia, with responsibility for research, including major collaborations with US and French aerospace firms. Rob worked in the Department of Defence in force development investment analysis and procurement between 1994-2000. He was an adviser to the Minister for Defence during 2000-2001.

**Anders Sorman-Nilsson** is a reformed lawyer, and the founder and creative director of the Sydney and Stockholm based research company - Thinqe. His unique global perspectives have been helping leaders, teams, and business owners in the USA, Europe, Asia and Australia make sense of and harness disruptive trends in innovations, generations and communications. His misfit insights have recently been manifested in his book *Thinqe Funky: Upgrade Your Thinking*. Anders' future thinking provides GPS directions for businesses, teams and leaders seeking to navigate a constantly shifting business landscape, and successfully enter a new decade of thinking.

**Vicki Thomson** is the Executive Director of the Australian Technology Network (ATN), a coalition of five leading universities across Australia. A former journalist and ex-Chief of Staff to the former Premier of South Australia, The Australian referred to her in this year's 'Top 50 in Education' as the "unsung heroine" of putting research impact assessment on the political agenda, most recently as a key player in the joint Group of Eight/ATN 'Excellence in Innovation for Australia (EIA) Trial'.

**Emeritus Professor Mark Wainwright AM FTSE** retired as Vice-Chancellor and President of the University of New South Wales in 2006. Since that time he has been very active on boards of a number of companies and particularly several involved in university-linked research and development. He is Chair of INTERSECT, Australia's largest full-service eResearch support agency. Intersect works with the existing technical capabilities of its members and partners to identify, develop and deliver world-class ICT enabled platforms to drive the next generation of research and innovation. He is also the Foundation Chair of NCI, Australia's major provider of high performance computing and a member of the Board of AARNet which provides internet services for all of Australia's universities and the CSIRO.



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## OTHER ACTIVITIES

### ARMS 2013 ANNUAL GENERAL MEETING

ARMS Executive invites all members to attend the Annual General Meeting that will be held at this year's Conference. This is your chance to be involved in our dynamic society.

Date: Thursday 12 September 2013  
Time: 1650 – 1735  
Venue: Hall C, Adelaide Convention Centre

### SCOPUS YOUNG RESEARCHER OF THE YEAR AWARDS

Australasian researchers are well known internationally for their achievements and dedicated contributions to various fields of research. To honour these achievements ARMS and Elsevier are proud to bring you the Scopus Young Researcher of the Year Awards for 2013.

The Awards for 2013 will be presented in the following categories: Humanities and Social Sciences; Physical Sciences; Engineering and Technology; Life Sciences and Biological Sciences; and Medicine and Medical Sciences.

Date: Friday 13 September 2013  
Time: 1415 – 1500  
Venue: Hall C, Adelaide Convention Centre

### ARMS SPECIAL INTEREST GROUPS

Special Interest Groups (SIGs) consist of members with common areas of training or interest within the general field of research management and research administration. SIGs will be meeting during the course of the conference. Take the opportunity to meet with research managers and administrators who have an interest in similar issues. Find further details on the schedule of other meetings on page 18.

### CONFERENCE DINNER

Enjoy a night of fun, fine food, wine and entertainment with The Flaming Sambucas.

If you have registered for this event, tickets will be included in your registration pack. Please ensure you bring your ticket on the night and present it to gain entry.

If you have indicated your attendance, but can no longer attend, please return your ticket to the Conference Secretariat.

Date: Thursday 12 September 2013  
Time: 1900 for Pre-Dinner Drinks  
Venue: Grand Ballroom, Level 1, Stamford Grand Glenelg  
Dress Code: Cocktail Attire  
Cost: Included in Full Delegate Registration

### CONFERENCE DINNER TRANSPORT

Tram transfers between the City and Glenelg will be provided for delegates attending the Conference Dinner. Dedicated trams have been booked and will depart from the Adelaide Railway Station tram stop, which is just along North Terrace outside the Convention Centre to take you to Glenelg. Trams for the return journey from Glenelg to the City after the dinner will depart from the Moseley Square tram stop directly outside the Grand Hotel.

You will need to show your dinner ticket to board one of these trams.

Tram Transfer to Glenelg: 1815, 1825, 1835 departing Adelaide Railway Station

Tram Transfer to City: 2220, 2300, 2340 departing Moseley Square

### PRE-CONFERENCE PROFESSIONAL DEVELOPMENT WORKSHOPS

The Professional Development (PD) workshops are an opportunity for intermediate to advanced level research managers and administrators to enhance their existing professional skills. (Note: PD Workshops are separate from the Accreditation program). Four PD workshops are offered, two on Wednesday morning and two on Wednesday afternoon.

#### Morning workshops:

- PD1: Contract Management for Research Administrators, or
- PD2: Research Development: Supporting and Developing your Researchers

#### Afternoon workshops:

- PD3: Implementing the Code for the Responsible Conduct of Research in Practice, or
- PD4: US–Australia Research Collaborations Whole-of-Life Financial Management to Support Successful Outcomes

## OTHER ACTIVITIES

### PRE-CONFERENCE SITE VISITS

#### *Site visit 1: Wine (includes lunch and transfers)*

The University of Adelaide Waite Campus houses a myriad of exciting wine focussed research teams. Participants will take a tour of the Hickinbotham Roseworthy Wine Sciences Laboratory, visit the Plant Accelerator, and spend time in the Wine Sensory laboratory. In the afternoon participants will visit the National Wine Centre, situated on the edge of Adelaide's Botanic Gardens, where they will have the opportunity to taste local wines and tour the on-site vineyard where several of the most important red and white varieties used in the Australian Wine industry are grown.

#### *Site visit 2: Water (includes lunch and transfers)*

Beginning with a trip to the Flinders University campus, participants will visit the National Centre for Groundwater Research and Training (NCGRT) where they will learn about the importance of Australia's groundwater, followed by a session led by the SA Water Centre for Water Management and Reuse. After lunch participants will visit the Adelaide Desalination Plant where they will have the opportunity to learn more about desalination, water and the cultural history of the local Kurna people.

### WELCOME RECEPTION

Join speakers and panellists, fellow delegates, partners and exhibitors in officially opening the Conference in style for an evening of canapés and drinks. Please ensure you bring your name badge on the night and present it to gain entry.

Date:	Wednesday 11 September 2013
Time:	1800 – 2000
Venue:	Hall F, Adelaide Convention Centre
Cost:	Included in Full Delegate Registration



## Australian Government Australian Research Council

The ARC manages the National Competitive Grants Program (NCGP), a significant component of Australia's investment in research and development.

Through the NCGP, the ARC supports the highest quality fundamental and applied research and research training through national competition across all disciplines, (with the exception of medical and dental research).

The ARC also administers Excellence in Research for Australia (ERA), which measures research quality within Australia's higher education institutions and gives government, industry, business and the wider community assurance of the excellence of research conducted.

For more information on the ARC, visit [www.arc.gov.au](http://www.arc.gov.au).

The ARC is proud to sponsor the 2013 ARMS Conference.

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## SCHEDULE OF OTHER MEETINGS

MEETING	MEETING CONVENOR	DATE AND TIME	VENUE
<b>ARMS Committees</b>			
Executive	Maria Zollo (arms_ceo@researchmanagement.org.au)	Tuesday 10 September 0900–1700	UniSA City West Campus, Hawke Building, Level 4, Room 21, Chancellery
Accreditation Council	Maria Zollo (arms_ceo@researchmanagement.org.au)	Friday afternoon: 1200–1400	Riverbank Board Room
International Committee	Don McMaster (don.mcmaster@adelaide.edu.au)	Wednesday lunch	Riverbank Board Room
<b>ARMS Special Interest Groups</b>			
Research Training SIG Benchmarking Workshop	Helen Marsden (helen.marsden@anu.edu.au) Kim Murphy (kim.murphy@unisa.edu.au)	Wednesday afternoon: 1230–1700	Riverbank 4
Research Office Directors SIG	Vicki Pattemore (v.pattemore@griffith.edu.au)	Wednesday afternoon: 1630–1800	Riverbank Board Room
Ethics and Research Integrity SIG	Ted Rohr (ted.rohr@rmit.edu.au)	Thursday lunch	Riverbank 1
Research Information Systems SIG	Rochelle Finlay (Rochelle.Finlay@vuw.ac.nz)	Thursday lunch	Riverbank 2
Research Development SIG	Liz Barbour (liz.barbour@uwa.edu.au)	Thursday lunch	Riverbank 4
<b>ARMS Chapters</b>			
Chapter Convenors Meeting	Maria Zollo (arms_ceo@researchmanagement.org.au)	Thursday lunch	Riverbank Board Room
Western Australia	Barbara Sheil (Barbara.Sheil@health.wa.gov.au)	Thursday breakfast	Parlamento Restaurant, 140 North Terrace
New South Wales	Casey Windrum (Casey.Windrum@cancerinstitute.org.au)	Wednesday evening: 1730–1800	Hall F
New Zealand	Eric Lord (eric.lord@otago.ac.nz)	Thursday breakfast	Parlamento Restaurant, 140 North Terrace
Victoria/Tasmania	Tania Tambiah (tania.tambiah@rmit.edu.au)	Thursday breakfast	Rigoni's, 27 Leigh St
Queensland/Northern Territory/ PNG	Floris van der Leest (floris.vanderleest@jcu.edu.au)	Friday breakfast	Aroma Café, Oaks Horizon, 104 North Terrace
<b>Other Meetings</b>			
ARMS Sister Societies Meeting	Maria Zollo (arms_ceo@researchmanagement.org.au)	Wednesday afternoon 1330–1430	Riverbank Board Room
CRC Association Business Managers Workshop	Tony Peacock (TPeacock@crca.asn.au)	Wednesday afternoon: 1230–1700	Meeting Room 11
Introduction to Pure Workshop	Macy Lee (Mac.Lee@elsevier.com)	Friday lunch	Riverbank 4
Symplectic Briefing	Sabih Ali (sabih@symplectic.co.uk)	Thursday lunch	Riverbank 3



## ARMS ACCREDITATION

Accreditation Modules will be held on Wednesday 11, Thursday 12, and Friday 13 September, running in parallel with the Conference. Please note Accreditation modules start earlier and finish later than conference sessions.

### WEDNESDAY 11 SEPTEMBER

**0830 – 1230** **AC1** The National Research and Innovation System in Australia  
Facilitator: **Ms Janice Besch**, University of Western Sydney  
Meeting Room 10

**1230 – 1330** Lunch  
Hall F

**1330 – 1730** **AC2** Understanding Research and Researchers  
Facilitators: **Professor Drew Dawson** and **Ms Lyn Browning**, CQU  
Meeting Room 10

### THURSDAY 12 SEPTEMBER

**0830 – 1230** **AC3** Commonwealth, State and Territory Legislation as it Affects Research in Australia  
Facilitator: **Ms Megan Fincher**, CSIRO  
Meeting Room 1

**1235 – 1330** Lunch  
Hall F

**1330 – 1730** **AE1** Pre-Award Grants Processes  
Facilitators: **Ms Tania Tambiah**, RMIT University and **Dr Bryony Wakefield**, University of Melbourne  
Meeting Room 1

**AE2** Research Data and Analytics  
Facilitator: **Mr Floris van der Leest**, James Cook University  
Meeting Room 2

### FRIDAY 13 SEPTEMBER

**0830 – 1230** **AE3** Research Ethics  
Facilitator: **Dr Ted Rohr**, RMIT University  
Meeting Room 1

**AE4** Post-Award Processes  
Facilitators: **Dr Lisa Schimanski**, University of Tasmania and **Dr Celia Torres-Villanueva**, CSIRO  
Meeting Room 2

**1200 – 1300** Lunch  
Hall F

**1330 – 1730** **AE5** Research Integrity  
Facilitators: **Dr Paul Taylor** and **Dr Daniel Barr**, University of Melbourne  
Meeting Room 1

## PRE-CONFERENCE PROGRAM

WEDNESDAY 11 SEPTEMBER

**0730 - 1900** Conference Registration  
Foyer F

Water and Wine Site Visits

**0900 - 1700** Meet on North Terrace, at bottom of Adelaide Convention Centre escalators

Professional Development Workshops

**0900 - 1230** **PD1** Contract Management for Research Administrators — The How and the Why  
Riverbank Room 1  
Presenter: **Ms Alma-Mary McFarland**, Manager Research Contracts, University of Sydney

**PD2** Research Development: Supporting and Developing your Researchers  
Riverbank Room 2  
Presenters: **Dr Liz Barbour** and **Dr Jill St John**, Research Development Advisers, University of Western Australia

