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ACADEMIC AND BUSINESS 'CULTURES' AND HOW THEY AFFECT A RESEARCH COLLABORATION

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Almost all developed countries have funding programs aimed at bringing together businesses and universities in collaborations to increase the rate of innovation. These include the Cooperative Research Centres (CRCs) in Australia, Industry/University Cooperative Research Centers in the USA, Leading Edge Research Clusters in Germany, Carnot Institutes in France, Catapult Centres in Britain and VINNVAXT Centres in Sweden amongst others. Many factors affect the success of such collaborations including financial inputs, leadership, research excellence, tax arrangements and physical location. However, those experienced with such centres inevitably point to 'culture' as a key ingredient of success. Specifically, if business and academic cultures are perceived to be in the right balance, significant progress in innovation is achieved. Unfortunately, business and academic cultures are ill-defined concepts that leave a great deal of risk in developing, monitoring and evaluating the success of a business-academic collaboration. The authors have measured Partnership Value in a mature research collaboration (the Antarctic Climate and Ecosystems CRC) and a budding research collaboration (the Australian Cyber Security Research Institute) in an attempt to understand the value placed on the partnership by each participant, the key factors involved, and where to focus improvements. We contend that measuring the value each participant places on a collaboration will provide much more scope for managing the collaboration successfully than simply accepting that different cultures are at play. Culture is developed from the experience, environment and desires of a group of people. Better understanding of the factors making up particular cultures will assist in managing collaborations that bring those cultures together.

INDUSTRY-UNIVERSITY COLLABORATION - DEVELOPING THE MODELS FOR SUCCESSFUL PARTNERING

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¹ *University of South Australia, Australia*

² *Staffordshire University, United Kingdom*

Internationally, there is increasing focus on building industry-university collaboration and partnerships, particularly across western economies. These words are being echoed through boardrooms and universities around the world. But whilst there is increasing popularity around this term, it is evident that there is still much work and understanding to be built around industry-university collaboration to further unpack what exactly it is, its important elements, and the factors most likely to deliver success. In this presentation two universities from the opposite sides of the world (Australia and the UK) who have had a focus on this area over recent years will share understandings, experiences and models for success from their institutions. Specifically:

- What is industry-university collaboration?
- What are the challenges in making successful collaboration happen?
- What are the important elements of collaboration?
- What are the models and factors that deliver success?

This session will be presented by the University of South Australia and colleagues at Staffordshire University. Both of these universities have had a focus on industry-university collaboration over recent years, working with different frameworks of engagement to develop best-practice models to build long-term, mutually beneficial industry partnerships. The presentation will also share some of the experiences and challenges encountered by these universities as they have sought to grow their industry partnerships.

EXPLORING NEW COLLABORATIVE RESEARCH MODELS - A CASE STUDY FROM THE ARC INDUSTRIAL TRANSFORMATION RESEARCH PROGRAMME

Julie Matarczyk¹

¹ *University of Wollongong, Australia*

In December 2013 the Australian Research Council (ARC) awarded \$A5M in funding to establish the ARC Research Hub for Australian Steel Manufacturing. With a matching \$A5M cash contribution from cornerstone industry partner BlueScope and a total budget of \$A12.9M, the Steel Research Hub is one of the largest funded under the ARC Industrial Transformation Research Hubs Programme. Now heading into its third year of operation, the Hub is presented as a case study to explore the nuances of the Industrial Transformation Research Programme, a relatively new model to fund collaborative research between industry and academia. Being much larger than Linkage Projects, but smaller than Centres of Excellence, how are Research Hubs positioned to support collaboration with industry? Are there identifiable pitfalls to be avoided in the application and establishment phases? What are the broader benefits to be gained? Is a Research Hub greater than the sum of its parts? This presentation will look at some of the more interesting aspects of the application process for the Steel Research Hub, such as the choice of Director and the challenges in determining the final make-up of the research team. It will outline the legal framework and governance structures established for the Steel Research Hub, and how they are functioning two years in. Finally, the presentation will report on the experience of one research administrator in supporting the initial bid for funding before moving into the role of Hub Manager. It will highlight the benefits to research administrators of having well established networks within the university environment and will explore the challenges to retaining corporate knowledge within our sector.

IS THE NATURE OF COLLABORATION CHANGING?

Joe Cucuzza¹, Adele Seymon¹

¹ AMIRA International Limited, Australia

The byword of many industry leaders and politicians in recent times is collaboration. The mining industry particularly in Australia has had a long history of peer to peer collaboration and in particular with universities. AMIRA International was formed in 1959 to facilitate such collaborations to benefit industry and build capacity in the research sector. But the world has changed since 1959. The advent of the internet, which has spawned new businesses and new business models, has propelled us onto an uncertain world. According to IBM, 90% of the world's data has been created in the last two years. So what does it mean for collaboration in this fast-paced seemingly ever changing world? The answer depends on the motivation and objectives of the actors involved and the nature of the collaboration. There is no doubt that governments around the world are pushing for greater collaboration between industry and research institutions. Indeed so much so that one would be forgiven for concluding that the research institutions should transform themselves into engines of commercial activity. Some research institutions in Australia are increasingly looking at capitalising on their IP either by design or force of circumstances. No doubt one of the drivers behind the latter is the need to replace the dwindling government funding by revenue from licensing, consulting services and spinning off new companies. There are positive aspects to this change but there are potential pitfalls as well. In this new world where research institutions are forced to find new funding sources and to demonstrate economic impact of their research through more aggressive commercialisation of IP, could the nature of collaboration be changing? This presentation will discuss the drivers of change and explore the implications for industry-research institution collaboration. What does it mean to collaborate in this new world?

MATCHMAKER, MATCHMAKER, MAKE ME A MATCH: A COLLABORATIVE APPROACH TO SECTORAL ENGAGEMENT AT THE REGIONAL LEVEL - THE CASE OF THE DEFENCE SCIENCE INSTITUTE

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² *Centre for Neural Engineering, University of Melbourne, Australia*

Regardless of motives, the challenges for academia and industry wanting to engage are significant. The sectoral approach to encouraging engagement requires a thorough understanding of the sector coupled with deep knowledge of the available expertise and an ability to bridge disparate cultures. In 2011 the University of Melbourne and the Defence Science Technology Organisation (now the DST Group) instigated the Defence Science Institute (DSI) with financial support from the State Government of Victoria. The DSI was created to support the development of Victoria's defence science and technology industry through the facilitation of focused collaboration and engagement between universities, research organisations and industry. A small unit, staffed by DST Group and university personnel and including recruits from government and industry, the DSI focuses on facilitation and match-making supported by small grants encouraging collaboration and student-based interactions. The DSI takes a regional approach to the sector, acting on behalf of all Victorian universities. To date, the DSI has provided a return on investment to the Victorian Government in excess of \$A13 for every \$A1 invested, bringing to Victoria more than \$A25M cash investment in defence science. Each staff member brings to the DSI valuable linkages, perspectives and knowledge regarding the priorities, needs, expertise, challenges, opportunities and cultures. This allows the DSI to match the needs and priorities of defence and its suppliers with the expertise held within Victoria's universities. The DSI provides a 'one-stop shop' for both local and international organisations looking to access specialist expertise. It introduces academics to potential research funders and partners and promotes Australian expertise to the world. DSI itself does not have discipline or institutional borders and plays a key role in bringing together consortia to address complex issues.

USING 'CARROT' OR 'STICK' APPROACH IN MANAGING RESEARCH? A CASE STUDY ON BOTH PRINCIPLES AND AN ALTERNATIVE SOLUTION

David Cami¹

¹ *University of New South Wales, Australia*

Research management has had a strong compliance focus for many years. This 'policing' and handing out of 'fines' can surely be seen as the stick approach. We looked back and asked questions like:

- Has this policing environment lead to 'better' research and higher success rates?
- Has it provided the motivational framework we wanted?

An alternative view would argue that it is better to let our academic staff run after carrots so they do the 'right' thing.

- How many carrots to we need?
- Are we changing anything in the long term or are we just putting out little fires?

This case study will discuss both sides of the story and provide an alternative that was tested at UNSW Arts and Social Sciences. It will discuss the tools that enabled partnership and transparency.

INTERNATIONAL RESEARCH AND PARTNERSHIP GRANTS TO FACILITATE GLOBAL NETWORKS, LEVERAGE NEW FUNDING AND ADVANCE RESEARCH AND INNOVATION

Madalina Mirea¹

¹ *University of Waterloo, Canada*

The International Research Partnership Grant (IRPG) was designed to provide University of Waterloo researchers with incentives to develop new international research collaborations with institutions known for high-quality research, and advanced research and innovation capability. In addition to this, the IPRG program enables leveraging of new funding opportunities. Under the IRPG the University of Waterloo provides 50% of the budget with the remaining 50% coming from matching cash contributions from other sources. This matching seed funding program has had measurable impact in facilitating global research networks with elite institutions, leveraging new funding opportunities and advancing grand challenges in research. Since 2011, the program has invested more than \$CAN 860,000 in 62 projects, with researchers leveraging additional matching cash contributions totaling over \$CAN1.3M. These international research teams subsequently generated over \$CAN6M in new funding programs and enabled 134 new research partnerships, 174 workshops and conferences, 127 publications, 50 new technologies, 10 spin-off companies and five patents. The program has been exceptionally successful in increasing the worldwide recognition of University of Waterloo's ranking as the most innovative university in Canada. It promotes Waterloo's internationalisation goals by supporting multidisciplinary coalitions to address global research challenges.

VESPERS - A VALUES PROPOSITION MODEL FOR RESEARCH SUPPORT AND MANAGEMENT

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¹ DARMA (Danish Association of Research Managers and Administrators) Denmark

² SDU (University of Southern Denmark)

What creates value for 'customers' in research support? This broad and general question is, or should be, the foundation of how research support is organised. In the era of the 'metrics tide', the value provided by a research support office (RSO) are fundamental to how research management and administration is perceived and evaluated. But what value is provided by your RSO? Is your value proposition clearly thought through, formulated, and presented to your RSO's stakeholders? When designing a business model (e.g. the Business Model Canvas, www.strategyzer.com), the 'value proposition' is a fundamental component, and often the starting point. In 2011, Southern Denmark Research Support (SDRS) developed a general services model, presented at the EARMA Annual Conference 2012 in Dublin, and also described in NCURA Magazine March/April 2014. Our next step in defining a model for research support is to develop a model for establishing a value proposition specifically for research management and administration, the ValuES Proposition model for Research Support, or VESPERS model. Using the Strategyzer Value Proposition Canvas as a starting point, we have set out to create a model and procedure to support the development of a value proposition specifically for research services. This procedure is intended to aid and direct the service offerings of any RSO, and will yield different results depending on the local settings and conditions. Together with the SDRS services model, an RSO can refine its service offerings, and optimise its value. At this session, the SDRS and VESPERS models will be presented and explained. Participants will be provided with a flexible tool to analyse, evaluate, and refine the processes and organisation of any RSO.

MANAGEMENT AND GOVERNANCE IN AUSTRALIAN RESEARCH INTENSIVE UNIVERSITIES

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¹ *The Australian National University, Australia*

² *Queensland University, Australia*

³ *University of New South Wales, Australia*

The Group of Eight (Go8) universities* produce more than 50% of Australia's science graduates, participate in 82% of Australia's major programme for industry engagement (the Cooperative Research Centres), account for 66% of Australian university research funding, and spend \$A6bn per annum on research. Whilst these universities have much in common, there are considerable differences in size, discipline mix, location and history. Each of the Go8 universities contributes to a substantial benchmarking exercise annually which compares expenditure and staff resource deployment across the universities' main functions. This provides a valuable insight to resource deployment in the area of research support that is normalised for effective comparison of institutions of different sizes and shapes. This presents an invaluable time series that also tracks change year on year and can be related to management and governance structures. This session will be led by three Heads of Go8 Research Offices. The session will examine the detailed benchmarking exercise across the Group of Eight, contrasting and comparing institutions both against each other and over the last three years, which has been a time of considerable change and pressure on resources. Each panelist will then deliver an institution specific perspective exploring their different management and governance structures within which research is managed, compliance undertaken and support delivered. The session will prime a Q and A session with the panel. This analysis will provide fuel for a debate on what works, what doesn't work, and where are we going as a profession.

* The Go8 universities are the Universities of Melbourne, Adelaide, Sydney, Queensland, Western Australia, New South Wales, the Australian National University, and Monash University.

SERVICE & GOVERNANCE - LEADING THROUGH CULTURAL CHANGE

Shubhra Roy¹, Gemma Henshall¹

¹ *University of Canberra, Australia*

An organisation's culture has been defined as a set of behavioural, emotional, and psychological frameworks that members adopt and perpetuate, often unconsciously (David Osborne and Peter Plastrik, 2000). Administrative functions in universities by nature operate on the principles of bureaucracy and compliance. However, research administration often depends on agility, creativity, client responsiveness, risk taking and innovation, as well as a strong understanding of governance. The two functions of client orientation and compliance orientation often need delicate balancing. Driving progress and positive change, focused on research administration, from a bureaucratic culture to a service culture, and from a teaching intensive to a research intensive university, is fraught with challenges. In this paper, we will study the University of Canberra, a young teaching intensive university that has transitioned into a research intensive university in the last decade. With the focus towards a research intensive pathway, we will study cultural change management techniques used to enable the implementation of the research strategy. The study will include understanding change management through strategies such as:

- dialogue at various levels of the organisation to identify required changes
- bringing in a sense of ownership and extended team feeling among core services (e.g. finance, HR, legal);
- reallocation of resources as changing a function requires using resources differently and implementing a systems approach to resources;
- using PRINCE2® methodology to map processes, identify value and refine for optimal use of resources;
- partnerships forged across the university with key stakeholders through the establishment of concrete value; and
- planned attrition as well as hiring, training and orientation of new administrative staff.

Realistic and SMART success metrics for increase in trust and quality of service delivery will also be outlined.

MAXIMIZING THE COLLECTIVE VALUE OF INFRASTRUCTURE AND EXPERTISE: APPROACHES TO BETTER PARTNERSHIP MANAGEMENT FOR DELIVERY OF IMPROVED RESEARCH OUTCOMES

Ross McLennan¹

¹ *University of South Australia, Australia*

Amongst the biggest obstacles that stand in the way of effective research partnerships are:

- A lack of awareness and understanding of the other party, their objectives and reasoning behind desired outcomes; and
- Structures, processes and procedures that inhibit the ability to move quickly from concept to execution.

For a mutually beneficial partnership, these obstacles must be overcome, building the openness and trust that is critical to enable all partners to have a shared goal. Drawing from experience of establishing and managing significant partnerships between universities, industry and (governmental) funding agencies in Europe, the UK and Australia, this presentation will explore these issues in more detail giving specific examples of best practice and sharing key lessons that have been learnt. With a focus on the creation and delivery of strategic partnerships with significant scale and scope, the topics that will be covered will include:

- Understanding and reconciling differences in timelines for industry partners and researchers;
- Aligning goals, identifying common objectives and working towards shared ideals;
- Investing in shared personnel and infrastructure to deliver a programme of research; and
- Case studies of novel approaches to collaboration between enterprise, government and universities including:
 - a \$US50M collaboration in translational medicine research involving multiple universities and major pharmaceutical companies, and
 - A \$A35M initiative to create an open-access infrastructure for academic and commercial research.

RESPONDING TO THE DEMAND FOR RESEARCH EXCELLENCE AND IMPACT BY INFLUENCING LEADERSHIP THINKING

Jo Innes¹, Sarah Benjamin²

¹ *Massey University, New Zealand*

² *Vanguard Consulting*

The New Zealand science and innovation system is responding to the increasingly complex demand for research excellence and impact. This demand is influenced by extrinsic factors such as changes in how society values scientific knowledge and the changing role of government; along with changes to how science itself is developed and undertaken. To respond effectively to this demand, researchers and research managers need to move away from conventional inside-out thinking, and embrace outside-in thinking associated with systems thinking. This presentation will share insights into how the research development service at Massey University, New Zealand responded effectively to the demands associated with the changing nature of the New Zealand and global science and innovation systems. Applying the principles of the Vanguard Method and associated intervention logic, the presenters will describe how they achieved and sustained improved service performance and staff morale, and consequent improved research development results, while working with constraints of limited resources and tightening budgets. The presenters will describe how a clear focus on purpose, along with fundamental Vanguard service design principles, created a culture that allows creativity and innovation to flow freely. Key to the success of the Vanguard Method is creating opportunities for leaders to shift from a perspective of command and control to that of thinking about how to design the system to enable, in our situation, achievement of research excellence and impact.

PROFESSIONAL DEVELOPMENT FOR ESTABLISHED ACADEMIC STAFF: THE EFFECTIVENESS OF A WRITING PROGRAMME

Helen Gremillion¹

¹ *Unitec Institute of Technology, New Zealand*

In my role as Research and Supervision Professional Development Facilitator at Unitec Institute of Technology in Auckland, New Zealand, one of my responsibilities is to support staff capability development in the area of research output production and dissemination. A key priority in 2016 is to increase research productivity for staff members who are research active yet require support to achieve a Performance Based Research Fund (PBRF) rating in the 2018 PBRF round. This presentation describes a targeted initiative to this end. Twenty-three staff members from a range of disciplines have been invited to participate in a series of writing courses and coaching exercises, culminating in a facilitated writing retreat. Although existing literature documents the effectiveness of writing courses and writing groups for boosting publication rates (Wardale et al., 2015), most of these programmes are designed for new or early career academics (Gibbs, 2016), and research in this area for established academic staff is lacking (Murray & Thow, 2014). Given promising success indicators for multidisciplinary writing groups (Bosanquet et al., 2014; Gibbs, 2016; Waitere et al., 2011), the writing programme described in this presentation is expected to result in a higher number of publications within the current PBRF assessment period for participating staff than might otherwise have occurred. This presentation outlines the structure, practices, goals, and planned evaluation of this writing programme. Findings will begin to fill a gap in the academic development literature surrounding effective writing support for mid-career researchers.

THE SIGNIFICANCE OF PROFICIENT GRANT WRITING - TOWARDS EVIDENCE-BASED SUPPORT

Anders Friberg¹, Stefan Forsaeus Nilsson¹

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Research development professionals (RDPs) often try to help researchers improve grant proposals. It is widely believed that, even though advisors lack expertise in the subject matter, the process is worthwhile. It is assumed that expertise in grant writing as such enables advisors to improve communication of the proposal. Tricks of the trade include highlighting a good fit between guidelines and proposal, enhancing clarity of goals and objectives, fine-tuning writing style for more accessible reading, etc. Such aspects are obviously beneficial for getting the message through, but their actual importance in the evaluation process and/or application success is unclear. Furthermore, they are qualitative making them difficult to assess objectively and it may happen that different RDPs give different or even contradictory advice. A study was made aiming to critically investigate the value of RDPs assessing proposals and, specifically: How important is a proposal's quality from a grant writing rather than a scientific point of view, for its success? To what extent do RDPs agree on what constitutes high quality in a proposal? This was done by analysis of 70 proposals submitted to the Swedish Research Council's annual call in the domains of natural and engineering sciences. Seven experienced RDPs read and assessed, with respect to grant writing quality, 30 each of the proposals, resulting in a total of 210 readings. Assessments were later compared and correlated with evaluation marks. Analyses are ongoing, but a number of preliminary results have thus far been extracted: Parameters correlating positively with evaluation marks include quality of abstract, goal description, overall language and researcher independence. RDPs' preconception of applicant's excellence may interfere with their ability to objectively assess applications. Surprisingly, following predetermined proposal templates seems to correlate negatively with evaluation marks. Individual assessments vary significantly for some parameters, indicating no general consensus on what constitutes high quality.

PLANNING THE PERFECT PITCH - SUPPORTING RESEARCHERS TO DEVELOP WINNING PROPOSALS

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¹ *The University of Auckland, New Zealand*

² *The University of Western Australia, Australia*

With increasing competitiveness in securing research funding and a drive towards collaborative and multidisciplinary projects, improving the quality of research grant applications is a focus of many university research development teams. In 2015, the Universities of Western Australia (Perth, Australia) and Auckland (New Zealand) jointly developed an innovative model designed to support researchers to plan compelling and comprehensive cases to funders. The model comprise a tool, inspired by Ash Maurya's Lean Canvas (leancanvas.com), itself adapted from Alexander Osterwalder's Business Model Canvas, and wrap-around support offerings. It has been piloted at both universities over the past year with academics across a broad range of disciplines. Like the old proverb 'measure thrice, cut once', this model encourages researchers to plan and prepare a research funding application in a careful, structured and thorough manner before commencing the proposal writing phase. Our presentation will: introduce the model; demonstrate its effectiveness in supporting researchers to tackle the key challenges of proposal writing head-on; discuss the 'lessons learned'; and ultimately show how it can increase the odds of grant success for participating researchers.