**1230 - 1330** Lunch  
Riverbank Foyer

**1330 - 1700** **PD3** Cracking the Code: Implementing the Code for the Responsible Conduct of Research in Practice  
Riverbank Room 1  
Presenters:  
**Dr Ted Rohr**, Director, Research Integrity and Governance, RMIT University  
**Dr Paul Taylor**, Director, Office for Research Ethics & Integrity, University of Melbourne  
**Dr Mark Hochman**, Senior Adviser, Research Policy & Strategy, University of Tasmania  
**Dr Daniel Barr**, Research Integrity Coordinator, University of Melbourne  
**Dr Sianna Panagiotopoulos**, Manager, Office for Research, Austin Health

**PD4** US-Australia Research Collaborations Whole-of-life Financial Management to Support Successful Outcomes  
Riverbank Room 2  
Presenters: **Ms Denise Clark**, Associate Vice President & Chief of Staff, Division of Research, University of Maryland, USA  
**Ms Kathy Heinze**, General Manager, Administration Services, CSIRO

Wednesday Evening Social Events

**1800 - 2000** Welcome Cocktail Party and Official Conference Opening  
Hall F  
**Professor Moira Clay**, President, ARMS

**1930** Speakers' Dinner (invitation only)  
Jolleys Boathouse



## CONFERENCE PROGRAM

### THURSDAY 12 SEPTEMBER

<b>0800 – 1700</b>	Conference Registration Foyer F			
<b>0830 – 0845</b>	Welcome to Country <b>Mr Michael O'Brien</b> Hall C			
<b>0845 – 0915</b>	Conference Opening and Introduction of <b>Dr Jason Fox</b> , Making Clever Happen Professor Moira Clay, President ARMS Hall C			
<b>0915 – 1000</b>	Keynote Speaker (Sponsored by CSIRO) <b>Mr Anders Sorman Nilsson</b> , Futurist and Innovation Strategist Chair: Professor Moira Clay, President ARMS Hall C			
<b>1000 – 1030</b>	Communications Panel <b>Mr Andrew Jaspan</b> , The Conversation <b>Dr Gavin Moodie</b> , Principal Policy Advisor, RMIT <b>Dr Danny Kingsley</b> , Executive Officer, Australian Open Access Support Group Chair: Professor David Day, DVCR, Flinders University Hall C			
<b>1030 – 1100</b>	Morning Tea			
<b>1100 – 1200</b>	Research Impact Panel <b>Professor Warwick Anderson AM</b> , CEO, NHMRC <b>Professor Aidan Byrne</b> , CEO, Australian Research Council <b>Mr Roy Chamberlain</b> , Deputy Director, Energy Flagship, CSIRO <b>Dr Rob Porteous</b> , DIICCSRTE <b>Ms Vicki Thomson</b> , Executive Director, ATN Chair: Professor Richard Head, DVCR, UniSA Hall C			
<b>Concurrent Sessions</b>	INNOVATION in systems, tools, & solutions Chair: Dr Ixchel Brennan Hall C	INTERNATIONAL engagement & perspectives Chair: Ms Patricia Hawk Riverbank Room 1	COLLABORATION conducting, measuring, & managing collaborative research Chair: Professor Brigid Heywood Riverbank Room 2	E-RESEARCH and OPEN ACCESS Chair: Mr Floris van der Leest Riverbank Room 3
<b>1205 – 1235</b>	Incorporating Technology in Standardising Reporting Mechanisms for Centres of Excellence <b>Ms Marianne Johnston</b>	US Collaborations – Providing Adequate Oversight of a US Collaboration/Subaward <b>Ms Denise Clark</b>	Bang For Your Buck – Impact From Collaboration <b>Mr John Henley-King</b> Sponsor: Massey University	Policy Implications of Open Access for Data <b>Ms Karen Visser</b>
<b>1235 – 1330</b>	Lunch			
<b>Concurrent Sessions</b>	INNOVATION Chair: Dr Ian McMahon Hall C	INTERNATIONAL Chair: Ms Kathy Heinze Riverbank Room 1	COLLABORATION Chair: Dr Sianna Panagiotopoulos Riverbank Room 2	E-RESEARCH and OPEN ACCESS Chair: Mr Simon Brennan Riverbank Room 3
<b>1330 – 1400</b>	The CSIRO Innovation Roadmap - Mapping Organisational Capacity to Innovate <b>Mr Tom McGinness</b>	Growing International Collaboration <b>Ms Lyn McBriarty</b>	Knowing the Benefits of Research Collaboration is not Enough to Make it Happen <b>Ms Pam Smith</b>	Measuring the Impact of eResearch in Australia <b>Dr Luc Small</b>
<b>1400 – 1405</b>	Changeover			

## CONFERENCE PROGRAM

### THURSDAY 12 SEPTEMBER

Concurrent Sessions	INNOVATION Chair: Dr Ian McMahon Hall C	INTERNATIONAL Chair: Ms Kathy Heinze Riverbank Room 1	COLLABORATION Chair: Dr Sianna Panagiotopoulos Riverbank Room 2	E-RESEARCH and OPEN ACCESS Chair: Mr Simon Brennan Riverbank Room 3
<b>1405 – 1435</b>	Using Open Source, Semantic Web Technologies to ... View Institutional Research Outputs Ms Natasha Simons	South Pacific: A Collaboration Core or Peripheral Ring? Mr Jean-Francois Desvignes-Hicks	Improving Research Governance in Public Health Organisations Ms Amanda Jackson	Pointing People in the eResearch Direction: eResearch at Flinders University and Beyond Ms Amanda Nixon
<b>1435 – 1440</b>	Changeover			
<b>1440 – 1510</b>	Using Social Network Analysis to Support Intelligent Management of Institutional Research Mr David Huang	Research Misconduct – Closing the Loop. International Perspectives Dr Paul Taylor	Can Serendipity Really Be Engineered? The UniSA Research & Innovation Cluster Model Ms Lynette Kelly	Managing Australian and International Developments In Open Access Dr Danny Kingsley
<b>1510 – 1530</b>	Afternoon Tea			
<b>1530 – 1615</b>	<b>Keynote Speaker</b> (Sponsored by SAHMRI) <b>Professor David Currow</b> , CEO, NSW Cancer Institute & Professor of Palliative and Supportive Services, Flinders University Chair: Professor Jim Piper, ARMS Accreditation Council Hall C			
Concurrent Sessions	INNOVATION Chair: Dr Helen Marsden Hall C	INTERNATIONAL Chair: Dr Louise Shelley Riverbank Room 1	COLLABORATION Chair: Professor Michael Khor Riverbank Room 2	E-RESEARCH and OPEN ACCESS Chair: Ms Rochelle Finlay Riverbank Room 3
<b>1620 – 1650</b>	Implementing the Heart Foundation's new Research Award Portfolio – Lessons Learned Mr Frank Anastasopoulos	How to be Seen and Collaborate at an International Conference Ms Julie Ward	The Changing Nature of Research Management in the Era of Research Collaboration Ms Sophia Haccou	Enabling a Service-Oriented Application: Towards Business Flexibility and Technical Freedom in Research Management Mr Irwan Krisna
<b>1650 – 1735</b>	<b>ARMS AGM</b> Chair: Professor Moira Clay, President ARMS Hall C			
<b>1900 – Late</b>	<b>Conference Dinner</b> Grand Ballroom, Stamford Grand Adelaide Hotel, Glenelg			

## CONFERENCE PROGRAM

### FRIDAY 13 SEPTEMBER

<b>0800 – 1630</b>	Conference Registration Foyer F			
<b>0900 – 0945</b>	<b>Keynote Speaker</b> <b>Emeritus Professor Mark Wainwright AM FTSE</b> , Chair, Intersect Chair: Professor Tony Peacock, ARMS Accreditation Council and CEO CRC Association Hall C			
<b>0945 – 1030</b>	<b>International Perspectives Panel</b> <b>Ms Tricia Huang</b> , Director, Biomedical Research Council, A*STAR (SNG) <b>Dr Elliott Kulakowski</b> , CEO, SRA International (US) <b>Dr Stephen Lorimer</b> , MBIE (NZ) <b>Professor Mark Wainwright AM FTSE</b> , Intersect (AU) Chair: Professor Mike Brooks, DVCR, University of Adelaide Hall C			
<b>1030 – 1055</b>	Morning Tea			
<b>Concurrent Sessions</b>	<b>INNOVATION ...</b> in research management models Chair: Dr Don McMaster Hall C	<b>INNOVATION ...</b> in research governance Chair: Ms Casey Windrum Riverbank Room 1	<b>INNOVATION ...</b> in research evaluation systems Chair: Ms Michelle Duryea Riverbank Room 2	<b>INNOVATION ...</b> in research metrics Chair: Dr Ren Yi Riverbank Room 3
<b>1055 – 1125</b>	21st Century Research Needs 21st Century Research Management Practices Ms Sharlene Anthony	How to Create a (Successful?) New Research Pricing Policy at a University! Dr Simon Kerr	UOW's ERA Management System: Enabling Great Decision Making Mr Ben Cornwell	Research Performance Metrics: The Stick Followed By The Carrot Ms Katie Jones
<b>1125 – 1130</b>	Changeover			
<b>1130 – 1200</b>	Recognizing Research Administration as a Global Profession Ms Denise Clark	Research Ethics to go: Moving to Paperless Research Ethics Administration at UTAS Professor Paula Swatman	Growth and Change After 8 Years of Research Evaluation at MCRI Dr MaryAnne Aitken	Competing Universities Collaborate on Standard Metrics for Global Benchmarking Dr Anders Karlsson
<b>1200 – 1300</b>	Lunch			
<b>Concurrent Sessions</b>	<b>INNOVATION ...</b> in research management models Chair: Dr Dean Peterson Hall C	<b>INNOVATION ...</b> in research governance Chair: Ms Filomena Davies Riverbank Room 1	<b>INNOVATION ...</b> in research evaluation systems Chair: Ms Anne Cronin Riverbank Room 2	<b>INNOVATION ...</b> in research metrics Chair: Ms Julie Ward Riverbank Room 3
<b>1300 – 1330</b>	Crossing Boundaries: Research Managers as Researchers and Educators Dr Paul Wong Sponsor: Royal Society of New Zealand	Death by Committee: New Tools to Improve Relationships Dr Ted Rohr	Research Impact - Implications for Research Managers from the EIA Trial Dr Mark Hochman & Dr Ian McMahon	Bridging The Impact Gap: Systems and Serendipity Ms Natalie Thompson



## CONFERENCE PROGRAM

FRIDAY 13 SEPTEMBER

**1330 – 1415**

**Keynote Speaker**

**Dr Jason Fox**, *Making Clever Happen*

Chair: Professor Moria Clay, President ARMS  
Hall C

**1415 – 1500**

**Scopus Young Researcher of the Year Awards 2013**

Chair: Dr Ren Yi, Director, Research Training and International Research Training Partnerships, Macquaire University  
Hall C

**1500 – 1530**

**Afternoon Tea**

**1530 – 1600**

**ARMS Awards**

Chair: Dr Gayle Morris, President ARMS  
Hall C

**1600 – 1610**

**Introduction to 2014 ARMS Conference**

Chair: Dr Gayle Morris, President ARMS  
Hall C

**1610 – 1630**

**Conference Summary and Close**

Hall C

## PROFESSIONAL DEVELOPMENT WORKSHOPS

### Contract Management for Research Administrators – the How and the Why

*Alma-Mary McFarland, Manager, Research Contracts, University of Sydney*

Managing research-related contracts is an integral part of the wider research support framework. For all institutions, there is increasing pressure to generate non-government research and research-related income and identify more diverse sources of research funding. Hence, the type and complexity of the contracts institutions are entering into is increasing. The need for a robust, flexible timely contract management process is already evident in most institutions, and will become more pressing in the future.

Each research organisation has different policies, procedures, and guidelines for managing contracts, however there are some common “best practices” which can be implemented to identify bottlenecks and improve service delivery. These include:

- developing templates;
- managing intellectual property;
- using contract registers;
- managing risk and carefully considering governance and compliance in the research context; and
- appropriate reporting and document management.

This workshop will be a practical, hands-on interactive session in which we will analyse specific examples, and use tools and frameworks that may be applied in the attendees’ own institution. Attendees will be able to develop their skills, identify ‘deal breakers’, and learn how to best reach negotiated outcomes that are favourable for all parties.

We will explore how to use risk management as a strategy for decision-making and resource allocation in the contracts space and consider governance and compliance requirements. The workshop will focus on some sector-specific issues such as government partner contract management, and development of in-house resources such as templates, manuals, and guidelines for streamlined procedures that maintain high quality outcomes.

### Cracking the Code: Implementing the Code for the Responsible Conduct of Research in Practice

*Ted Rohr, Director, Research Integrity and Governance, RMIT University, VIC; Paul Taylor, Director, Office for Research Ethics & Integrity, University of Melbourne; Mark Hochman, Senior Adviser, Research Policy & Strategy, University of Tasmania; Daniel Barr, Research Integrity Coordinator, University of Melbourne; Sianna Panagiotopoulos, Manager, Office for Research, Austin Health*

The Australian Code for the Responsible Conduct of Research has wide-ranging implications for research administrators and managers who need to understand its requirements and support those conducting research. Importantly, the Code requires institutions involved in research to have a research governance framework in place. This framework should serve to enable all research to be assessed for quality, privacy and risk and financial management. It should also facilitate all research data and materials are stored safely and securely and that there are written agreements in place for collaborations with other institutions. In addition, the Code identifies the conduct of research without human and animal ethics approval as potential research misconduct.