I WRITE IT DOWN - THEREFORE I KNOW

Annedorte Vad¹

¹ *Copenhagen Business School, Denmark*

Using a database to keep track of our researchers' activities in relation to external funding has proven to be a very strong tool that can be used in our pre-award support to both share information across administrative units internally and to inform the management of activities in a broad perspective and in detail. We use an off-the-shelf database and accounting system and have built a number of custom-made reports to draw out the information we need, thereby circumventing the eternal issues of different IT systems that don't communicate. Since 2007 the Copenhagen Business School Research Support Office has recorded and followed the status of all researchers who have shown an interest in applying for external funding. Initially we only write down very basic information and then add to the database record as the project idea develops into a proposal and hopefully becomes an externally funded project. With a few clicks we change the information or add documents in the database throughout the entire life cycle from idea to project. This information has been extremely valuable and an immense source of information that can be analysed in detail if needed. With nearly 2,000 entries so far we have a critical mass for analysing our activities and with one click we can decide if the information is shown on our homepage (the funded projects). We can generate comprehensive reports to our leadership in minutes for our entire institution, a department or down to a single researcher. In this session I will show how a simple recording system can give you invaluable information. I will show the database and give examples of the reports that we generate and how we showcase our projects automatically on our homepage by harvesting the data directly from the database.

UNDERSTANDING NEEDS OF THE RESEARCH SECTOR TO BETTER MANAGE RESEARCH INFORMATION - AN AUSTRALIAN PERSPECTIVE

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¹ *Australian National Data Service, Australia*

² *Victoria University, Australia*

Research is changing globally. One change is the greater focus on research data as a research output. In Australia, the Australian National Data Service (ANDS) engages with the research sector to promote better management of research data, and encourage a change in research culture to (1) recognise research data as a first class research output, (2) better manage research data, (3) describe and publish research data, and (4) enable efficient discovery of research data. Systems to support these functions are not yet fully developed. ANDS in 2015/16 has been canvassing the Australian research Sector to (1) identify the current systems in place to manage research information including research data, (2) identify current perceived gaps in those systems from research institutions perspective in order to (3) propose a road map of future functions to include in research management systems to account for greater emphasis on and management of research data as a first class research output. This paper will describe and report back the result of ANDS's engagement with the Australian research sector on the above matters, i.e. the current systems, perceived system gaps and needs, and suggested future priorities, according to the sector, for development of enhanced research management capability, taking account of a greater emphasis on research data as a research output.

BUILDING A COMMUNITY-BASED INFRASTRUCTURE: PROGRESS OF THE OPEN RESEARCHER AND CONTRIBUTOR IDENTIFIER (ORCID) CONSORTIUM IN AUSTRALIA

Nobuko Miyairi¹, Natasha Simons², Paul Wong²

¹ *ORCID, Inc, Japan*

² *Australian National Data Service, Australia*

Unique identification of researchers is difficult for research institutions, publishers, funding bodies and researchers themselves, making it problematic to accurately link research publications, data and other research activities to the right researcher. ORCID (Open Researcher and Contributor Identifier) is a non-profit organisation that addresses this problem by maintaining a global open registry of persistent and unique identifiers for researchers. Since the launch of the service in October 2012, the number of IDs has exceeded 2 million and ORCID continues to grow its community base, counting nearly 500 member organisations, of which more than 70% are research institutions and universities. Use of ORCID has many tangible benefits for researchers, research institutions and funding agencies which is why it is increasingly used in research management systems as well as grant and manuscript submission systems. A national and regional consortia approach is a key driving force of ORCID adoption, allowing effective knowledge and experience sharing among member organisations. The Australian ORCID consortium launched in February 2016 with over 40 member research institutions and is the result of a collaborative effort to facilitate sector-wide ORCID adoption in order to maximise the benefits of using ORCID as a common identifier. The consortium model was developed by a working group comprised of representatives from the Australasian Research Management Society (ARMS), Council of Australian Librarians (CAUL), Australian National Data Service (ANDS), Universities Australia, the Australian Access Federation (AAF) and Council of Australian University Directors of Information Technology (CAUDIT) with input from the Australian Research Council (ARC) and the Australian National Health and Medical Research Council (NHMRC). In this presentation, we will review the benefits of the consortium approach and report on progress made to integrate ORCID into various systems in Australia. We will also review key initiatives that have encouraged ORCID adoption across the global research community, including the publishers' ORCID mandate in the manuscript submission process.

ONE BIG THING: TOWARDS A CONFLUENCE OF ERESEARCH AND RESEARCH MANAGEMENT

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¹ *University of Canberra, Australia*

² *Intersect*

Research management is a fluid profession, with a key challenge being the need to constantly adjust approaches in order to ensure research support is responsive to a range of factors. These include: 1) the ever changing landscape that issues from new government policy and directives (such as policy that places emphasis on research impact and regulation that controls export of material with direct or potential application to military use); 2) strategic objectives of institutions and means by which they measure their performance against these objectives; 3) changing research practice (such as 'reproducible research'); 4) technological advancement; and 5) rapidly expanding production of research data. A key consideration is the incorporation of eResearch, also known as 'research computing', 'eScience' or 'cyber-infrastructure', into whole-of-cycle research management practices. eResearch offers not only infrastructure, but also systems, methodologies, training and expertise to support (at some level) all of these emerging trends in research. To do so, however, it cannot operate in isolation. Instead, it must be tightly coupled with the activities of research management. In this session, an emerging research-focussed university will detail how it is managing the new landscape, with a focus on embedding eResearch into the end-to-end life cycle of a research project. Through partnership with Intersect, the University of Canberra has sought to move from thinking of eResearch as a simple means of provisioning data storage, to addressing how appropriate treatment of datasets that are valuable forms of IP can enable researchers to manage their research projects as a whole, increase their citation through enhanced visibility, and protect their most important assets.

'PLEASE HOLD, LET ME GET THAT DATA FOR YOU' - THE DEVELOPMENT AND MANAGEMENT OF A DATA COLLABORATION BETWEEN RMIT AND ELSEVIER

Steven Riddell¹, Angel Calderon²

¹ Elsevier, Australia

² RMIT University, Australia

In the true essence of collaboration, a strong partnership has been forged between RMIT and Elsevier. The development of this partnership has been largely as a result of the strategic needs of RMIT to better understand research trends to assist decision makers in making sound and informed decisions. This presentation will showcase the development of this collaboration through best practice learning and engagement and a consolidated approach to achieve outcomes through the use of data platforms internally, domestically and internationally. RMIT has made use of Elsevier tools for a variety of purposes, which include the development of a global index of universities of design and technology, assessment of research performance in alignment with global rankings and evaluation of the impact of national policies on research and development. Furthermore, speaking opportunities resulted for a RMIT staff member, with expertise in university rankings and Latin America, to present in various countries of the region about the overall research performance and inherent strengths of research of both countries and institutions in Latin America and their pervasive influence on university rankings. Metrics of research performance were used to assess the relative quality and competitiveness of their national systems of education and their ability to innovate. Ultimately, the research performance metrics assembled by RMIT and Elsevier Research Management, including publication volume, publication growth, citations, authors and authors growth, citations per publication and Field-Weighted Citation Impact (FWCI), were used as a reporting mechanism internally at RMIT and also for a speaking engagement in Chile, Peru and Mexico in 2015/16. The collaboration between RMIT and Elsevier Research Management in extrapolating has proved successful with time spent understanding the data and its complexity and also the establishment of institutional relationships for researchers, and as a result of the speaking engagements. The collaboration between the two teams has now developed and expanded to include other regions and additional domains, whereby the use of data and expert advice by RMIT has been successfully used to develop strategic planning into the future.

BREAKING DOWN THE SILOS: COLLABORATION TO ACHIEVE BEST PRACTICE RESEARCH DATA MANAGEMENT

Matthias Liffers¹, Salim Twalib¹, Catherine Gangell¹

¹ Curtin University, Perth, Western Australia, Australia

Curtin University in Perth, Western Australia has undertaken a staged rollout of research data management (RDM) to support its compliance with the Australian Code for the Responsible Conduct of Research. The University took a four-pronged approach: 1. Development of RDM governance; 2. Provision of storage specifically for research data; 3. Development of RDM services including a Data Management Planning Tool; and 4. Development of RDM training and resources. The Office of Research & Development, Curtin IT Services and the Library collaborated on building RDM capability in consultation with the faculties. During development there was strong feedback from staff that research students must have access to RDM services as quickly as possible. Officially launched in September 2014, the initial suite of RDM facilities included a data management planning tool, dedicated research data storage and a guide to RDM. The suite was introduced with an all-staff email message and a series of presentations to faculty R&D committees. Additionally, early adopters championed the suite to their peers. Library staff attended school and centre research seminars to deliver an introduction to RDM. Further data seminars for HDR students and supervisors were organised by the Graduate School of Research. Over time, RDM was integrated into existing university procedures, including human research ethics approvals (January 2015), higher degree research candidacy applications (September 2015) and animal research ethics approvals (November 2015). A new data publishing service was launched in April 2015 to support an Australian National Data Service funded Major Open Data Collections project, the Digital Mineral Library. Since its launch, over 1600 data management plans have been registered in the DMP tool and more than 300TB of storage space allocated for research data, highlighting the success of Curtin University's approach to the introduction of best practice research data management.

WORKING TOGETHER TO ACHIEVE OUTCOMES

Lyn McBriarty¹, Gregory Anderson¹

¹ *University of Newcastle, Australia*

The Australian higher education sector continues to undergo significant change in response to the Australian Government's focus on the quality of research outcomes, innovation and engagement, and research/e-research infrastructure. With clear alignment to the University of Newcastle's strategic direction and priorities, Research Services and the Library have developed a strong and collaborative approach to the delivery of a number of research support services including the HERDC publication collection using Symplectic Elements, the development of research data services and infrastructure through ANDS (RedBox and the Mint), Open Access initiatives including an e-journal publication, and digital humanities initiatives through the Library's Cultural Collections area. An outline of planned collaborative initiatives, developed from the outcomes of a recent research/library survey of researchers, will be presented. The presentation will also showcase national initiatives from the Council of Australian University Librarians (CAUL) that enable universities to be compliant with government regulations associated with research outputs.

THE HISTORY AND ART OF RESEARCH ADMINISTRATION

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The 'history' of research administration has evolved over the last 75 years, transforming itself from a job to an occupation to a profession and now to a career. No matter what country we hail from, understanding the increasingly intense and often administratively heavy sponsor regulations and guidelines associated with our institutional research portfolios drive our daily activities and has turned our jobs into careers. On the other hand, the 'art' of research administration is a learned leadership trait and talent. A leader is one who can see the various shades of 'grey' in what we do and portray the knowledge and breadth to weave through the regulations with a risk assessment intuition, finding solutions to support our researchers. The art of this profession is being able to manoeuvre through a culture of compliance while facilitating the research growth and prosperity of our institutional enterprise, while instilling the confidence in our staff to succeed in this wonderful but sometimes challenging field of research administration. This session will discuss how to become a seasoned leader in the profession and how to inspire our next generation of administrators to seek out leadership opportunities, emphasizing the attributes, qualities and characteristics that make respected leaders. We will also explore how cultural differences and various funding mechanisms and schemes influence our decisions and leadership paths.

NO MORE RESEARCH MANAGEMENT!

Grahame Pearson¹

¹ *The University of Sydney, Australia*

As Richard Branson once said 'Clients do not come first. Employees come first. If you take care of your employees, they will take care of your clients.' So how do you take care of your employees? No matter what your title is - officer, team leader, coordinator, manager or director, all of us have the capacity to be a successful leader. The research management space is no different. From grant inception, grant submission, ethics, reporting and closeout, throughout the entire research support life-cycle many different people, personalities and sections are involved to ensure that research continues. The Australian universities are broadly grouped into three, where full-time equivalent (FTE) staff numbers range from 500 staff to over 5000. Over the last 16 years, I have had the pleasure of working in all three groups and in a variety of roles in the research management space. The end game is the same regardless where you work: ensuring that high quality research is being undertaken to better understand and improve our world and environment by acquiring new knowledge to support human kind. We do not need more research managers. We need more research leaders at all levels, in all groups within our organisations. Leadership is about the process of influencing to help achieve goals. The more leaders the more goals we can achieve. In this presentation I look to share and further explore the successful (and not so successful) strategies that I have adopted. I will discuss organisational structures, team capacity, personal strengths and weaknesses and outside influencing factors that have been observed and understood. All employees can be leaders. All employees are members of a team. The creation of active and effective leaders within our organisations is important to develop a high performing team and achieve ongoing organisations goals.

HOW TO MAKE IT EASY FOR ACADEMICS TO TRUST YOUR RESEARCH FUNDING OFFICE

Floora Ruokonen¹

¹ *Head of Research Funding Services/University of Helsinki, Finland*

The presentation discusses techniques of creating trust between university administrators and academic staff. According to researchers from various academic disciplines, trust is perhaps the most important component of the 'social capital' of an institution, that is, a resource that enables them to thrive better than other similar entities. Trusting relations between the different staff groups are therefore of vital importance to universities. The concrete examples used in the presentation describe the development process of highly respected and trusted research funding services at the University of Helsinki. The theoretical basis of the discussion is derived from empirical as well as analytical studies of the concept of trust. These studies show that there are two basic concepts of trust, one of which is 'weaker' in that it requires reliance on a system of accountability and sanctions rather than on personal knowledge about the trusted partner, and another, 'stronger' form of trust, which is based on relying on the acknowledged capabilities and trustworthy character of the trusted partner. In order to create trustful relationships between research funding advisors and academic staff both forms of trust are needed. However, the means for creating these forms of trust are different, and they might even conflict with each other. A strong trustful relationship between an academic and an advisor based on the personal characteristic of the advisor might undermine the academic's willingness to trust other members of the services, just as strong emphasis on the sanctions regulating the work of advisors might cause the academic to doubt the personal trustworthiness of the advisors. Thus creating a generally trusted research funding office requires delicate balancing of means to create the two different forms of trust. The presentation discusses concrete ways in which this challenging task can be managed.

THIS TOO SHALL PASS - AN INTRODUCTION TO STOIC RESEARCH MANAGEMENT

Jakob Feldtfos Christensen¹, Esther Phillips²

¹ Aarhus University, Denmark

² Leiden University, The Netherlands

The aim of this session is to discuss the very foundations of research management. Our answer is not to evolve, but to revolve: back to the stoics. As a profession still in the making in a field with ever increasing competition it is easy to get caught up in discussions on new tools, productivity hacks and best practice. And many of us are guided by KPIs and success rates that do not necessarily say anything about the content of our work or the content of the research we support. Our claim is that these things are not a solid foundation of a profession. Not that we should not care about the above. Will productivity hacks and best practice solve stress problems and make us run slower? By reframing our work in this philosophical context we hope to open a discussion of what is at the core of our work, provide tools for navigating in an ever changing and globalizing profession, ideas for handling stress and regaining the focus on what kind of impact we want to contribute to. The basic assumption is that if Stoicism was good enough for Marcus Aurelius as a basis for running the Roman Empire it is good enough as a basis for research management. The speakers both take part in the first cohort of EARMA's certification in research management: Esther Phillips is Grant Advisor and Project Manager at Leiden University in the Netherlands and has a background in Public Administration. She is also appointed as acquisition manager at the Leiden-Delft-Erasmus Centre for Sustainability. Jakob Feldtfos Christensen is a Research Support Officer at Aarhus University in Denmark and has a background in Religion and rhetoric. He works pre-award and supports researchers in the SSH area.

GROUP MODELING-BUILDING: THE ENVIRONMENT, CULTURE AND WORK CONDITIONS IMPACT ON THE PROCESS

Rina Sadia¹

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System thinking is a general conceptual orientation concerned with the interrelationship between the parts of an operating whole. In case of an organization, it intends to design, produce and distribute products or services. Systems thinking is actually a conceptual language that encourages professionals into using 'feedback loop' thinking rather than mere linear thinking. In order to analyze a sample problem, a process of building a model of the interrelationship between the various variables of the system took place in an Israeli factory, in a country of mixture cultures and social backgrounds. The process of building a model involved many participants of different positions in the factory, composing a diverse group with varied inputs. The paper describes this group model-building process. Since the participants in the model building process were chosen from various levels within the company, they were also from diverse backgrounds in terms of their cultural background, socio-economic status and their work position. These impact their way of thinking and their opinions on the problem. It is therefore vital for research management teams to acknowledge these differences between group members in order to understand the contradictory information that may come up from different parts of the group. This variety in problem conceptualization may also arise in knowledge elicitation by using both the group model building process and personal conversations. Revealing this kind of cultural mixture allows a continuous improvement process of knowledge elicitation through this model building process, thus improving the work of research management teams.

KNOWING YOUR PARTNERS

Jodi Clyde-Smith¹, Julianne O'Reilly-Wapstra¹, Tim Cahill

¹ *The University of Tasmania, Australia*

² *The Conversation, Australia*

The University of Tasmania is in a unique position in Australia as the sole University for the State of Tasmania. It is therefore a major player in supporting the research and development needs of the State and the enterprise sector. It is evidenced by the nature of its success in schemes such as the Australian Research Council Linkage Program and other partner-led research schemes. We have undertaken analysis of our partnerships, looking to understand the pipeline of partnership, the value and nature of those partnerships and what they mean for the University, the State and the impact, outcomes and value of the engagement for the partner. This abstract will give an overview of the analysis, its findings and how the University is responding to its findings.

DEVELOPING CANADA'S SMART MICROGRID STRATEGIC RESEARCH CONSORTIUM

James Albright¹, Hassan Farhangi¹

¹ *British Columbia Institute of Technology, Canada*

NSERC Smart Microgrid Network (NSMG-Net) is an innovative consortium model designed to assist Canadian utilities with meeting the ever increasing demand for electricity. An aging electrical grid infrastructure, increasing environmental regulatory constraints and worldwide climate changes have underpinned the necessity for government, research-based universities, private industry and electrical utilities to form this consortium. The objective is to provide solutions for Canadian electrical utilities on a timely basis. Since its inception in 2010, the consortium has been very successful, bringing together 14 of Canada's largest companies in the electrical field, eight of Canada's most prominent academic institutions and the Federal and ten Provincial governments. In five years of operation, a total of 114 students have participated on Network research (49 PhD, 47 MSc and 18 undergraduates), spread across 12 different projects in eight different universities across Canada. NSMG-Net's research community has disseminated the results of their research in the form of 50 journal articles and conference papers as well as other publications. The presentation will focus on how NSMG-Net met its four key objectives of:

1. Building a 'Highly Qualified Personnel' base with the knowledge and skills to transform the electrical industry,
2. Conducting multidisciplinary research in engineering, planning, regulatory issues and communication technologies,
3. Communicating research activities to consumers, manufacturers and policy makers, and
4. Developing practical products and services for technology companies and electrical utilities

The consortium has successfully assisted the modernization of the grid without interrupting critical services, and helped train a new workforce of highly qualified personnel to manage the 'future electricity grid'. This presentation will discuss the benefits of this collaborative model, with particular emphasis on internal and external communications, legal issues, and how to leverage the success of a very large research consortium.

PIS AND ADMINISTRATORS: A MARRIAGE OF NECESSITY

Elizabeth Brittan-Powell¹, Robyn Hill²

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² *The University of Auckland, New Zealand*

Over the last decade, research has shifted from the single investigator/university model to a new norm, the multi-investigator/multi-university, and more frequently global, approach to problem solving. University administrative structures must also change to accommodate and support the development of large, multidisciplinary research proposals, jointly prepared with partners from other institutions as we embrace these exciting new challenges. It is a vital part of an ever growing, successful research enterprise. Our presentation will focus on the creation of strategic research initiatives and enhanced research development services for investigators within our respective universities - the University of Maryland (United States) and Auckland (New Zealand) as well as collaborations between our universities. In particular, we will discuss internal funding strategies for travel and seed grants and increased research support as they relate to domestic and international partnerships.