This workshop will present the challenges of implementing the requirements of the Code at a variety of levels and fields of expertise and encourages attendees to identify practical and hands-on solutions that will benefit work environments at the home institution. The activities include presentations by experts on recent developments, discussion tables where participants break away into groups based on their research administration expertise and a panel to ask experts tasked with implementing compliance with the Code. Topics include authorship issues, recent developments of international codes, the role of institutions in monitoring research, research governance frameworks in practice, and handling allegations of research misconduct.

This workshop is a joint initiative by the ARMS Ethics & Research Integrity Special Interest Group and the Group of Eight.

## PROFESSIONAL DEVELOPMENT WORKSHOPS

### Research Development: Supporting and Developing Your Researchers

*Liz Barbour and Jill StJohn, Research Development Office, University of Western Australia*

This workshop will focus on how to support researchers win grants of any type. Topics covered will include the training of researchers before they write applications and application support until submission. Various approaches to research development will be explored, particularly for Early Career Researchers. Frameworks for implementing development programs and some key processes that have proved to be successful will be discussed for a variety of contexts.

The session will be practical and interactive and is designed to encourage attendees to learn from each other's experiences, share "war stories", and look for tried and true solutions to our common challenges. Presentations will include case studies and examples from various universities and other organisations (e.g. medical research institutes).

This workshop is an initiative of the ARMS Research Development Special Interest Group.

### US–Australia Research Collaborations Whole-of-Life Financial Management to Support Successful Outcomes

*Denise Clark, Associate Vice President & Chief of Staff, Division of Research, University of Maryland, USA; and Kathy Heinze, General Manager, Administration Services, CSIRO*

This session will take a whole of life perspective of financial management aspects of US-Australia research collaborations from project inception to closure. It will consider key US and Australian legislative and financial management requirements relating to national competition, governance, customs and excise, export and import controls, taxation, and procurement. Also considered are the governing legislation and regulations of research organisations; requirements of funding programs; prequalification requirements for research collaborators; cost accounting treatments relating to direct and indirect costs, capital expenditures and infrastructure, research service facilities; managing subcontracts and procurements; capturing costs and effort reporting; managing variations; compliance, reporting and audit requirements. Identify key differences including terminology to aid navigation through dual funding systems and ensure the research collaboration is not compromised. Specific case studies will be referenced.

Learning Objectives:

Participants will be able to:

1. Describe and understand key legislative and financial management requirements relating to US-Australia research collaboration, and be able to address the different requirements during the project development phase.
2. Successfully manage the financial aspects of US-Australia research collaborations from inception to closure, including subcontracting and procurement requirements.
3. Be able to successfully identify, manage and report costs and revenues to support successful negotiations and achieve positive audit outcomes.



## CONCURRENT SESSIONS ABSTRACTS

### Growth and Change after Eight Years of Research Evaluation at the Murdoch Childrens Research Institute (MCRI)

*Aitken, MaryAnne (MCRI, VIC); Schapper, Cathy (The Royal Australian and New Zealand College of Psychiatrists, VIC); Tregear, Geoff (MCRI, VIC); Clay, Moira (Telethon Institute for Child Health Research, WA); Lawton, Sally (MCRI, VIC); Dwyer, Terry (International Agency for Research on Cancer, France)*

The Murdoch Childrens Research Institute developed and implemented an evaluation method for internal assessment of its research output. This process has run annually for the past eight years to measure excellence and to enable the transparent distribution of performance based funding to the major research divisions at the Institute. The measures assessed included: publication number and quality, competitive grant funding, student completions, contract funding, and commercial and health translation outcomes.

The subsequent data illustrated both Institute growth and changes in behaviour. Growth was shown by consistent increases in publication and funding outputs but was more evident in some research groupings than others. Changes in behaviour could be seen by the overall improvement of publication quality, with the shifting of publications to journals ranked above the 50th percentile by the Thomson Reuters Web of Science.

Another major change arising from the process is the way the data are used externally and internally. Externally the clinical and public health translation outcomes are used for reporting and as examples of excellence in translation. Internally the data initially could only be related to Themes, however over time has become amenable to analysis at a group and now even at an individual level. This means that group and individual data can be used to track performance and direct strategy for particular researchers and research groups. The measures of research excellence provide data that can be used in an objective way when making decisions about where to direct scarce resources available for medical research.

### Implementing the Heart Foundation's New Research Award Portfolio – Lessons Learned

*Anastasopoulos, Frank (Heart Foundation, VIC); Ono, Akiko (Heart Foundation, VIC); Kocsis, Ernie (Heart Foundation, VIC); Clyde, Lucy (Heart Foundation, VIC)*

In 2013, the Heart Foundation implemented an innovative new research award portfolio that was developed following an evidence-based review of its Research Program in 2012. The new Heart Foundation research award portfolio seeks to:

- foster researchers of the future;
- link research to health outcomes;
- encourage cross and multi-sectoral collaboration;
- promote innovation and partnership;
- facilitate knowledge exchange.

In addition, the Heart Foundation has taken this opportunity to radically alter the peer review systems employed to evaluate applications, abandoning the NHMRC's seven point scale and employing new methodologies (ABC system) and technologies.

The implementation of the new Heart Foundation research award portfolio created much interest, and some apprehension, amongst potential applicants. Implementation of the awards has progressed without major incident, although there has been some confusion and misunderstanding from some stakeholders.

Implementation of our new peer review system has proceeded relatively smoothly. A small contingent of applicants and RAO's experienced difficulties using the new 'locked down' application forms and found the use of electronic signatures problematic. The use of an innovative new peer review methodology has been relatively well accepted by reviewers and has performed exceptionally well. A further analysis of this system and a comparison between the ABC system and NHMRC seven point scoring scheme will be provided.

In 2013 the Heart Foundation successfully implemented an innovative new research award portfolio, drastically changed our administrative systems and implemented a new peer review methodology. Some lessons have been learned along the way and some adjustments to plans were necessary. However, these changes have proceeded relatively smoothly and have resulted in an award portfolio that better meets the needs of the cardiovascular research community, improves the quality of the review of applications and improves the efficiency in the administration of the Heart Foundation's Research Program.



## CONCURRENT SESSIONS ABSTRACTS

### 21st Century Research Needs 21st Century Research Management Practices — Knowledge Management in Education Research

*Anthony, Sharlene (National Institute of Education, SGP); Alsagoff, Lubna (National Institute of Education, SGP)*

The National Institute of Education (NIE) Singapore is dedicated to creating a world-class institute renowned for excellence in teacher education and education research. Responding to the Singapore Ministry of Education's (MOE) push in creating "world-class" universities, NIE, which in 2002 became part of the Nanyang Technological University, needed to transform itself from a primarily teaching university to a research-intensive university.

Integral to this transformation were two generous grants from the MOE, which enabled NIE to embark on a successful ten years of education research, which has seen the institute rise in its international status. Moving forward, the Office of Education Research (OER), which oversees NIE's education research, faces yet another challenge. NIE's unique tripartite relationship with the MOE and schools, which has served the institute well as a teaching university, now calls for OER to address the research-practice gap in demonstrating how its research can translate and scale as improved practice across the education system.

We argue that key to meeting this new challenge is OER's adoption of Knowledge Management (KM) practices which needs to serve as the catalyst to facilitate knowledge creation, knowledge sharing, knowledge organizing as well as to deepen the impact of knowledge utilization. In this presentation, we focus on two key initiatives that the OER KM team have embarked on – an Expert Locator System and a Research Outreach Portal – in order to highlight how these have been conceptualized to optimize the value of NIE research in policy and practice. In addition, we address some of the challenges that stand in the way of realizing these KM goals.

### Recognizing Research Administration as a Global Profession

*Clark, Denise (University of Maryland College Park, MD, USA)*

Research administration is a growing field of professional interest and development. Most people ask, "What do you do?" Many people don't recognize what we do as a "profession" or they have trouble getting others to recognize our jobs as a "profession". As we look to global research collaborations and partnerships, it will become more and more important for us to develop a culture that understands, utilizes and believes in what we do as a major factor in the research enterprise. If funding agencies and sponsors were fully aware of how we are instrumental in facilitating the research at our institutions we would make great strides! This certainly would be "stimulating change"!

How do we educate and encourage others to acknowledge what we do as a full time job that has true impact on the research endeavors of our faculty? How do we reach out to our funding partners to provide assurance that we can monitor our funding streams with integrity and high professional standards? Behind the scenes of every research intensive project lays an administrative infrastructure that is responsible for adhering to financial and regulatory compliance regulations. Understanding and implementing those regulations truly is an art, and more importantly, a profession. This session will address the uniqueness of our job responsibilities and align them with the qualities and characteristics required to be a successful research administrator, one that garners respect from the community at large.

## CONCURRENT SESSIONS ABSTRACTS

### US Collaborations – Providing Adequate Oversight of a US Collaboration/Subaward

*Clark, Denise (University of Maryland College Park, MD, USA)*

As global research collaborations continue to grow, sponsored research offices must help streamline and facilitate the administration of prime-sub relationships. Working with a US partner can be exciting as well as invigorating and can bring advantageous demographics and scientific insights to an international collaboration. Whether it be health, energy, language, or climate topical research areas, all researchers ultimate goals are to impact the well being of the human population. Research administrators play an integral role in the process and are instrumental to the success of the research enterprise. Establishing, maintaining and constantly improving the relationship between research administrators in the US and abroad is the key to building a sustaining, compliant international partnership. Understanding the thought process and policies, procedures and practices of the US is the underlying foundation to providing adequate oversight of a US agreement.

This session will explore the basis for US systems, including those in the financial and regulatory compliance arenas. In addition, exploring the differences in the various funding models and funding agencies will be addressed. In order to help facilitate and build a collegial partnership and successful collaborations, we must each understand the funding models that we are accustomed to, acknowledging that our prime funders dictate our internal control systems, policies and implementing practices.

### UOW's ERA Management System: Enabling Great Decision-Making

*Cornwell, Ben (University of Wollongong, NSW)*

The Excellence in Research for Australia Initiative (ERA) has become one of the most important reporting programs for Australian research institutions. The results of ERA 2012 confirmed the University of Wollongong's position as a world class, research intensive University, delivering research well above world standards. Contributing to UOW's success in the ERA 2012 program was an internally designed and developed software tool: the ERA Management System.

At UOW, preparation for ERA 2012 required compiling a dataset consisting of 11000 research outputs, over \$100M of research income and over 1000 people across 157 Fields of Research (FOR Codes). The ERA Management System (EMS) aided the collection of research data for the ERA submission, however, it delivered more than just a software tool. The EMS provided an innovative decision support platform that played a vital role in facilitating collaborative decision making and communication amongst the University's ERA discipline experts. The open design principles of the system promoted procedural transparency for a broad group of research stakeholders including academics, librarians, data analysts, developers and managers. In a climate of limited resourcing, complex business requirements and exceedingly strict timeframes, the EMS received widespread praise as a highly successful, cross-functional initiative that played an active role in UOW's ERA success.

In this presentation, the University of Wollongong's Research Systems Manager describes the technical design process, user experience considerations and project management practices that contributed to the success of the ERA Management System.

## CONCURRENT SESSIONS ABSTRACTS

### South Pacific: A Collaboration Core or Peripheral Ring?

*Desvignes-Hicks, Jean-Francois (Thomson Reuters, QLD)*

The latest studies of international research collaborations confirm that national research and innovation systems should be viewed as a global and networked research and innovation system (for instance about 50% of Australian publications include international collaborations). However, this global network reinforces a core group of countries that have large economies with strong national (science) systems in common: the OECD countries represent 75% of publications and attract 85% of the citations. The rapid rise of the BRICS countries has increased the size of the core. But this paper looks at whether countries excluded from this core, the peripheral countries, could be disadvantaged by increased strength of the core.

Drivers of international collaborations are largely attributed to science based "bottom up" factors as the global system is a self-organising network. Although this self-organisation cannot explain the whole trend. Other agents such as major facilities, cooperative programs, and public policies have a demonstrated influence in creating networks. In addition, economic factors, history, culture and language have been shown to have a profound human influence on collaborations mediated through personal preference rather than strategic objectives.

The aim of this paper is to review the region's position in the global collaboration network (core vs. periphery) and to identify the key collaboration drivers at play (internal vs. external drivers). This perspective gives insights on practical applications to developing regional collaborations and find support. We sampled research publications and citation analyses using data from Web of Science and InCites, as well as data from funding bodies and regional S&T agencies. Results from the analysis show the interactions between "core" countries of the region, the Pacific islands, and South-East Asia remain dependant on the "core" capability. The trends identified in this study could be used to identify engagement with developing countries and global development projects.