BUILDING PURPOSEIVE TEAMWORK AND DRIVERS IN COLLABORATIVE RESEARCH: IDEAS FOR GOOD PRACTICE BASED ON A 'DESIGN-PULL' PSYCHOLOGY

Marieka Easterley¹

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This presentation is based on qualitative evidence from a structured survey of the research leaders and researchers involved with the University of the Sunshine Coast's Collaborative Research Networks (CRN) Project (2011-2016) which was funded by the Australian Government. The participants responded to questions on what had worked well and could be further enhanced, as well as what was not done or was missing that would have made all the difference, within four different aspects of developing collaborative research as teams. At USC, the CRN program created the impetus in building research capacity but had a mixed set of results in the way the collaborative projects developed in the broad research theme areas. At the same time this program commenced with an initial three years of funding, USC also introduced a five-year research fellowship program along with selective professorial appointments. These two programs of appointments in focused theme areas thus allowed a comparison between the results they produced. This presentation will draw on these experiences and outline some of the key dynamics and factors that could be at play in building effective teamwork and drivers in collaborative research. A dynamic action-based model is offered based on the potential generative and synergising effects of an imagined 'what if we could' type of vision that is experiential in form. There is some kind of a potent 'design-pull' psychology that comes into play when people imagine themselves cleverly working and learning together with a purposive ambition and plan, under a broad research theme area where they can decide what to do. The presentation concludes by extending this model to suggest it could also be pertinent in developing purposive synergy and energy in collaborative practice and teamwork, in providing effective services to research, and across the university in general.

A NEW STRATEGY TO FACILITATE ACADEMIA - INDUSTRY RESEARCH COLLABORATION AND RESEARCH FUNDING HUNTING USING DISCLOSED INFORMATION AT THE UNIVERSITY OF TSUKUBA

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Recently the Japanese government has encouraged universities to do more research collaboration with industries and to obtain research funding from them. Generally, such activity has not yet been strong enough compared to that in other developed countries. We are trying to establish a new strategy to facilitate this at the University of Tsukuba, one of Japan's national universities. We have taken advantage of existing scientific and technological information that has been in the shade at our University for these purposes. Our strategy is the following: (1) an industrial researcher finds an interesting academic research whose information is publicly available, such as published papers and presentations at meetings; (2) the industrial researcher contacts our office if they are interested in the research at our university; (3) a faculty member develops a hands-on program that represents such disclosed scientific and technological information; (4) the industrial researcher pays a fee and joins the program at our campus guided by the faculty member; (5) later on, a research manager, also known as university research administrator, URA, proposes research collaboration. It should be noted that the hands-on program is limited to explanation and demonstration of the disclosed information in order to avoid legal rights and confidentiality issues. This feature ensures that our faculty members are more accessible to industrial researchers, hopefully resulting in more opportunity for collaboration and research funding in the future. Furthermore, to propose an attractive research collaborative program, the URA should collect participant's information regarding their needs and should search using public data, such as patent database or journal database. As far as we know, to start collaboration, faculty members and URA tend to focus on creation of new knowledge in future. However, our strategy emphasises resources created in the past to trigger such collaboration. At the conference, we will present the scheme in detail and our progress.

SCIENCE 2.0 - A PARADIGM SHIFT OR A NEW WINDMILL TO CONQUER?

Jan Andersen¹

¹ *University of Copenhagen, Denmark*

SCIENCE 2.0 is a concept originally established in the US as a new approach to science, based on information sharing and new technologies, with an emphasis on Open Access, Open Data and Citizens Science. In Europe, SCIENCE 2.0 has been taken a step further, suggesting that SCIENCE 2.0 would be the unifying term for a number of radical changes in research where Open Access, Open Data, Citizens Science are components together with Big Data, Research Infrastructures, the overwhelming output of research articles and research data, the growth in the number of researchers, and the mobility of researchers. The thesis is that this development constitutes a paradigm shift in research. A public consultation by the European Commission attracted a significant response from the scientific community, more or less agreeing with the challenges this development causes. The question behind this session is: Will this development change the role of research administration and in which direction. Research administrators already deal with the growing complexity of research funding, research mobility and other aspects of SCIENCE 2.0, but are we prepared to take the next leap in the development of our profession, and how do we ensure that we are prepared for the right challenges, have the right alliances in place, and the necessary competences, qualifications and tools to meet the future? These questions will be presented and discussed in this session, based on a presentation of current status of SCIENCE 2.0.

WHEN GRAND SCIENCE CHALLENGES BECOME EVEN BIGGER CHALLENGES FOR RESEARCH OFFICES

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In September 2012, The Great New Zealand Science Project television and social marketing campaign invited national participation from the public, the science sector and businesses in identifying the pressing science and technology issues facing the country. Establishing the final selection of 12 National Science Challenges has been a lengthy process as research providers and researchers themselves have had to adjust to new approaches to establishing best teams across research organisations. New ways of contracting and different and complex governance structures have posed their own challenges for research offices and the organisations they represent. Fast forward to 2016, this discussion focuses on the explorative journey that research administrators have been on in supporting their researchers to engage in this ambitious project from its inception to the only recently begun research.

CROWDFUNDING AT AUSTRALIAN UNIVERSITIES

Jonathan O'Donnell¹

¹ RMIT University, Australia

Between October 2011 and August 2015, staff from 23 Australian universities were involved in 63 successful crowdfunding campaigns. The success rate for campaigns was approximately 70%. They raised A\$558,058 from 5,804 pledges. Most of the projects were small, relying on 50 - 100 people to fund projects between A\$6,000 - A\$8,000. They funded a range of activities across the arts and sciences. Many projects raised funds for activities that would have been difficult to fund otherwise, such as book publishing and replication studies. Staff sought funds for a variety of activities: seed funding to begin new research; top-up funding to supplement funding shortfalls; extension funding for projects that had run overtime; 'rescue' funding where government funds had been discontinued; and to fund projects that would be too small to attract government funding. Based on interviews with academic staff and the administrators who supported them, this paper draws on new, Australia-wide data to provide a clear overview of the emergence of research crowdfunding activities in Australian universities. It raises some interesting questions for research administrators. How do we support funding activities that, at the moment, are relatively small? What skills do academics need to reach out to the public to fund their research? Where does the real value of this activity lie? Will it become a sustainable part of the research funding ecosystem in Australia?

CROWD RESEARCH AT THE UNIVERSITY OF WESTERN AUSTRALIA

Campbell Thomson¹

¹ *The University of Western Australia, Australia*

UWA has embarked on a bold new research impact initiative to increase community understanding and participation in our research. The UWA Crowd Research website is available at www.crowdresearch.uwa.edu.au and provides a portal for the community to: (1) Enlist to join a pool of participants who sign up to take part in future UWA research projects across a broad range of disciplines; (2) Participate in an active research project now by helping identify and collect important research data sets or by participating as a research subject; and (3) Contribute by helping to fund a research project. Here UWA has established a collaboration with an Australian third party provider called 'Chuffed' which hosts information about our projects and collects and receipts donations on our behalf. This information session will describe the background thinking to UWA Crowd Research and will describe some of the wins and the lessons learned.

MOVING TO THE CROWD - FUNDING RESEARCH FOR FROGS

Melanie Farmer¹

¹ *La Trobe University, Australia*

La Trobe University researchers had concerns that amphibians in the Yarra River were being impacted by pesticides running off from farms. Securing research from industry was problematic as the results may have resulted in commercial products being banned. However, the effects of pesticides in our environment are of great concern to society so we decided to take this to the people for support. Working with the researchers it was determined that crowd funding was the best way to raise the money required to conduct the preliminary research in a short time frame. The greater challenge lay in working with University stakeholders to address the issues around embarking on a brand new funding channel for the institution at the time. The key internal stakeholders were Finance, Legal, Marketing, Information and Communications Technology, the Research Office, and Alumni and Advancement. Working with these six departments we were able to create a repeatable and scalable model upon which future crowd funding projects could follow. The system led to our first successful crowd funding project enabling us to collaborate with a French laboratory to determine the impact of pesticides on hormonal systems within the amphibian population in these rivers. An added benefit was the awareness raising amongst our donors from various countries about our work as well as the interest from national press and relevant interest groups with whom we are still in touch. Key learnings include: (1) Have the project and the message clearly articulated prior to beginning internal negotiations; (2) Find a champion from senior management; (3) Identify key stakeholders and meet them face to face; (4) Be ready with options especially where there are precedents from other institutions; (5) Do your research and have interested groups promote your cause; (6) Get your timing right; and (7) Tell the world and build momentum. See the video here: <http://www.pozible.com/project/178150>.

THE DEVELOPMENT OF AN INTEGRATED AND INNOVATIVE RESEARCH MANAGEMENT, ENGAGEMENT, AND COLLABORATION PLATFORM: A CASE OF CAMBODIAN FORUM FOR RESEARCH AND DEVELOPMENT

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Cambodia is strongly required to promote its research culture and capability in order to make a big contribution to the country's sustainable and inclusive economic growth and social development while holding a well-established educational position in the region. Since its renaissance in the mid-1990s following a three-decade long protracted internal strife, the value of research is still not widely recognized. Concerned stakeholders have been incessantly exploring more rigorous mechanisms, especially through more impactful (engaged and collaborative) and autonomous systems, to revitalize and promote research culture among higher education institutions (HEIs) so as to gain public confidence and support better evidence-based planning for sustainable development of Cambodia. Having seen this necessity, a joint initiative to establish the Cambodian Forum for Research and Development (CFRD) was made in 2015 with an endeavour to help Cambodia to increase its intellectual competitive advantages through multi-stakeholder research networking and partnership, research capacity building and communication, as well as well-informed sectoral planning and implementation. The CFRD is not only pivotal in its multi-functions as an integrated and innovative research management, engagement and collaboration platform, but also its strategies to generate knowledge-based society for inclusive, equitable, prosperous and resilient development of Cambodia and the globe through research knowledge development and management, as well as research input-output continuum. Furthermore, participatory multi-stakeholder engagement and consultation mechanisms employed to have it established and accepted countrywide by Cambodian HEIs and research entities are also exclusive, while such a platform is also considered for use in building research culture and sharing research knowledge for the younger generations. Keywords: Research culture, knowledge-based society, research input-output continuum, research management, engagement, and collaboration platform.