### The Changing Nature of Research Management in the Era of Research Collaboration

*Haccou, Sophia (Swinburne University of Technology, VIC); Cradick, Prisca (Swinburne University of Technology, VIC)*

Recent years have seen a trend towards research becoming more collaborative and globally distributed, and the nature of Research Management is changing accordingly. Although Swinburne University of Technology (SUT) is a small university, its placement in the world's top 400 in part reflects its strengths in forming innovative and sustaining partnerships with research-intensive universities, industry groups and other scientific organisations. The importance of being current and up-to-date has made SUT embracing a more international and more multi-disciplinary research approach with other universities and industries around the globe.

The nature of research management has changed along with the nature of the collaboration. Research management is now more dependent on scientific networks and links with industries, which require a different approach in efficiency and turnaround response time in support system. This means research management has increased in complexity and size, to adhere to different funding rules and regulation, in addition to the different needs of particular universities.

In keeping with this agenda, SUT's Research Management has become more collaborative and dynamic, increasing efficiency in turnaround and response to suit the needs of industry groups and others, addressing different sets of funding rules and regulations and catering to the requirements of different universities and research institutions, both nationally and internationally. It is even stronger now that research management move away from being competitive to being more collaborative to improve the effectiveness of the services delivered.

This presentation outlines the evolution of SUT's approach to Research Management, from a traditional model to that of a dynamic research support system that is responsive to the complexities of research funding in Australian universities and reflects the changing factors that determine successful research output.

## CONCURRENT SESSIONS ABSTRACTS

### Bang For Your Buck – Impact from Collaboration

*Henley-King, John (Riddet Institute, Massey University, NZ)*

Over the last few years there has been growing interest in the social and economic impact of research. The expectations of funders and governments to generate meaningful impact from research will only increase. This presentation looks at the benefits of collaboration in maximising impact and in particular the dimensions of:

*Coherence.* Constructing a coherent research programme by building a critical mass of research capability across multiple research organisations in one strategic area improves the likelihood of making real scientific and practical progress.

*Leadership.* Critical mass can also give a collaborative group a bigger voice – the opportunity to affect social attitudes and government strategy, and to demonstrate leadership in their sector. This is strengthened by forming close connections with government and industry leaders.

*Cross fertilisation.* Multi-disciplinary research allows cross fertilisation between disciplines – applying knowledge and techniques from one field of research to another.

*Knowledge diffusion.* Working across the research spectrum (from curiosity-driven fundamental research to applied research for industry) creates an environment where the diffusion of knowledge can flourish. Scientific breakthroughs from basic research can be informed by the pragmatism of applied research and vice versa.

*Translation.* The application and uptake of research can be achieved more effectively where the relationship with end users is strong and on multiple levels. Rich connections with industry at board, management and technical levels provide multiple opportunities for engagement.

Examples will be drawn from the Riddet Institute, a New Zealand Centre of Research Excellence, which demonstrates a successful model for maximising impact from collaborative research integrating several of the dimensions above. The ability to undertake any research programme depends to a large degree on the funding available to support it. The role of government funding in allowing this integrated model of collaborative research to flourish and to generate impact will also be discussed.

### Research Impact – Implications for Research Managers

*Hochman, Mark (University of Tasmania, Hobart, TAS); McMahon, Ian (Group of Eight, ACT)*

Identifying and demonstrating the social and economic benefits of research has become increasingly important in an environment where Governments are focussing on maximising the returns on their investment in research. The real world impact of publically funded research is emerging as the next stage of research assessment. The UK's 2014 Research Excellence Framework (REF) has included Impact within their assessment framework at a weighting of 20%. Within Australia there is increased discussion of a national research impact assessment exercise -one of the current discussion points being the methodology best suited to such an exercise, ie a case study or metrics approach.

The Australian Government is currently examining ways of assessing the benefits or impact of research and has sponsored a number of projects looking at a range of approaches including measures of engagement, case study approaches and IP measures. One of these was a trial conducted by the Australian Technology Network (ATN) and Group of Eight (Go8) universities in 2012. The Trial involved 12 universities, 162 case studies and seven assessment panels - each assessment panel comprising approximately 70% end-users.

The Excellence in Innovation for Australia (EIA) Trial, found that there are compelling stories that need to be told of research impact arising from research at Australian Universities. It concluded that the case study approach can provide a compelling narrative of the impact of research across the whole range of disciplines and impact areas, that when case studies are accompanied by robust validating evidence, including performance indicators where appropriate, expert review can provide a rigorous assessment of impact and that impact case studies are a viable means of conducting an impact assessment exercise.

This talk will reflect on the process of the Trial, the outcomes and key lessons from the perspective of a research manager. It should be helpful for those wishing to understand issues in impact assessment and in preparing for any future national impact assessment exercise.



## CONCURRENT SESSIONS ABSTRACTS

### Using Social Network Analysis to Support Intelligent Management of Institutional Research

Huang, Junsong, David (National Institute of Education, SGP); Tan, Jennifer (National Institute of Education, SGP)

Managing and developing research at institutional level can be challenging. When the number of research projects in an institute (or in a research domain) surpasses a threshold, traditional research management approaches become insufficient. This paper presents how social network analysis is used in the National Institute of Education (NIE) for managing institutional research.

Over the past ten years, NIE's research funding increased 30 fold, and NIE's research output grew exponentially. NIE, representing the Nanyang Technological University, ranked 20th in the QS 2012 University Ranking in Education Subject. The ranking increased to 13th in 2013. As NIE's research inputs and outputs grew exponentially, managing research through excel, access database and SQL database were no longer sufficient in supporting NIE's strategic planning for research development.

To address NIE's research development and research management needs, NIE's Office of Education Research introduced social network analysis tools to complement the traditional research management tools. By mapping NIE's research projects and their team members into a social network diagram, social networks of NIE faculty's research collaboration were mapped. The social network diagram was studied to analyze faculty staff's centrality, closeness and eigenvalue.

The diagram and social network analysis were used to identify strong ties, weak ties, research hubs and authorities among faculty in NIE. Such findings were used to understand NIE's level of research participation and degree of interdisciplinary research. They were also used to identify NIE's research strength and strategic areas for development. They also informed NIE's research staff retention plan, hiring plan and capacity development plan (for example, for developing weak ties into strong ties).

Besides being effective in supporting universities (and institutions) in research strategy formulation, social network analysis is also helpful to funding agencies in identifying and fostering research collaborations within and across directorates. This scaling framework contributes to the enhancement of education research's social impact. It could also inform enhancing research impact in other social domains.

### Improving Research Governance in Public Health Organisations

Jackson, Amanda (Central Coast Local Health District, NSW); Fraser, Helen (South Eastern Sydney Local Health District, NSW); Abouyanni, Helene (Westmead Hospital Network, NSW); Joyner, Karyn (Northern Sydney Local Health District, NSW); Wall, Jeffrey (Sydney Hospitals Network, NSW)

Research Governance processes are varied across Public Health Organisations (PHOs) in NSW. Individual organisations have different processes, structures, positions, reporting lines and delegations for the authorisation of research at each of their sites. A NSW Research Governance Working Group was established in collaboration with the NSW Office of Health and Medical Research (OHMR) and aims to review these processes and work collaboratively to produce tangible improvements.

An initial sample selection of Research Governance Officers from 5 NSW Local Health Districts and Networks were invited to join the Working Party and share their structures, details of the various roles, responsibilities and skill levels of the positions within their respective districts. The Officers also shared internal processes for reviewing and authorising research governance applications, in particular Site Specific Assessments (SSA). More recently they have focused on the SSA reviews for Sponsored Clinical Trials.

This session will bring together representatives from Australian PHOs, researchers currently actively involved in research, the NHMRC, ARCS Australia, and industry to:

- Provide an insight into Research Governance in Australia from the perspective of each of these groups with a focus on collaborative solutions;
- Discuss the goals and priorities of the NSW Research Governance Working Group;
- Engage the research community in this project to streamline processes.

Improving and streamlining research governance processes in Australia will assist the McKeon Review's vision of attracting world-class research to deliver better health outcomes to all Australians through research. The NSW Research Governance Working Group will provide recommendations to the NSW Research Operational Managers Advisory Group, OHMR and NHMRC to help achieve this goal.



## CONCURRENT SESSIONS ABSTRACTS

### Incorporating Technology in Standardising Reporting Mechanisms for Centres of Excellence

*Johnston, Marianne (ARC Centre of Excellence for Engineered Quantum Systems, QLD); Gray, Stephen (ARC Centre of Excellence for Climate System Science, NSW); Haccou, Sophia (Swinburne University of Technology, VIC)*

The ARC Centre of Excellence program is characterised by a high level of reporting in a wide range of activities, expenditure and key result areas. This task is made more complex by the fact that data needs to be collected from multiple institutions. There are no specific guidelines provided to Centres of Excellence on how to structure their professional staff teams. Some Centres specifically fund professional staff positions to accomplish this high level of reporting, others need to fit reporting into the workloads of very small professional staff teams. The professional staffs of the CoE administering institutions have to devise solutions as to how they will capture data on key result areas that balance the obligations to the funding body with the limits of their research staff. For CoEs, the trend in attempting to capture data is to utilise online tools but the approach is usually ad hoc and in house and dependent on the CoEs professional staff administrator's competencies with online database design.

The task is further dependent upon the management of node staff in the peculiar CoE business model and the ability to convey to researchers the importance of what may seem like burdensome reporting overheads. CoEs live or die on the quality of the data they produce for funding rebids. To accurately compare the outcomes and outputs of these prestigious basic academic research Centres it is probable that they should be adopting a standardised approach. We will outline the reporting requirements of CoEs and the unique challenges posed. We will give examples of the wide variety of ways different Centres have approached data collection. Finally we discuss the way that online databases simplify the process and advocate for a standardised approach.

### Research Performance Metrics: The Stick Followed by the Carrot

*Jones, Katie (Unitec Institute of Technology, Auckland, NZ)*

There is a drive in research management to provide metrics to quantify research performance allowing for the impact of research and the performance of individual researchers to be scrutinised. This presentation presents a case study of how a large NZ institute of technology attempted to move away from a system of ad hoc research reporting to develop a systematic way of reporting areas of high and low performance. It will discuss issues related to introducing the Research Performance Metric which moved the performance of staff delivering degree level teaching to the forefront by creating a system clearly signalling areas of both high and low achievement.

Institutes of Technology and Polytechnics (ITP) in NZ are mandated to engage in "applied research that supports vocational learning and technology transfer." We need to ensure that our programmes are delivered "mainly by people engaged in research." Finding a balance between professionally trained staff who can offer real world industry engagement and academic staff who have the training and ability to engage in research is one of the challenges an ITP faces. In this context, being able to ensure that teaching is underpinned by an appropriate intensity of research activity is important. The new reporting system involved identification of who taught on which programmes, the tracking of outputs, and then analysing how many staff reached the minimum threshold. This information was presented to academic committees using a traffic light system of red for under performance, yellow for at risk, and green for achievement.

This presentation will tell the story of the development of this metric and the many methodological choices, political issues, and challenges that the process posed. The development and deployment of the system forced the research office, departments and faculties to confront a range of issues relevant to research managers elsewhere.

## CONCURRENT SESSIONS ABSTRACTS

### Competing Universities Collaborate on Standard Metrics for Global Benchmarking

Karlsson, Anders (Elsevier, JPN); Colledge, Lisa (Elsevier, NL)

Researchers aspire to achieve international recognition and impact through excellent research, education and innovation. Institutions assess, and may also drive, their success through the performance of these individuals, expressed by measures such as citations and award volume, and also demonstrate financial return-on-investment, such as by spin-offs, indirect costs on an award and demonstrating impact. Research must be assessed in the context of appropriate peers, but distinct disciplinary traits mean that benchmarking is not always straightforward and continues to present challenges.

The presentation will explore the collaboration of eight research-intensive universities, working with Elsevier, to agree upon a set of metrics, Snowball Metrics, that capture many strategic aspects of research performance, and that are based on consistent definitions and data. We will examine how this university-driven approach has led to comparative metrics that support benchmarking against peers.

The presentation will ask: can competing universities collaborate to build a standard framework underpinning their strategic decision making?; how can Snowball Metrics help fulfill the needs of sponsors, system developers and policy makers to demonstrate the value of research?; does a bottom-up approach to reaching consensus in data and metrics standards achieve traction in the sector more effectively than a top-down approach?; and, how should universities build on other work to define standards?

### Can Serendipity Really be Engineered? The UniSA Research & Innovation Cluster Model

Kelly, Lynette (University of South Australia, SA)

Research is usually performed by individuals or a closely related group working to solve a clearly defined problem. It is primarily conducted within disciplinary boundaries and hence creates solutions that can be restricted in terms of their applicability. This approach to research constricts the ability of researchers to create multi-disciplinary models.

Researchers can find themselves working in parallel – often without reference to others within their discipline, let alone other departments in their institution – to find their solution. Increasingly with universities under pressure to pursue research that is applicable in the real world, the cornerstones of this approach are engagement and collaboration. The presentation will examine two key questions:

1. What are the principles of research management that drive multidisciplinary research?
2. How can effective research management adopt, ensure and enable interaction between and among researchers and stakeholders?

In addressing these questions, the presentation will explore the University of South Australia's Research & Innovation Cluster framework. Developed by the University's Strategic Research Partnerships team, this innovative platform creates an interface between researchers, government, policy makers, business, industry and the community and encourages contemporary challenges to be examined with a 360-degree review.



## CONCURRENT SESSIONS ABSTRACTS

### How to Create a (Successful?) New Research Pricing Policy at a University!

*Kerr, Simon (University of Melbourne, VIC)*

Understanding the costs of research and recovery of these costs is currently a pressing issue for universities around the world. But how do you construct a successful policy? This is an important question faced by the University of Melbourne in its recent introduction and implementation of a new research pricing policy. It aims to address the challenges of research underfunding by seeking to increase the recovery of indirect costs of research. But the challenges are both financial and cultural. Having great financial accounting is important, but failure to understand the cultural challenges faced by universities will undermine the best looking policy. These challenges are both internal to universities and external, affected by how funders and clients view universities.

The presenter is the policy manager of this new policy and in this session he tells the fascinating story of how this new policy came about, outlining the steps, challenges and solutions, mistakes, and, perhaps even, the successes.

### Managing Australian and International Developments in Open Access

*Kingsley, Danny (Australian Open Access Support Group, ACT); Callan, Paula (Queensland University of Technology, QLD)*

Open Access is once again a 'hot topic' in the global higher education community due to recent international and local developments. The June 2012 Finch Report in the UK, which recommended the implementation of policies that would require publicly funded research be published in open access or hybrid journals, has opened up the debate about the relative merits of the various options for delivering open access. The Research Councils UK (RCUK) have had open access policies in place since 2005 but, in response to the Finch Report, the policy was revised to accommodate the recommendation. Since then the European Commission released its open access policy affecting all research from their EURO80 billion funding budget. Just this year we have seen the introduction of federal and state open access policies in the US. The UK is proposing to make its post-2014 research assessment round (HEFCE/REF) entirely open access.

As of January 2013 Australia's two main funding bodies (ARC and NHMRC) both have open access policies. These policies have major implications for research management professionals in Australian universities and research institutes. Staff involved in the collection and reporting of research outputs should have a solid understanding of these policies and how they may affect workflows within their organisation. The effect open access has on the impact of research is also highly relevant given the current discussions in Australia about the measurement of research impact. This session will begin with an explanation of what open access is, options for delivering it and the specific requirements of the ARC and NHMRC policies.

The session will then address the implications of these recent developments for universities. This will be a truly interactive experience. By using a live Twitter feed, the session attendees can indicate what areas they would like prioritised for discussion, and pose questions to the group.



## CONCURRENT SESSIONS ABSTRACTS

### Enabling a Service-Oriented Application: Towards Business Flexibility and Technical Freedom in Research Management

*Krisna, Irwan (Australian National University)*

Many universities, such as The Australian National University (ANU), have an IT infrastructure that is heterogeneous across operating systems and software applications. Combined with large, tightly-coupled systems, this heterogeneous environment makes it difficult to cope with continually changing research-related business requirements, making it costly and time consuming to make even small changes. To respond to these challenges, it is imperative for universities to adopt effective IT solutions that will facilitate agility in day-to-day operations.

With a service-oriented paradigm, important business processes such as updating and retrieving information can become business services. A service-oriented application supports interoperable machine-to-machine interactions, which makes the services consumable across different system environments. This allows a single business service to be used by any application within an organisation, allowing the exchange of information such as research publications or grants.

This presentation will outline some of the work done as part of an Australian National Data Service (ANDS) funded project, in implementing a service-oriented application in which we turned the key IT software assets into reusable services. The ANDS project offered an opportunity to develop a service which supported researchers to integrate and publish their research-related information. We also used this service to develop a Researcher Profile web-based application which served as a service client that harvests consolidated metadata from various ANU enterprise systems in real time on a regular basis. The web application was embedded with information on research topics through computer-generated topic modelling, which has provided an application with the potential to facilitate collaboration between researchers and industry, and across discipline boundaries.

Overall, the service-oriented solution has provided ANU with the capability to retrieve information held in a range of source systems in an agile and comprehensive fashion. The approach has also provided the flexibility to provide new services by leveraging existing enterprise system applications.

### Growing International Collaboration

*McBriarty, Lyn (The University of Newcastle, NSW)*

"Australia's economic, social and environmental well-being depends on having a world-class science and research sector that is globally engaged." DIISRTE

The importance of international collaboration is well established. Global research engagement shares knowledge and expertise; and enables access to world class infrastructure. International research collaboration can also have a direct positive impact on research quality. Higher education institutions are placing increasing importance on developing and supporting international collaborations. Quality data is essential to underpin strategic decision making and relationship building.

Research Division at the University of Newcastle is developing and refining a system to gather and map the university's research international collaboration activities. The data is being used to develop an understanding of our research collaborations across the university, and the strength of those collaborations; and to develop strategies to build on the opportunities presented. In 2012 a pilot project used publications databases, grant details and an internal survey to collect information on research collaborations. Information on collaborating institutions (eg, location and world ranking) and type(s) of collaboration was recorded. Even in the pilot stage the value of the project has been evidenced through use of the information to inform strategy; provide data in advance of international travel by senior management; respond to high-level foreign delegate requests and visits; and devise more robust and informed research development plans.

Research Division is now collaborating with the International Office to expand the project to comprehensively identify and map international research collaborations; international partnerships and exchange agreements; and alumni and external relationship data across the university. This ambitious project plans to provide a complete picture of the university's international collaborations and relationships.

This presentation will demonstrate the methods and systems being used by the University of Newcastle to identify, collect and analyse international collaborations. <http://www.innovation.gov.au/Science/InternationalCollaboration/Pages/default.aspx>

## CONCURRENT SESSIONS ABSTRACTS

### The Innovation Roadmap – Mapping Organisational Capacity to Innovate

McGinness, Tom (CSIRO, North Ryde, NSW); Baunin, Nadia (CSIRO, North Ryde, NSW)

CSIRO's 2011-15 strategy committed the organisation to enhancing its innovation capacity. To enable a deeper understanding of its current capacity to innovate, our Organisational Development Group developed the Innovation Roadmap as a robust, practical, research-validated framework to:

- Assess an organisation's current level of innovation maturity;
- Identify the desired level of maturity;
- Plan actions to progress to the desired level;
- Monitor progress in building innovation maturity.

The Roadmap focuses on the key cultural and operational enablers of innovation. It has been designed to be used by any organisation at the levels of the enterprise, business unit and/or team. The Roadmap's elements can be easily adapted to take account of each organisation's unique cultural and operational features.

The Roadmap is a valuable tool for:

- Strategic and Operational planning – identification of priority areas for executive focus and a framework for performance monitoring;
- Internal communication - highlighting linkages between organisational culture, operating environment and capacity to innovate;
- Establishing, validating and monitoring organisational change management priorities.

The Innovation Roadmap has been validated through extensive literature reviews, and consultation with a leading global professional services company and industry stakeholders. It will be freely available for organisations to use via the CSIRO website. In time, we aspire to collect sufficient data to be able to offer organisations the ability to benchmark their innovation capacity against similar organisations.

This workshop will focus on practical application of the Roadmap in research organisations and draw on case study examples of how the Roadmap is being applied in CSIRO. Participants will be invited to try applying the Roadmap to their organisations, share their insights and discuss implications for our national capacity to innovate. More information: [www.csiro.au/inroad](http://www.csiro.au/inroad)

### Pointing People in the eResearch Direction: eResearch at Flinders University and Beyond

Nixon, Amanda (Flinders University, SA); Jackson, Grant (Flinders University, SA); Jacobs, Ben (Flinders University, SA)

eResearch@Flinders was established at Flinders University in 2012; there was recognition that the University invested in eResearch infrastructure and access to eResearch services, but there was limited capacity to engage with researchers about new tools and poor definition of resources already channelled into eResearch. Based in the Flinders University Library, eResearch@Flinders was co-funded by the Library and ANDS project resources with the aim of working closely with the Research Services Office and other stakeholders to increase eResearch engagement and provide a focal point for both Flinders researchers and external service providers in this area.

Although initially funded for one year, eResearch@Flinders has since been fully funded as an ongoing area based on the success of the service. eResearch@Flinders includes responsibility for data management and open scholarship support (including the University's open access repository and services for NHMRC/ARC open access compliance) and statistical consulting. eResearch@Flinders has a strong focus on researcher outreach, brokering to appropriate eResearch tools and internal service provision for data management and repository services. It generally does not offer technical expertise, but undertakes referral and liaison. One notable exception however is the coordination of a multi-university collaborative project to develop data management planning functionality in ReDBox. The purpose of this Data Management Planning Tool (DMPT) is threefold:

1. Support the creation of data management plans,
2. Allow the registration of research projects and specify intentions to use/create data very early in the research process, and
3. Create a mechanism to identify projects that may benefit from referral to eResearch tools and services.

The system provides a systematic and tangible way to assist researchers to comply with the Australian Code for the Responsible Conduct of Research and also allows eResearch staff to assist in the planning process if large scale, collaborative or highly confidential data storage will be required.

## CONCURRENT SESSIONS ABSTRACTS

### Death by Committee: New Tools to Improve Relationships

*Rohr, Ted (RMIT University, VIC); Trentini, Renee (RMIT University, VIC)*

Institutional decision-making, not the least on matters relating to research, is often in the hands of committees. For universities and research institutions this includes anything from research committees to human and animal ethics committees, to biosafety and radiation committees, to copyright and intellectual property committees. The decisions of these committees have a significant impact on researchers and, going hand in hand, on research administrators. In fact, research administrators are frequently caught in the middle when committees are unhappy about research proposals and/or when researchers are reluctant to accept decisions by a committee about their plans. This can influence morale and, more importantly, the research culture at an institution. The central tenets of the decision-making process are that committees are seen to make decisions without proper consultation with researchers, and that researchers do not consider the (often legislative) frameworks in which committees operate. In reality, committees tend to make decisions in meetings with a packed agenda and not enough time to consult with relevant legislations and codes or experts in a particular field.

New developments in web technology are now mature enough to provide tools for improving the decision making processes by combining face to face meetings with on-line interactions that can significantly improve the process and, importantly, the relationships between committees, researchers and research administrators. Here, the tools are discussed on the background of literature evaluating face to face vs on-line decision making and outlined with examples that demonstrate how processes have been improved as a result. Participants will be asked to explore how these tools can be of practical help at their institution and based on their area of expertise.

### Using Open Source, Semantic Web Technologies to Produce a Comprehensive and Accessible View of Institutional Research Outputs

*Simons, Natasha (Griffith University, QLD); Fallu, Mark (Griffith University, QLD)*

The Griffith Research Hub (<http://research-hub.griffith.edu.au/>) provides an online, publicly accessible and comprehensive view of all the research outputs of Griffith University including: publications; projects; research data collections; groups; and profiles of researchers themselves. The Hub showcases the diversity of research expertise and output at the institution and serves an ambitiously wide audience, including: international researchers looking for datasets; higher degree research students looking for supervisors; industry looking for consultants; and journalists looking for expert sources.

Like any large institution, Griffith has information of varying quality, stored in a wide variety of enterprise systems. The Hub has addressed the critical need for a single, comprehensive view of the university's research output. Built in-house on open source semantic web technologies, it draws data automatically from multiple enterprise systems and includes an edit interface so that researchers can log in and correct or add information to their profiles. Benefits of the Hub include: enter data once, use many times; powerful yet simple search and browse tools which allow for richer data mining; generation of substantial web traffic; and the development of an ontology used nationally and internationally to describe research activities.

The Hub has attracted substantial interest and Griffith has made its open source code freely available. The Hub is the product of a partnership between the Griffith Office for Research (business owner), the Griffith Division of Information Services (service provider) and the Australian National Data Service (initial funding provider). It's success as an innovation has been recognised with a Commendation of Merit in the Stanford Prize for Innovation in Research Libraries (2013) and the VALA Award (2012).

This presentation will be of interest to a variety of research stakeholders, particularly those seeking innovative solutions that improve the impact and reach of institutional research outputs and the researchers who produce them.