INDUSTRY ORIENTED R&D ORGANIZATION

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As research becomes very strategic in the knowledge based economy era, so most developing countries are busy strengthening their research activities. Many of them put efforts into increasing research budgets, improving research capacity, or developing new research schemes. But usually they pay little attention to research and development (R&D) organizations. This paper describes a new model for R&D organizations especially in developing countries such as Indonesia. In Indonesia research is mostly conducted by state or government R&D organizations. Only a little research is implemented by private companies. Sometimes, because of tight government regulation, R&D organizations face problems developing or changing dynamically as required. This condition might be alleviated if the R&D organization has flexibility to manage its resources, if it can function as a technology accumulator in particular to support industry's needs, and if it contains critical mass. Therefore the structure of this R&D organization might be different from the structure of an organization in general. The vision of the organization becomes the center point to make decisions and to define the R&D organization's strategy. This context also includes continuous innovation development. To lead this unique organization, the leader must have a strong commitment and excellent leadership skills are compulsory. R&D organizations may also function as a driver to close the links between industry, government and academic communities. This new model of the R&D organization is suitable to be implemented particularly in engineering R&D organizations. Keywords: R&D organization, technology accumulator, industry's needs, continuous innovation.

RESEARCH MANAGEMENT AND ADMINISTRATION IN A RESOURCE LIMITED SETTING

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Research management and administration comes with its challenges, and operating in a resource-limited setting further aggravates the challenges. This paper is focused on challenges and possible solutions for research management in resource-limited settings. The research environment most often is coupled with challenges including the effect of different countries' tax systems on research grants; managing perceived country risk and interdepartmental research policies and Standard Operating Procedures (SOPs) which might be in conflict; and managing many grants with no standardized SOPs and reporting requirements. Having minimum support from developing country governments also results in research being expensive as all operations are run on a commercial basis. In addition, there are funding budget challenges associated with being compliant with donor budgets in a resource-limited setting whereby, in most cases, research activities have to be conducted in institutions with limited human and infrastructural capacity. The cost of publishing manuscripts and abstracts is high and the management of cultural and economic expectations from various stakeholders on issues such as meeting allowances and refreshments adds to complexity. The resultant impact on research is that there is reduced performance by research fellows as, without these incentives, the morale tends to be low. Then comes the issue of Intellectual Property Rights for research institutions which is currently limited to the funder which thus reduces participation and innovation from local researchers. Lastly, the allocation of resources is more biased to technical work and poses challenges in managing grants during both pre- and post-award periods and the management of various stakeholders' expectations from different professional backgrounds. Possible solutions could be to open dialogue with stakeholders such that they have a greater appreciation of budget implications for expenditure from the onset of grant writing, and to continuously engage governments to increase research support through provision of infrastructure.

RAISING RESEARCH CAPACITY: PRACTICAL EXPERIENCE IN POLITEKNIK NEGERI BANDUNG

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This paper discusses Politeknik Negeri Bandung's experience in building research environments and increasing the research capacity of its lecturers. The crucial issue is the lecturer's capacity for research improvement. The approach has been to create a standard for researcher competency, conduct training according to a standardised proficiency level, implement coaching, and allocate adequate research budgets. Various internal research funding schemes have been created as a complement to the national research schemes. These internal research schemes are intended to provide bridging support for lecturers before they can compete at national levels. These schemes are also tailor-made to fill the gap between education and research. To encourage the development of lecturers' abilities in scientific publications and increase their academic networking, incentive funds for national and international publications have also been allocated. Improving research environments is accomplished by strengthening the research groups within every department and applied research center. Nowadays, the total number of the research groups is more than 35. Resulting from these efforts, the current percentage of lecturers doing research has passed 85%. Moreover, facilities for research and learning have also increased. The number of academic publications, both nationally and internationally, has grown significantly. As the research environment has become more conducive, the link between research, education and community services in term of quality improvement has strengthened. Based on this experience, it is concluded that strong commitment and leadership are key to developing the research capacity in higher education institutions, particularly in vocational education such as at Politeknik Negeri Bandung. It is imperative that research unit leaders can be relied upon as managers, have extensive knowledge, good personality, and a sound ability to communicate, while also being qualified researchers themselves. Last but not the least these leaders must have the courage to make decisions.

BARRIERS OF RESEARCH IN UNIVERSITY: A CASE STUDY IN FACULTY OF MEDICINE, UNIVERSITAS GADJAH MADA, INDONESIA

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Background: Universities in Indonesia are currently putting efforts towards improving the quantity and quality of research. Universitas Gadjah Mada (UGM) is one of the top three universities in Indonesia. Whilst the Faculty of Medicine at UGM has seen an eight-fold increase in research budget during the last three years, there has only been a three-fold increase in the number of research publications during this time. This study explores barriers to conducting research and research publication in the Faculty of Medicine, UGM Indonesia. Methods: A case study (August 2015-March 2016) is combined with secondary data relating to the performance of research at the Faculty of Medicine UGM. Further to this, group discussions and interviews of various lengths were conducted across faculty members, faculty level decision makers and university level decision makers. Results: The findings revealed three barriers to conducting research and writing research publications: individual motivation, institutional modality, and research policy structure. Not all faculty members had passion for research. Lack of time, high work load, and lack of infrastructure hindered faculty members in the performance of research and publication. Whilst there were incentives for research, these did not significantly increase the research performance. The research grant scheme from the national Ministry of Education has limitations that make it difficult to develop quality research projects. Conclusion: There were individual, institutional and structural barriers to research in Indonesian universities. Improvement of research systems should be conducted to address the barriers.

SOCRATES A DECADE ON: THE EVOLUTION OF UWA'S RESEARCH PERFORMANCE MANAGEMENT SYSTEM

Natalie Mast¹

¹ *University of Western Australia, Australia*

This presentation will outline the changes in UWA's bespoke research performance management system, Socrates, which was introduced in late 2006. The presentation will provide a brief description of the system and then discuss the evolution of the Socratic Index (SI), which measures research productivity on the basis of publications, research grants and higher degree by research supervised completions over a six- year window. The presentation will discuss the use of the SI as a driver of behaviour and examine the ways in which publication processes have changed among UWA staff over the last decade. The presentation will describe how responses to the SI conform to Goodhart's law, that is: 'When a measure becomes a target, it ceases to be a good measure', and outlines the fourth iteration of changes to the SI, which will be released prior to the conference. The ability to incorporate more sophisticated data from third party providers, such as Thomson Reuters and PlumX will be discussed, and the benefits of more robust bibliometric data as a tool for assessing research performance will be explored. The use of Socrates across the University as a research performance management tool and its acceptance within the academic community will also be outlined. The presentation will argue that Socrates has provided senior management and research management staff with the ability to determine research productivity levels of staff and, in future, apply quality indicators to research outputs.

EVALUATION OF INTERDISCIPLINARY RESEARCH PROJECTS IN EUROPE - IMPLICATIONS FOR ADVISERS COACHING YOUNG RESEARCHERS

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Early career researchers such as PhDs and post docs are probably in the most creative period of their lives. If their enthusiasm and curiosity are nurtured well, these years can be the best period for out-of-the-box research and innovation that is often found in interdisciplinary research. The decision to embark on interdisciplinary research can have a variety of effects on the careers of young researchers as it will affect their CV and their chances for tenure track positions since the majority of research institutions are still discipline oriented. From personal experience the authors specifically noticed that interdisciplinarity also affects chances for fund raising: call announcements and project reviewing routines from funding agencies might result in difficulties getting projects approved. Working group 3 from the Cooperation in Science and Technology (COST)-funded Transdisciplinary Network Sci-Generation therefore decided to study the current practices for interdisciplinary evaluation in European funding agencies and initiated a survey among these agencies. We found that although most agencies welcome interdisciplinary project applications, the way these are evaluated varies significantly and leaves room for improvement. We will show best practice guidelines that we developed based on our findings at a workshop we hosted in 2015. We hope that these can be used to help interdisciplinary researchers, research managers and research funders become aware of issues connected to the evaluation of interdisciplinary research in order to initiate and sustain fair evaluation processes.

ADVENTURES WITH NON-TRADITIONAL RESEARCH OUTPUTS AT THE UNIVERSITY OF SYDNEY

Leanne Mumford¹, Julia Rochford¹, Catherine Synnott¹

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This presentation will focus on some challenges of including non-traditional research outputs within the Australian research publication reporting framework, and how the University of Sydney is meeting these challenges. We believe that non-traditional research outputs are growing in relevance beyond the confines of the creative disciplines. By sharing our experiences with others in the sector, we aim to open up opportunities for collaboration and to enhance understanding of these diverse and important research outcomes. The challenges begin with fitting diverse creative practices and outcomes into the official definitional framework and the wider cultural debates about art and research. Practical issues such as what constitutes 'publication' or public availability, who is entitled to count as an 'author', and what should be submitted as the definitive digital output are also explored. The University of Sydney approach has evolved over the last five years. It now centres on collaboration across academic disciplines and the central administration. One outcome has been the publication of university guidelines for Non-Traditional Research Outputs (NTROs) in 2015. An important element of the University of Sydney approach is to collect and validate all research publication data annually, handling non-traditional outputs in parallel with traditional outputs. The involvement of professional staff who are able to develop a knowledge-base is another important element. As our exposure to, and understanding of, NTROs grows, so too does our quest to provide more nuanced practical guidance and treatment of these publications. As distinctions between traditional and non-traditional research blur, approaches developed for NTROs may prove useful for new impact and engagement measures likely to apply across the research spectrum following the release of the Review of Research Policy and Funding Arrangements report (Watto 2015).

EUROPEAN RESEARCH COUNCIL IN A CONNECTED WORLD: MEASURING INVESTIGATORS' EXCELLENCE

Javier Arevalo¹

¹ *Research Services, University of Helsinki, Finland*

Dating back to 2007, European Research Council (ERC) grants are among the most prestigious competitive research grants in the world. Open to researchers of all nationalities and fields of science, the grants provide 5-year funding, ranging from 1.5-2.5 million euro, to individual Principal Investigators (PIs), varying according to three career stages (Starting, Consolidator, Advance). To date, 5500 PIs of 66 nationalities have received these grants. With many research councils across the globe aligning their national funding mechanisms to the ERC model, these grants are increasingly used as a criterion in European rankings of research excellence. Two are the defining factors for success: the excellence of the proposed research project and the excellence of the PI. In this study, key metrics related to the grantees' publications were analyzed aiming at shedding light on the level of excellence that would make PIs competitive for ERC. Bibliometrics of all 840 grantees from the year 2015 were thoroughly analyzed using Scopus. For example in the Life Science domain, Starting grantees averaged 24 papers, 970 citations and a Hirsch index of 13 (i.e. 13 papers each of which is cited at least 13 times), with 51% of Starting Grantees and 65% of Consolidator Grantees having at least one publication in Science, Nature or Cell journal. Significant differences were found among the three domains (Physics and Engineering, Social Sciences and Humanities, and Life Sciences) as well as within the panels in each domain, with for example the highest Hirsch index for Life Sciences found for Diagnostic Tools, Therapies and Public Health, and the lowest for Cellular and Developmental Biology. While our findings can be of interest for a wide range of audiences (including researchers, support staff and policy makers), at the University of Helsinki they are used in ERC-oriented trainings and may be and even considered in recruitment.