## CONCURRENT SESSIONS ABSTRACTS

### Measuring the Impact of eResearch in Australia

*Small, Luc (Intersect Australia, NSW)*

eResearch is the application of advanced information and communication technologies to the practice of research. As eResearch infrastructure and support services become increasingly entrenched in the Australian research landscape the question of measuring their impact arises. Gauging the impact of eResearch is a desirable but challenging exercise. It is desirable because measuring simply the uptake of eResearch services does not serve to establish the efficacy of those services in generating real research wins. Measuring the ongoing use of those services – their relevance – is better. But linking eResearch to tangible research outcomes provides the clearest confirmation that the right kinds of infrastructure and services are being provided.

Measuring impact is challenging because as an enabler of research activity eResearch often operates in the background, sometimes even transparently to the researcher. For these reasons its use may not be indicated in the final publication. Despite this, the gains eResearch can provide in terms of research efficiency, effectiveness and enabling new kinds of research should result in commensurate increases in research impact as measured by publication and citation counts and the compound measure the “h-index”.

Assuming this holds, the challenge is located in answering the counterfactual “would that publication have been produced were it not for eResearch?” And “how big a role did eResearch play in the discovery reported within it?” Case studies are another approach to measuring impact that could be applied to eResearch-intensive research. But can they feasibly be done on a large enough scale to yield insights that can be generalised?

The objective of this interactive workshop is to bring together those closely involved in measuring and tracking research impact and those in eResearch service provision to consider how we can more compellingly demonstrate that eResearch is leading to better research.

### Knowing the Benefits of Research Collaboration is Not Enough to Make it Happen

*Smith, Pam (Flinders University, SA); de Lacey, Sheryl (Flinders University, SA)*

The benefits of research collaboration are generally well understood, but knowing the benefits does not necessarily mean academic staff have the confidence, capacity or skills to initiate and establish mutually beneficial research collaborations. Therefore, for research managers to inspire and enable academics to form effective and viable research collaborations, they must first understand the academics experience of collaboration, their motivation and the barriers they perceive to building research collaborations.

The School of Nursing & Midwifery at Flinders University is committed to supporting its staff develop research collaborations, both across the campus and with industry, community and clinical groups. The School’s research manager plays a key role in facilitating the establishment of collaborative research links. A model of change to inspire and enable staff to pursue and build successful research collaborations is being implemented by the School through a clear strategic research vision which is underpinned by a range of professional development activities and mentorship.

Like all relationships, research collaborations require commitment, shared vision and open communication to be successful. In this paper, case studies will be presented to illustrate research collaborations which have been successfully forged in the past 18 months and which demonstrate a long term commitment to collaborating. The cases will highlight from the perspective of the academic staff the complexities and barriers to building these research collaborations and the solutions and support offered by the research manager will be discussed. Lessons learnt and a vision for how to further build the confidence and capacity of staff to form research collaborations will be shared.

Whilst this paper has a School specific focus, the approach to inspiring and enabling academic staff to pursue research collaborations will be relevant and resonate with research managers in diverse settings.



## CONCURRENT SESSIONS ABSTRACTS

### Research Ethics to Go: Moving to Paperless Research Ethics Administration at UTAS

Swatman, Paula (University of Tasmania, TAS)

In April 2012 the research ethics committees of the University of Tasmania converted their previous paper-based application review approach into a 'paperless' approach by means of wiki-based agendas and tablet computers with annotation software for application review. All Committee members were issued with iPads (with integrated keyboards), software for annotation and document processing; and group training to ensure at least a minimum level of familiarity across all four Committees. This paper will report on the findings of an evaluation of level of acceptance, use and effectiveness of paperless research ethics review, processing and administration by the four UTAS research ethics committees and their administrators a year after the introduction of the new approach.

Despite the popularity of tablet computers more generally, there is little evidence of their adoption by ethics review committees in other institutions – either in Australia or overseas. Anecdotal evidence suggests UTAS may well be a practice leader in terms of paperless ethics application processing. The findings of this project therefore offer an opportunity to evaluate the UTAS experience, as well as a case study of leading-edge technology adoption within the research ethics community.

The project investigates the level of use of paperless ethics application reviewing by the four ethics committees to determine the acceptability of paperless ethics review by the various committees and their members; and analyse the impact the paperless process has had on the work of ethics administrators. We are particularly interested in whether this move has truly enhanced the efficiency and effectiveness of the UTAS ethics committees and whether the move has been equally successful in all committees. ARMS delegates are likely to find the possibilities this approach offers to ethics and integrity committees Australia-wide of particular interest – the presentation will include a discussion of the generalisability of our findings.

### Closing the Loop. International Perspectives

Taylor, Paul (University of Melbourne, VIC); Barr, Daniel (University of Melbourne, VIC)

The focus of the Australian Code for the Responsible Conduct of Research is on encouraging researchers to conduct their research with integrity. The Code recognises that the culture of ethics and integrity at an institution is important in reducing irresponsible research conduct. Emphasis is given to the collection and assessment of allegations of research misconduct, in part through mechanisms like research integrity advisors. Research misconduct will happen wherever research is conducted. It is right then that the Code provides a framework for dealing with allegations of research misconduct when they arise. This is all as it should be, but it is not sustainable.

No requirement to publicly report research misconduct findings exists in the Code, and no institution in the country makes the findings of research misconduct investigations known either internally or externally. It is not an open or transparent process. How long will members of the research community be willing to continue to raise concerns without finding out how they were resolved? What happens to the level of public trust in research when there is no evidence presented to them that institutions actively address issues of integrity? Is research really all that different to other professions where misconduct is openly reported? What is the academic reward for honesty? What are we afraid of? What opportunities are missed by keeping these findings top secret?

Other jurisdictions, notably the US, routinely make the findings of research misconduct publicly known. The Canadian framework provides a mechanism for doing this for serious cases. Australia and Australian institutions should begin this discussion. The stakes are too high to ignore – one serious misconduct case involving a high profile researcher would negatively impact on all of us. Why should we wait for this to happen before we demonstrate that we are doing the right thing?

## CONCURRENT SESSIONS ABSTRACTS

### Bridging the Impact Gap: Systems and Serendipity

*Thompson, Natalie (The University of Auckland, NZ)*

The University of Auckland implemented Symplectic Elements research output management system (Research Outputs) in September 2010. This was pivotal during the New Zealand performance based research funding (PBRF) round where Evidence Portfolios were created based on a researcher's publications stored within Research Outputs. In a post PBRF environment, Research Outputs continues to provide researchers with a means to maintain their outputs.

The University of Auckland Libraries and Learning Services recognised the on-going value of Research Outputs to provide a platform for researchers to not just capture, but also to track the impact of their research output. In August 2012 The University of Auckland Libraries and Learning Services began a journey to design and implement a new service for researchers, including staff and doctoral students. Drivers for the Service included increased competition for funding; requirements to demonstrate impact in promotion and grant applications; new institutional benchmarking and strategic plan initiatives; citation based key performance indicators; and interest in understanding international collaboration patterns. A Library project group formed to develop the service and take it from inception to implementation. The group works closely with other University stakeholders such as The Planning and Quality Office and The Research Office, to ensure the service both complements and supports institution-wide research support initiatives.

This paper will discuss the consultative and phased approach that was taken to scope out and design the Bibliolnformatics Service. The approach taken has exposed some unexpected benefits of the power of on-going conversation. A key objective of the service is to understand how impact associated with research output can be represented across a diverse researcher community. This paper will also outline a model that builds on existing systems and tools, such as Research Outputs and Altmetrics, to develop an impact service reflective of the individual requirements and behaviours of researchers.

### Policy Implications of Open Access for Data

*Visser, Karen (Australian National Data Service, ACT)*

The advent of the internet and the ICT revolution have drastically simplified the logistics of accessing information and are radically transforming society's expectations. The millennial lifestyle demands one click access to all aspects of life. The outputs of research are not exempt from this revolution in technology and attitudes. This paper reviews current trends in national and international policy around open access to the outputs of research and looks at the policy ramifications for research organisations.

Trends overseas, particularly in the United States, Britain and the European Union, show that publicly funded research outputs, both from within the government sector and research institutions are subject to open access. The National Science Foundation and the UK Research Councils have been leaders in this context. Within Australia, this trend can be seen in a series of governmental reports and in recent developments in Australian Research Council and the National Health and Medical Research Council funding guidelines concerning publications.

Should these policy changes be extended to data, research institutions would have to revisit data-related policies, a task most often falling to the research office. These would include policies relating to research data management, intellectual property, data licensing, ethics and privacy and research collaborations.

ANDS has conducted a survey of university Intellectual Property policies which shows that there is little consistency in approaches to copyright and licensing as they relate to data. A collaborative and consistent approach to these would provide greater clarity for both institutions and researchers.

## CONCURRENT SESSIONS ABSTRACTS

### How to be Seen and Collaborate at an International Conference – How 3 Aussie Girls Survived and Thrived at NCURA

Ward, Julie (*The University of New South Wales, NSW*); Wakefield, Bryony (*The University of Melbourne, VIC*); O'Brien, Sue (*The University of Queensland, QLD*)

International conferences can be seen as the holy grail of your work life. Your institution is paying for you to attend a conference overseas – who would say no to that? International conferences are real work - much more than a working holiday. They are great opportunities to extend your career and attend professional development sessions, network, extend your knowledge and learn from international colleagues whilst opening the door to future collaborative opportunities. And unlike a holiday you have the responsibility to communicate your learning's to your colleagues when you return.

This collaborative presentation will be delivered by three research managers representing three 3 different universities giving their views on the value of their attendance at a recent International research administrators' conference, National Council of University Research Administrators (NCURA) in Washington DC. We will consider the following questions in our presentation: Why should you attend an international meeting? What skills & knowledge will you gain from attending? What will your institution gain from your attendance? How can you best communicate this to your colleagues? Should you apply for a travel grant? How do you make the most of your time at the conference? How do you network effectively? If we had the opportunity again what would we do differently? How does Australia compare with the US in terms of our profession and what did we learn that we think is most useful for other Australian research administrators?

### Crossing Boundaries: Research Managers as Researchers and Educators

Wong, Paul (*Australian National University, ACT*)

Research managers are confronted with increasing uncertainties and complexities in their works. Every year, we are challenged with shifting policies and are asked to deliver more with less. There is an increasing need for research managers to be able to mobilize resources in an agile yet effective and efficient way to achieve outcomes. Money and people have long been recognized as important enterprise assets, yet knowledge capital seems to be lagging behind in the way we consider research management practices. Arguably, the capacity of an organisation to create and generate new knowledge is an important and viable strategy to manage uncertainties and address future needs. Without this capacity to generate new knowledge and explore possible solutions, research managers can only react passively to environmental changes and problems as they arise.

In 2009, Research Services began a novel experiment to co-supervise a research student at the University. The partnership harnessed the expertise of our academic staff to contribute to the solution of a technical problem for the university administration, yet it also provided a learning opportunity for a student to solve a practical problem with demonstrable benefits. Such a partnership created synergies and new knowledge across education, research and administrative areas. Indeed, the outcomes were so positive that we repeated the feat twice since 2009 with equally pleasing results (and the award of a University Medal to an Honours student). The lesson of such experiments reaffirms that universities are social engines of knowledge. Research managers can and should participate directly in these unique boundary crossing opportunities to enhance research management practice. The recent campaign of Universities Australia highlights that a smarter Australia requires a smarter university sector. Under the same token, a smarter research management practice requires research managers to access relevant frontiers of knowledge.

## POSTER ABSTRACTS

### Pathway Programs for Graduates: Lessons Learnt and Their Impact

*Buttner, Herma (ANSTO, NSW); Lusty-Evans, Megan (ANSTO, NSW)*

As a publicly funded research agency, the Australian Nuclear and Science and Technology Organisation (ANSTO) is committed to enhance the professional and technical skills of its employees and to build capacity for the Australian research workforce. Although ANSTO's technology platforms mainly use nuclear technology, the research applications are very diverse: ranging from environmental science, materials science and engineering to life sciences, including aspects of an operational, regulatory and commercial nature. Therefore, ANSTO has put in place various pathway programs for young employees: the postdoctoral fellowship program focuses on research, whereas the graduate program focuses on leadership and multiskilling for the future.

Compared to universities, ANSTO has a small number of young researchers with rather different scientific backgrounds and research activities. Therefore in 2009, a young researchers club was initiated to provide support for young researchers across ANSTO and to foster career development by creating new opportunities and encouraging professional relationships.

In addition, ANSTO offers a program in which graduates are given the chance to gain hands-on experience in their field, as well as guidance and mentoring from industry experts. This graduate development program is open to graduates in a broad range of areas, including not only science and engineering, but also finance, business development, international relations and others. It consists of two phases, with a rotational program in the first year and a customised placement in the second year. Now in its sixth year, we have gained substantial experience with the graduate program. Some of its features have turned out to be also useful for the entire organisation. This paper will report how these programs are operated, the challenges they have faced and how they impact on the organisation as a whole.

### Risk Assessment for Researchers: Relevant, Realistic, Reasonable?

*Crees-Morris, Judy (University of Tasmania, TAS); Waldron, David (AMC, University of Tasmania, TAS)*

Last year the leading university risk financing Unimutual paid out close to \$4M for research that was lost, damaged or seriously interrupted by the failure of temperature-controlled environments. These losses were preventable. In addition to being a large financial burden for the sector, this represents hundreds of articles which will never be published, numerous research grants which will never be extended, and dozens of post-graduate students whose studies were seriously disrupted. (Harry Rosenthal, Regis Unimutual General Manager, Risk Management Services).

In 2009 the Australian Maritime College, an institute of the University of Tasmania, introduced risk assessments as a core component of research funding applications. Training in risk management and assessment was made available to all researchers and postgraduate candidates in groups and one-on-one. A softly-softly approach was adopted, recognising that the addition of a risk assessment could be seen as yet another "time-consuming" administrative task, detracting from the "real" research.

This poster will illustrate the need for and the benefits of risk assessments, their importance as a planning tool and an innovative way we developed to "get the message across".



## POSTER ABSTRACTS

### A New Approach to Pricing Externally Funded Research Projects at UNSW

Dawson, Warwick (*The University of New South Wales, NSW*); Chanan, Vinita (*The University of New South Wales, NSW*); Foster, Sally (*The University of New South Wales, NSW*); Ward, Julie (*The University of New South Wales, NSW*)

Over the period 2011-13, UNSW transformed its approach to pricing externally funded research. The key objectives were to ensure indirect cost recovery was transparent and aligned with actual costs incurred, create incentives for researchers to price at a profit and to increase the recovery of indirect costs incurred by UNSW in supporting externally funded research. Part of the transformation was the development of an online tool. There were three critical phases:

- Critical analysis of actual costs across the institution that were supporting research. This analysis resulted in the calculation of new UNSW indirect costs aligned with actual costs for supporting research. Duration of this phase ~1 year.
- Drafting of new policies and procedures and extensive University wide consultation. Duration of this phase ~10 months.
- In house development of a new UNSW research pricing tool for researchers to develop budgets for research projects that build in all relevant costs. Duration of this phase ~1 year.
- New indirect cost rates transparently aligned with actual costs of supporting research at UNSW.
- New policies and supporting procedures approved and implemented.
- New Research Pricing Tool successfully launched in April 2013. We will be reviewing the number of projects on a quarterly basis and will provide preliminary data on indirect cost recovery and profit totals retained by researchers by ARMS 2013.

UNSW now has a transparent approach to calculating indirect costs for research projects and appropriately incorporating these costs into pricing of externally funded projects. This is enabled by an online pricing tool available to all staff. There are now new procedures that clearly explain UNSW pricing requirements to researchers. This will ensure UNSW research activity is financially sustainable and the quality and excellence of our researchers and research infrastructure is appropriately reflected in our pricing.

### Researcher Skillsbank – An Interdisciplinary, Capacity-Building Model to Inspire, Innovate, Engage!

Fay, Poppy (*University of Tasmania, TAS*)

In universities, our greatest resources are our people. But so often we hear researchers saying they want mentoring in a particular area but don't know who to ask, or they want to help others with their research but don't have the time. How can we, as research administrators, facilitate mentoring between early-mid career researchers and senior academics, and between researchers across disciplines, with a focused, needs-based approach that does not require significant resources? The Researcher Skillsbank model proposes a program to do just that while maximising opportunities to inspire, innovate and engage researchers at all levels, leading to increased research outputs for the institution and improved academic career trajectories for individual researchers. The program can be utilised in two key ways:

1. As a research collaboration, by identifying specialist academic consultants to work with researchers (including HDR students) as a part of the project/supervisory team and share in academic outputs.
2. As an informal research consultancy, supporting areas of need for individual academics, managed and facilitated by research administrators.

This poster will outline the model and a plan for implementation in universities.

## POSTER ABSTRACTS

### Directions in Training for Research – A Discussion

*Fritsches, Kerstin (PostdocTraining, Toowong, QLD); Evill, Stephen (PostdocTraining, QLD)*

This discussion paper is motivated by an apparent conundrum concerning supply and demand for researchers in Australia, suggesting a requirement to better match the training of researchers to evolving needs. Recent studies by research agencies have predicted an impending shortage of research-trained professionals in Australia, forecast substantial growth in demand for trained researchers and reported PhD employment levels of 98% (e.g Edwards et al., 2009). By contrast, PhD students and postdocs who are the core of the cohort being trained for research careers report they struggle to find suitable positions and are anxious about increasingly intense competition in the research sector (ACOLA, 2012). This perspective has been emphasised by media reports of an apparent oversupply of PhD-level researchers in Australia and countries such as the US and the United Kingdom.

We aim to contribute to the debate by providing a review of the data available on levels of competition for research positions in academia, overall employment outcomes for early career researchers and the nature and source of demand for research. Recent studies show 1 in 8 PhD students and about 1 in 4 postdocs will remain in academic research. The vast majority therefore must embark on other career pathways. This clearly has implications for the type of professional development activity that should be undertaken by researchers.

In line with the ARMS conference theme of 'Stimulating Change', we invite discussion about the nature and scope of developmental support for early career researchers. We encourage an exchange of ideas, taking account of recent data, about approaches that will produce competitive and productive researchers for academia as well as alternative careers, and potentially deliver greater choice in research-related pathways, funding and partnerships.

Declaration of interest: the authors operate a company specialising in personal development training for early career researchers.

### Twitter and the Research Manager

*Heiden, Tamika (Telethon Institute for Child Health Research, WA)*

Since its introduction, Twitter, a microblogging service with over 41 million users, has become a powerful medium for information sharing, but how can this be used by the research manager? Our centre (@CREAHW) is using Twitter in two ways, to gather information by "following" relevant users, and to disseminate and promote research through tweeting.

To gather research information @CREAHW follows the NHMRC, World Health Organisation, The Conversation, Australian Policy online, Science Alert, Research Australia, and many Indigenous specific organisations, to name a few. Tweets by these organisations provide a plethora of information, for example media releases, grant announcements, and government reports. This eliminates the need to subscribe to newsletters and alerts, and has reduced time previously spent searching the web. Dissemination of information is done by Tweeting relevant information and provides an opportunity to; a) promote the research, the researchers, and the institution; b) create collaborations, and; c) disseminate knowledge to followers. When retweeted, messages can reach hundreds more Twitter users, including community members, researchers, students and policy makers, making this a powerful dissemination tool.

This poster will provide examples of how @CREAHW is using Twitter as a research management tool and show how tweets can result in increased exposure and interest in research.

## POSTER ABSTRACTS

### Transforming into a World-Class Research-Intensive Institute: NIE's Strategy and Experience

Huang, Junsong, David (National Institute of Education, SGP); Lee, Wing On (National Institute of Education, SGP); Hung, David (National Institute of Education, SGP)

Sound research development strategies facilitated successfully transformation of the National Institute of Education (NIE) from a teaching institute to a world-class research-intensive institute in just ten years. Representing Nanyang Technology University, NIE ranked 20th in 2012 QS University Ranking in Education Subject. The ranking increased to 13th in 2013. NIE made synchronized research development strategies in three key aspects: growth of research area strategy, capacity building and organization development.

Research in NIE started with extensive baseline studies on Singapore education system. Informed by such studies, NIE progressively expanded to intervention studies and then to scaling research. NIE also intentionally progress from research at student and classroom levels, to research at school and local education system levels, and to international comparisons. Grew with the research areas, NIE moved upstream to create new knowledge and downstream to impact policy and practices. The growth in research areas was supported by capacity building. Top international researchers were hired to bootstrap research in the early years. By intentionally involving local faculty and PhD students in the research process, the NIE-wide research capacity was progressively built.

The capacity building was coupled with the research organization development strategy. In the early years, research centres were established independent from the then faculty structure. As the research areas expanded and research capacities spurred across NIE, the independent structure was reformed into a NIE-wide matrix system that facilitated the development of multiple peaks of research excellence across NIE. There were also challenges created by the synchronized strategies. This paper examines these challenges to reflect on NIE's strategy formulation decision making. The reflection is important for NIE's continuous progression. It is particularly useful in informing research management leaders' formulation of research development strategies.

### Impacting Practices: A Framework for Translating and Scaling Up Education Research

Hung, David (National Institute of Education, SGP); Huang, Junsong, David (National Institute of Education, SGP)

There is an increasing demand for research to create social impact. Because context matters in education, scaling in education requires the embodiment of tacit understandings more than the mere execution of explicit or procedural knowledge. Thus, in scaling up education research innovations, the commonly used roll-out models and the medical sciences informed scaling model are inadequate.

Instead of developing "gold standards" for scaling in medical sciences are, this paper presents a scaling framework developed by the National Institute of Education (NIE). The model proposes a sufficing standard for research innovations before considerations are made to support its scaling and diffusion in school practice. The framework is now being used at NIE in scaling up education research innovations.

Adopting a systems perspective, NIE's scaling framework allows scaling along a mechanistic to organic continuum. If an innovation is largely explicit in knowledge, scaling can be connoted in mechanistic model. On the other side of the continuum, 21st century pedagogies and designs are organic and the pedagogical knowledge is mostly tacit. Such innovations require diffusion model for organic scaling in order to cultivate the innovations locally, and spread them from that local instantiation. Faithful to a systems' perspective, the framework also proposes learning from each local experience in order to be more efficient and cost effective at subsequent instantiations.

At education system level, teacher/researcher-led and school-led innovations should be supported and encouraged throughout the education system. The scaling framework advocates populating innovations throughout the education system, rather than rolling out innovations by a centralized agency. Moreover, keeping a system level data-driven analysis of the scaling map to understanding scaling and diffusion across schools and districts is being developed. This scaling framework contributes to the enhancement of education research's social impact. It could also inform enhancing research impact in other social domains.

## POSTER ABSTRACTS

### Can't See the Fog for the Cloud? Cloud-Based Technologies and Potential Impacts on Research Administration

*Hughes, Danielle (Australian National University, ACT)*

Cloud based technologies are predicted to sweep the IT world in the next couple of years, and universities will inevitably be impacted. McMaster University in Canada is currently developing a cloud project with Cisco, Michigan in Detroit is moving all services to the cloud, ETH Zurich works with IBM and ProQuest has introduced Udini, its cloud based research tool. The ANU hosts one of the nodes of NECTAR, Australia's first national research cloud.

What is the cloud and why use it? The cloud refers to storing data in a single, secure off-campus location. All data for this location is stored and can be accessed at any time, by any researcher. The data is stored in a virtual off-campus location and can't be seen physically; it is seen as being stored in the clouds.

Why? Cloud based costs are lower than storing and backing up data physically. Cloud based storage is more secure, and less prone to data theft and corruption. Researchers are more productive and can work more collaboratively as all files on a research project are held in one location and can be accessed from any location on earth.

What does this mean for Research Administration? The non-IT benefits are yet to be thoroughly investigated. Whilst cloud based technologies can assist researchers, research administrators may have more administrative work across universities and regions to connect with a wide range of researchers involved in a project. Research administrators may suffer a loss in productivity as more researchers leave campus taking advantage of a cloud based environment where they can work from anywhere in the world. Maintaining relationships can be costly or ineffective due to time differences, work locations and accessibility to lead investigators.

This poster will explore the impacts of cloud based technologies for universities from a research administrative perspective.

### Online Self-Audits, to Improve Governance of Health Research

*Illesinghe, Jay (Monash University, VIC)*

There has been significant growth in clinically based research activity in hospitals, universities and research institutions in Australia. The National Health and Medical research Council (NHMRC) requires individual institutions to take responsibility and to monitor their research activities. The School of Public Health and Preventive Medicine (SPHPM) at Monash University use a variety of strategies to monitor their research, which include a School based research governance committee, annual progress reports and detailed audits. Although effective, the detailed audits are extremely time consuming, especially for a School of 1000 staff and higher degree students.

To improve the institutional oversight of research, SPHPM adopted a tiered approach to audits. This included the introduction of a short self-audit that can be completed by the researchers themselves without the intervention of governance staff. The self-audit is used to highlight to researchers the key governance issues they need to address while conducting research and ensure all research meets the expected standards. To increase the percentage of projects that actually complete the self-audit SPHPM have launched it online. This poster will look at the implementation of the online self-audit in SPHPM, which houses over 400 projects with ethics approval.

### The Basics of Making Research Open Access Through a Repository

*Kingsley, Danny (Australian Open Access Support Group, ACT); Callan, Paula (Queensland University of Technology, QLD)*

This poster will graphically demonstrate the workflows involved in making research output publicly available through an open access repository.