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SHINING A LIGHT ON THE BLACK BOX OF PEER REVIEW IN A NATIONAL RESEARCH QUALITY ASSESSMENT

Floris van der Leest¹

¹ *Victoria University, Australia*

Like other governments before them, the Australian Government took the initiative to evaluate the quality of research in universities. This initiative, coined as Excellence in Research for Australia (ERA), is managed by the Australian Research Council. The overall ERA objectives are to have a transparent, streamlined approach for evaluation of research using readily available information, to identify excellence by research discipline, to identify emerging research areas, to compare Australia's research internationally, and to establish an evaluation framework that provides industry, business and the wider community assurance of the excellence of research in universities. With ERA 2015, the third round of ERA, Australia has longitudinal data on its research effort since 2003, seen as an invaluable resource for universities, industry, other users of research and policymakers. Peer review is at the heart of many processes in science. It is the method by which grants are allocated, papers published, academics promoted, awards won, and ERA scores assigned. Famously, it is compared with democracy: a system full of problems but the least worst we have. A systematic review of all the available evidence on peer review concluded that the practice of peer review is based on faith in its effects, rather than on facts. Peer Review is expensive, highly subjective, prone to bias, and easily abused. A system that is effectively a black box, with a more or less sensible answer coming out at the other end. The black box is like the roulette wheel and the prizes and the losses can be big. This talk will focus on circumstantial evidence that clearly indicates that peer review scores in ERA are more based on reputation, status and prestige than on the quality of the research submitted for assessment.

CHALLENGES MANAGING A GLOBALLY FUNDED SPONSORED RESEARCH PORTFOLIO

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¹ *University of Illinois at Urbana-Champaign, United States of America*

² *University of Kent, United Kingdom*

³ *Washington State University, United States of America*

As universities become more successful in diversifying their research funding sources, this expansion is increasingly including funding sources from different countries. Especially with regards to government research funding agencies, these different funding sources will have their own sets of rules and regulations. For institutions that may be optimised for one particular set of government rules and regulations, it may be challenging to discern what new systems, policies, and procedures are needed in order to comply with different countries research funding agencies. This session will discuss ways that an institution can review its policies and identify common issues that will need to be addressed in order to successfully manage an globally funded research portfolio.

HOW TO COMMUNICATE EFFECTIVELY WITH COLLEAGUES AND FACULTY USING EMOTIONAL INTELLIGENCE

Tolise Miles¹, Simon Kerridge²

¹ *University of Colorado, Unites States of America*

² *University of Kent, United Kingdom*

Are you often finding yourself in a back and forth dialog with a colleague that frustrates you? Do you feel your words get lost in translation when you are speaking with faculty and staff? Are you asking yourself, 'Why can't I get my point across?' If you are, you are not alone. This presentation will address the art of communicating by using our emotional intelligence to better understand and manage how we interact with others. We will discuss hot button issues, stress management, conflict resolution and self-awareness to help us improve our communication skills. Effective communication consists of conveying information both verbally and non-verbally to faculty and research administrators while realizing the fine balance between their different roles, and providing excellent customer service. What is emotional intelligence? It is the ability to manage emotions in one's self and in others in order to reach desired outcomes, or recognizing that sometimes it's me, not them, who is not communicating effectively. Self-awareness is your ability to use awareness of your own emotions to actively choose how you respond to others: When you cannot solve the problem, manage it. High emotional intelligence results in being able to understand the varying factors that might inhibit effective communication, cause trigger points during interactions, and adjust language conventions as needed. To be a successful research administrator one must learn to extend the olive branch to foster good relations through adjusting one's approach to accommodate the individual with whom one interacts.

SUPPORTING THE PROFESSIONAL DEVELOPMENT OF RESEARCHERS IN GLOBAL AND LOCAL CONTEXTS FOR CROSS-SECTORAL MOBILITY AND INTERNATIONAL RESEARCH CAREERS

Alison Mitchell¹, Charmaine Williamson², Therina Theron³

¹ *Vitae, United Kingdom*

² *SARIMA, South Africa*

³ *Stellenbosch University, South Africa*

The research community is linked to a much larger global framework involving the circulation of talent, results and discoveries among the various spheres of society (<http://www.globalresearchcouncil.org/statement-principles-research-integrity>). In the global research ecosystem, with much competition for the attraction and retention of research talent, institutional management of the professional development of early career researchers is recognised by governments, funders, institutions and researchers as a key contributor to building institutional research capacity. There is a global impetus to develop the researcher as well as the research, and institutions that have well established provision gain advantage in research productivity through excellence in the career management of researchers. Using case studies from Australia, Africa, Europe and UK, and the use of a common framework, the Vitae Researcher Development Framework (RDF), in diverse institutional, cultural and national contexts, the implications for management of research training and researcher development will be explored, considering local requirements for supporting the careers of mobile researchers within a global research ecosystem. Derived from the accounts of successful researchers in all disciplines and validated by researchers, funders and employers, the RDF sets out the wide-ranging knowledge, intellectual abilities, techniques and professional standards expected to do research, as well as the personal qualities, to identify strategic researcher development priorities, map training provision to these priorities, inform mentoring and supervisory activity, and review researchers' progress. The RDF highlights informal as well as formal learning and recognises the contributions to researchers' development by those who support researchers on a day-to-day basis such as research managers. Importantly the RDF can be owned by the individual researcher and can be used to set personal benchmarks, goals and actions. This enables individuals to take control of their own professional development planning as they move globally between institutions and into other sectors.

NATIONAL AND INTERNATIONAL INDUSTRY-RESEARCH COLLABORATIONS: LESSONS FROM AUSTRALIA'S RURAL RESEARCH AND DEVELOPMENT CORPORATIONS

Tim Lester¹, Anthony Kachenko²

¹ *Council of Rural Research and Development Corporations, Australia*

² *Horticulture Innovation Australia Limited, Australia*

Innovation is critical for Australian agricultural industries to remain competitive in the face of global pressures, to meet environmental, social and economic challenges, and to capitalise on new opportunities. A unique partnership between industry and government, through the Rural Research and Development Corporations, provides a solid platform for engagement and collaboration between industry and the research community for innovation delivering economic, environmental and community benefits. Australian research is high-quality and well targeted, but we are generally only a small component of the global research community. For example, grains research is our largest area of rural research investment, but it is just 2 percent of international efforts. Australian industries benefit significantly from international spill-overs of gains made elsewhere and translated for local conditions. The Rural Research and Development Corporations are increasingly entering into new partnership arrangements that cross national boundaries. After more than three years of negotiation, Horticulture Innovation Australia has reached a landmark research agreement with the Indian Council of Agricultural Research to work together and share research on biosecurity, pollination, diagnostic techniques and the application of genomics in horticultural crops. This is the second agreement reached with a substantial Indian agricultural agency in as many months. This presentation will explore the internationally unique rural RDC model in the context of Australia's overall rural innovation system and our engagement in the global innovation system. Using horticulture as a case study it will also provide an overview of critical elements and lessons learnt when negotiating international agreements for research collaborations.

MANAGING RESEARCH ENGAGEMENT DATA IN A MULTI-NODE ORGANISATION

Saba Salehi¹, Graham Galloway¹

¹ *National Imaging Facility, Australia*

Collaborations and partnerships with the wider research community and industry have become an inevitable, and in fact encouraged, part of the scientist's everyday life. It is through such engagements that real-world problems are identified and solved by efficient and innovative approaches. To further support and facilitate collaborations between researchers and industry partners, it is essential for organisations to capture the engagement and communication data with the view to analyse and extract patterns of successful relationships. A comprehensive collection of such data would only be feasible through implementation of an integrated and agile platform that is accessible and easy to use. This, in particular, becomes challenging when the platform is to be shared within a multi-node organisation due to privacy policies and confidentiality commitments of each node. Here, we propose to use customer relationship management systems, which are well-established in commercial organisations and not very well-utilised in research organisations, to manage and analyse interactions and data through the lifecycle of a project, with the goal of improving relationships and reducing the gap between research and industry communities. We present challenges of implementing a relationship management system in a multi-node organisation and provide solutions to such challenges. Moreover, we address how to effectively capture collaboration and engagement data without compromising the research privacy policies.

COLLABORATION VISUALISATION, ANALYSIS AND HOW THE DATA CAN HELP US

Adam Butler¹

¹ *University of Sydney, Australia*

Collaboration is seen as vital to success in the current research environment and can come in different forms. One important type of collaboration is co-authorship of journal articles. Co-authorships can be seen as the culmination of a common research effort. We may like to know how co-authorships compare across the broader research environment. Co-authorship network analysis can help reveal individual researcher and/or institution level network status and may help us to develop strategies or pathways to initiate further collaboration. The pursuit of strategic collaboration is likely to be intertwined with institutional goals. Using data easily available from Scopus and open source network analysis software, it is possible to create detailed knowledge of co-authorship networks and their structure. Network analysis can reveal network leaders or reveal those authors/institutions in strategic positions in the network. Knowing who the leaders are allows us to contemplate the collaboration pathways to help us meet our strategic objectives. The network analysis presented is a constructed example that provides a repeatable way to contemplate collaboration pathways and shows how to discover researchers and/or institutions for potential collaborations. The example takes all 2014 articles from the weekly general medical journal, The Lancet, and analyses the co-authorship network. According to Scopus, in 2014 there were 309 'articles', associated with well over 3,000 authors from over 1,000 institutions. There were half a dozen articles with more than 100 co-authors, for clarity these were omitted from the analysis. The experience of this author is that network analysis is not well understood and is underutilised as a research development tool. Network analysis reveals the most connected institutions and their network 'communities'. This simple process can be employed to help take the guesswork out of who is really working with whom and could help research development managers and their groups.