## POSTER ABSTRACTS

### Beyond Compliance: Nurturing an Institutional Culture of Integrity

Mahmud, Saadia (University of South Australia, SA); Bretag, Tracey (University of South Australia, SA)

This proposal responds to the call for work which informs the ARMS SIG: Ethics and Research Integrity. We maintain that research integrity should be considered beyond an issue of compliance, to one of institutional culture. The Exemplary Academic Integrity Project (EAIP) aimed to build capacity within Australian higher education providers to develop an institutional culture of academic integrity. One aspect of the project was to develop evidence-based academic integrity policy guidelines and resources for postgraduate research students, a student group that had previously been identified as being the least satisfied with information and support to avoid an academic integrity breach (Bretag et al 2013).

Based on our research from two Office for Learning and Teaching funded projects (AISP 2010-2012; EAIP 2012-2013), we found inconsistency between academic integrity policies for postgraduate research students and the Australian Code for Responsible Conduct in Research (2007). When compared with the standards of exemplary academic integrity policy (Bretag et al 2011), we found these policies lacked adequate detail and support. We propose a 'whole of university' approach to integrity, linking the specific requirements for postgraduate research students from a university's main academic integrity policy to ensure that a consistent and educative approach to integrity is maintained across the university, at all levels of scholarship and for all stakeholders (Mahmud & Bretag 2013, under review).

Good research training is a cornerstone in nurturing an institutional culture of integrity and our research indicates that postgraduate research students are often ill-prepared to undertake their research work. Supervisors have a unique role to play in mentoring this group of students and providing positive role models (Mahmud & Bretag 2013, forthcoming). EAIP has collated resources to promote integrity in postgraduate research ([www.unisa.edu.au/EAIP](http://www.unisa.edu.au/EAIP)).

### Inspiring Collaboration Through Co-investment with SME's

McDonald, Lisa (University of South Australia, SA)

As industry and community engagement becomes a critical aspect of research and the development of research income, new models are needed to help bridge the gap between universities and potential external partners. The Northern Business Research Partnerships program is one such model. It is an initiative which is successfully connecting the University of South Australia and SME's in northern Adelaide.

The poster presentation will describe the model and outline the key factors of its success. This includes the central positioning of industry needs in the model, the demonstration of commitment through the co-investment in research and the building of trust through applicable and outcome focussed research. The program is demonstrating how a focused seed funding program can successfully deliver mutually beneficial outcomes to both universities and SME's looking to drive their business through the application of innovation and research.





## POSTER ABSTRACTS

### Data Transformed not Transferred

*Mitchell, Ian (University of Tasmania, TAS); Harvest, Tammy (University of Tasmania, TAS)*

In the processing of research metadata there are typically many iterations in order to quality check, maintain and report data in a meaningful way. The transition from raw data to meaningful reportable data is also usually via many roots and via many systems. Data manipulation in a downstream data store is potentially dangerous since the changes cannot easily be propagated back up. This issue becomes exponentially more difficult to control the more the data transitions from one system to another. We argue that it is more efficient to collect data and store it once. Data processing is replaced with functional data transformation. The transformation can either be in-place or temporary. Data transformed is a culmination of the functions applied to it. At any functional transformation an in-place update can be made and the changes will automatically propagate through the functional transformations to the output. This poster highlights the benefit of functionally transforming data using an all-electronic HERDC for publications.

### Bringing People Together: Implementing A Collaborative Cohort Model

*Parker, Marisa (University of Southern Queensland, QLD)*

In 2011, the University of Southern Queensland (USQ) successfully led a bid for the Australian Government's Collaborative Research Network (CRN) with The Australian National University and the University of South Australia. 'Digital Futures' is the USQ CRN research theme. The CRN program of work goals are to build research capability and capacity. Five research project teams were funded with Postdoctoral Research fellows and PhD candidates specifically recruited. Enhanced research capacity will be achieved by increasing PhD completion rates and transitioning Postdoctoral Fellows to Early Career Research staff at USQ beyond the life of the project. External partnerships established by project participants will have flow on benefits for the university. Efficient team collaborations will result in enhanced productivity. The knowledge transfer and resultant social discourse will generate a productive and positive research culture that supports research capacity building.

The CRN project teams have 13 new appointments with eight international and two 'virtual' domestic recruits. The framework for supporting new students, as expounded in the Collaborative Cohort Model (Burnett 1999) has been adapted to accommodate this diversity. As a regional university, USQ has developed specific methodologies to support the diverse cohort of researchers so as to transform traditional research and supervisor role paradigms. A pragmatic and coordinated approach to collaboration and change is compelling team cohesiveness with a new research culture growing organically. This process has not been without its challenges. Anecdotal evidence from the virtual students indicates that they are not disadvantaged and the use of digital technologies is central to their work mode with their digital literacies improving. However, support for the international recruits is more time consuming but is starting to show benefits.

## POSTER ABSTRACTS

### USPERR: The Go-To Resource for Pacific Region Content

*Ravuvu, Amerita (The University of the South Pacific, Fiji)*

The setup of the University of the South Pacific Electronic Research Repository (USPERR) has been a long winding project of more than 2 years. Project coordinators have come and gone and the timing, technical assistance and the need for a fully-fledged team to manage the project have been negligible adding to the delay in the operationalisation of USPERR.

This poster reports on the challenges faced by the Research Office in successfully piloting this project as well as the merits of its operationalisation. Consequently, we also consider the positive impacts of USPERR and the perceived benefits it will have for the University in many years to come.

### Innovation Through Streamlining Inter-University Contracting

*Romanes, Christine (Victoria University of Wellington, NZ)*

In 2009 representatives responsible for contracting research grants from each of the eight NZ Universities established a Contract Working Group (CWG). This group identified issues with timeliness when contracting and repetitive negotiation of terms and conditions because of the variety of contracts used across universities. The group aimed to improve inter-university contracting and develop best practices for contract management.

#### *Standard Inter-University Subcontracts for the 'Big Three Funders'*

The NZ Government three key funding streams for researchers: HRC, Marsden and MBIE have their own non-negotiable research contracts. Previously each university used their own in-house research contract when subcontracting. The CWG developed and agreed to standard Inter-University Subcontract templates for each of the 'Big Three Funders'. Terms and conditions flow from the head contract including pre-agreed contracting arrangements for clauses not specifically governed by the head contract. For example we have agreed to three IP models covering the most common arrangements relating to one funder. These options can be simply 'dropped' into the template as agreed by the parties. The outcome is at the time of subcontracting another NZ University from a research grant from one of these funders, all that needs to be negotiated is the scope of work to be undertaken.

#### *Spin-Off Effects*

We've seen other positive effects:

1. Sharing of and improved knowledge in contracting
2. Shared training from external IP Lawyer – consistency of knowledge across the universities
3. Improved 'collective' voice when dealing with other funders – particular Government Agencies
4. Improved inter-university relationships/communication

The CWG meets face-to-face to set a work programme for the following six months with clear objectives, timeframes and areas of responsibility. The group is currently working on a Student Scholarship Agreement for external funders that will be used by NZ universities. We are working collaboratively with one Crown Research Institute who is very interested in using this Agreement.



## POSTER ABSTRACTS

### Facilitation of International Research Development and Collaboration by Kyoto University Research Administration (KURA) Office

*Sonobe, Taro (Kyoto University, Japan); Yamamoto, Yusuke (Kyoto University, Japan)*

Promotion of international research development and collaboration is a key for enhancing the research capacity and the social contribution of university. One of the missions of Kyoto University Research Administration (KURA) Office, which was newly established in April 2012, is to facilitate the international academic cooperation of Kyoto University by collaborating with researchers and the relevant foreign university research administration offices. KURA office arranges the new opportunity for researchers at Kyoto University to interact and inter-link with researchers of foreign universities and institutes.

So far KURA office has coordinated several international workshops such as "the Engineering Workshop between Myanmar and Kyoto University", "Kyoto University and Saudi Research Collaboration Workshop" to facilitate an academic collaboration and to build human networks among universities. Such activities have already yielded some actual research and educational projects. KURA office also has provided capacity building programs in research administration in cooperation with universities of the U.K. and the U.S.

In this poster, we will introduce our major track records of international research development and collaboration facilitated by KURA office. Various funding opportunities for foreign universities from the Japanese government for promoting an international academic cooperation are also introduced. KURA office is willing to coordinate grant application for research collaboration with foreign universities.

## NOTES

## VENUE MAP

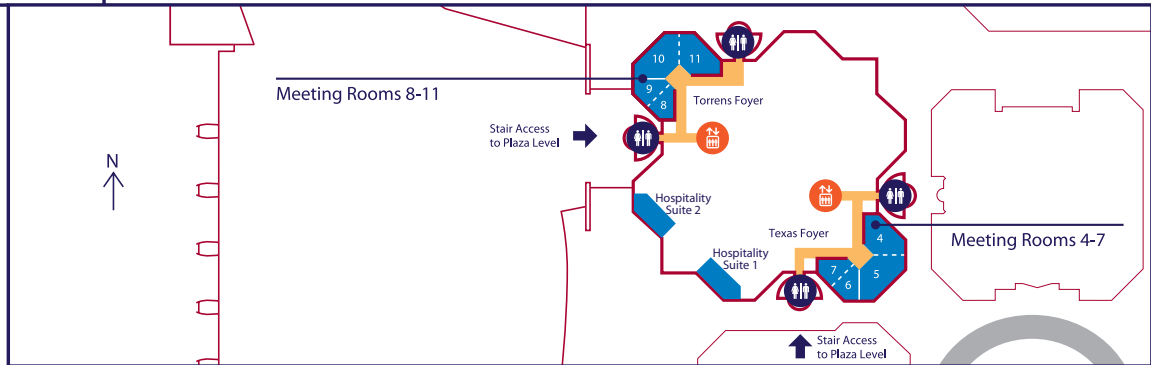
- Circulation areas
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Telephone (61 8) 8212 4099 Facsimile (61 8) 8212 5101  
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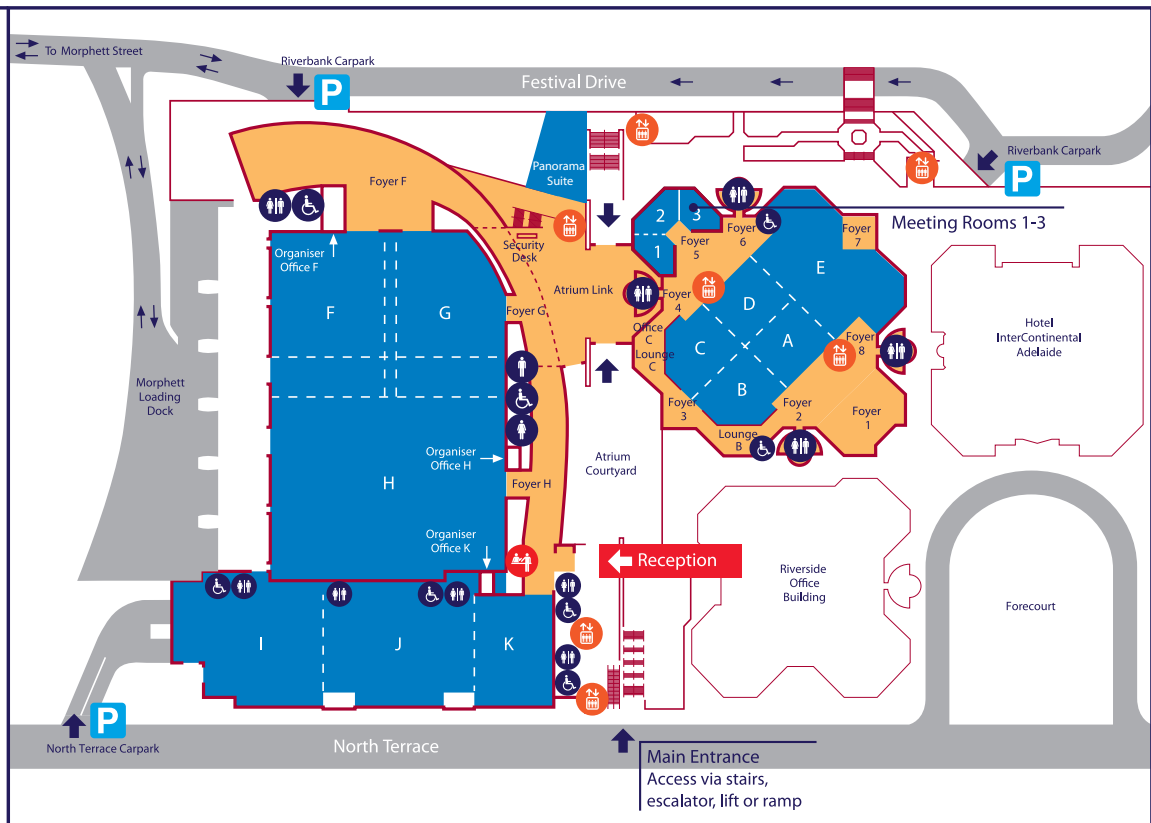
### ADELAIDE CONVENTION CENTRE



#### Level One



#### Plaza Level



#### Riverbank Level







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