THE COLLABORATION HAT-TRICK

Penny Oxford¹, Ruth Graham¹

¹ *The University of Sydney, Australia*

At the University of Sydney, we are working to build greater levels of collaboration amongst two cohorts of our people. The first cohort is our researchers, who may be working on similar research themes in different faculties and schools and/or on different campuses. The second cohort is the group of staff, professional and academic, who have responsibilities for research support and development. A third collaboration, between the research portfolio and faculty research staff, facilitates and enhances research development activities. Each collaboration has a different purpose, but they are all linked by a common aim to develop a culture of research excellence and support researchers to engage with each other, industry partners and communities to address significant national and global challenges. Two programs have been developed to foster these collaborations. The first initiative is a research networking session designed to provide a forum in which researchers can meet colleagues from other faculties, with the goal of promoting the formation of multidisciplinary research partnerships and, potentially, future research centres. The second initiative is a knowledge exchange network for professional and academic staff whose roles involve research support and development. These informal seminars are an opportunity for faculties and centres to share information on successful research development activities and to identify programs that could be adapted for use within their own groups. Collaboration between the Research Portfolio and Faculty Research Managers and Associate Deans Research ensures that these programs are not only delivered successfully, they are supported by local communications, funding and mentoring.

ACCELERATING THE GLOBAL RESEARCH COLLABORATIONS OF SINGAPORE UNIVERSITIES THROUGH OUTSTANDING YOUNG RESEARCH FELLOWSHIP SCHEMES

Michael Khor¹, Giovanni Ko¹, Walter Theseira²

¹ *Nanyang Technological University, Singapore*

² *UniSIM, Singapore*

This presentation will provide evidence of the acceleration of global research collaborations between Singapore and top universities in the world through the development of elite young researcher programmes. Awards are given to outstanding young researchers from all over the world to conduct research in Singapore. The collaboration networks of these young researchers are analysed using network analysis tools. Results show that these young researchers have been effective in rapidly expanding their collaboration networks and enabling their colleagues in the Singaporean universities to participate as well. This effect has greatly expanded the international collaboration networks for Singapore and catalysed the recruitment of research talent to the research institutions and universities. The role of the research administrators and managers in facilitating these programmes will also be discussed.

POSITIONING RESEARCH IN THE GLOBAL ARENA

Rebecca Reed¹

¹ *Massey University, New Zealand*

Within New Zealand there is an increasing drive from government funding organisations to develop and expand international research collaborations, facilitating access to international knowledge. An increasing number of large-scale collaborative research centres are being established within New Zealand and, due to limited funding, existing research is being aligned and included under these national structures. The result is a 'critical mass' of research and increasing interconnectedness of projects to tackle scientific challenges at all scales. This move towards a fully integrated national research community is being supported through government funding mechanism requests for demonstrations of 'best team' with the sector moving towards greater integration and collaboration. The drive for national and international collaboration within grant applications specifically requires a researcher to have an understanding of the networks of research relationships for their collaborators at the individual and institutional level. To support our researchers in positioning their research and collaborations on the global stage Massey University utilises a range of tools to provide solutions including a number of bibliometric tools. This presentation will provide a case study of the types of information that can be sourced from bibliometric tools in providing evidence to position researchers in a global context. It will also discuss how Massey University research office uses this information to support researchers from project development to grant application. A specialised add-on to one bibliometric database is beginning to be used to identify potential research collaborators and compare the performance of our research groups to similar groups nationally and internationally, enabling strategic positioning of research grant applications in the global research arena.

FOR STRENGTHENING THE RESEARCH POWER OF A LARGE-SCALE RESEARCH UNIVERSITY, II - ANALYZING DATA, RESEARCH-RELATED METRICS, AND THE PAST POLICIES ALONG THE TIME SERIES

Daichi Kohmoto¹

¹ *Kyoto University, Japan*

Major challenges for research administration in a research university are to optimize its performance, to enhance its potential, and to strengthen the roles of its university research administrators. Creating collaborations and coordinating quality research are key issues that we need to address. Since the mobility of researchers is undoubtedly playing a crucial role in these matters, it is important to measure this mobility and to understand its causes globally over time. Unexpectedly, there exists only a small amount of numerical data on mobility, however there is plenty of university and national policy material spanning many years. These policies reflect the situations of research universities and countries at that time; therefore are extremely useful resources for understanding past knowledge and its relationship with the present in order to design new strategies to enhance the research power of a research university. In this talk, we will propose new frameworks for strategies and guiding principles for a research university and for proposing national policies via integrating the quantitative analysis (using available numerical data) and qualitative analysis (using policies). This perspective was partially announced in our previous talk at ARMS 2015. We have almost finished our plan and will share its results including some concrete examples. There is never a universal solution that can be adapted to all situations of research universities, but we believe our results have a certain universality in the sense that everyone will be able to get some insights from our work.

HOW DO YOU PROVIDE IMPROVED SERVICES WITH NO DIGITAL SOLUTION INVESTMENT WHILE REDUCING WORKLOAD? THE IMPACT OF A CULTURE OF CHANGE ON SERVICE QUALITY

Rebecca Bond¹, Frank Anastasopoulos¹

¹ *The University of Melbourne, Australia*

The University of Melbourne launched the Melbourne Operating Model in 2015 while simultaneously reducing professional staff by more than 500 (approximately a quarter). The Melbourne Operating Model brought with it high expectations to maintain and quickly improve research grant and contract services to the academy. In response, the faster and easier start-up for research projects was born as part of a broader University Services Improvement Program. A team was handpicked from across Research, Innovation and Commercialisation; faculties and schools; Finance and Employee Services; Legal Services; Business Intelligence and Reporting; and Project Services to identify, analyse and implement process and policy improvements relating to research grants and contracts services. Customer focused, lean and agile methodologies were adopted and the team trained in their use. Over a 28 week period, multiple process improvements were identified and implemented, resulting in immediate impacts on both pre and post award processes. These improvements ranged in complexity from simply improving communications to more complex changes that required changes to University policy. Over 20 improvements were made and, although many of these were small, in combination they led to significantly improved services. In addition, we initiated longer term projects to continually improve research services for the University. Critically, the foundations were laid to improve culture and encourage staff at all levels to step up, speak up, suggest and be prepared to lead and support improvements; work across divisions; and to keep the researcher in front of mind when designing and delivering services. Along with outlining key tools for service and process improvement, this session will provide our perspective on how to build high performing teams and create an environment for them to thrive, especially in times of organisational change.

AN OPERATING MODEL FOR A RESEARCH OFFICE- THEORY AND PRACTICE

MaryAnne Aitken¹, Alistair Duncan¹, Deepa Balakrishnan¹, Kiraly Wills²

¹ *Research Office, La Trobe University, Australia*

² *Human Resources, La Trobe University, Australia*

There is very little in the literature regarding the structural and functional requirements for a successful research office. At La Trobe University, a change in the operating model for the University presented an opportunity to review and redesign the Research Office. The driving aims for redesign were to provide excellent service and advice to researchers and to other business divisions, facilitate achievement of research targets in the strategic plan, and to help drive an effective research culture. The design methodology involved using information gained from two external reviews, and internal and external survey data regarding service effectiveness and benchmarking against structures and functions of several other Australian university research offices. The outcome of the process was that all teams in the Office were restructured and after a 12 month review this led to further changes. In summary, the Research Office became a centralised team and had shared resources with other business divisions to maintain up to date, high quality service. In addition the teams in the Office became cross- functional and staff cross-skilled so that in periods of varied work flow, staff members could work in other teams, thereby enhancing staff development, career progression and improving team interactions. In conclusion, there are advantages and disadvantages to restructuring a research office and attempts to transform a long held operating model require a sound evidence-base as well as skilled support from a human resources team with a strong organisational development focus.

SUPPORTING RESEARCH IN A BRAVE NEW WORLD: PLEASURES AND PITFALLS OF INTRODUCING A NEW FULLY AUTOMATED SYSTEM FOR PROPOSAL SUBMISSION AND AWARD MANAGEMENT AT A RESEARCH INTENSIVE INSTITUTION

Alison Evans¹, Chris Cooper¹, Lizzie Hope¹, Andy Keen¹

¹ *University of Bath, United Kingdom*

The University of Bath is firmly established as a top ten UK university with a reputation for research and teaching excellence. This year, as we celebrate the 50th anniversary of the award of our Royal Charter, we have set out a clear vision for the future of achieving global impact through our alumni, research and strategic partnerships. Key to meeting our ambitions is continued investment in our research base, not only in terms of our academic environment but also in relation to delivering effective and efficient support from professional services such as Research and Innovation Services (RIS). The tasks RIS undertake for management of grant applications and successful awards, such as accurate costings, ethics approvals, monitoring of expenditure etc. are business critical. However, the ways we undertake these tasks have not kept up with modern methods, being heavily paper based, burdensome and not joined up. Over the last 24 months we have been working towards the implementation of a new fully automated University wide Proposal to Award Management system (PAM). The introduction of the system has comprised two key phases. Phase 1 has involved identification of process improvements, extensive requirements gathering, system specification and tendering. Phase 2 includes configuration, testing, training, and roll out. We will share our experiences of delivering a step change in a core process to our academic community. In particular we will give some insight into what we learnt in terms of avoiding mission creep, meeting the needs of the many, getting the doubters on board, keeping to budget, managing relationships and workloads, and how we are balancing expectations to ensure a positive outcome for all of our stakeholders. We will also be keen to hear from participants about what they have done in their institutions to help to spread good practice.

HOW DO WE KNOW WE'RE DOING A GOOD JOB - HOW CAN A CENTRAL RESEARCH OFFICE BEST ASSERT AND EVIDENCE THEIR UTILITY? LESSONS FROM OXFORD

Mark Hochman¹

¹ *University of Tasmania, Australia*

How can a research office know that it is doing a good job? How can it demonstrate that it is providing value for money? What are ways that a central research office can evidence and assert their utility? These questions formed the basis for a discussion paper prepared by the author for Oxford University in late 2015 as the Oxford Research Services Office prepared for an administrative review. The discussion paper considered input to these questions from staff of Oxford's Research Services Office and suggested means by which the value of a research office could be supported by evidence, but also means by which the value of a research office could, or should, be attested. More broadly, many research offices have previously been evaluated according to institutional research performance and yet the research office is not directly responsible for these outcomes. Others have developed lists of process metrics by which they may be evaluated - but which ones? Yet others have relied on customer satisfaction surveys - yet these are often too infrequent to inform continual improvement. This talk will suggest a model which could be applied in many research offices to demonstrate their value and effectiveness within their institutions.

TRANSFORMING RESEARCH SERVICES: A CASE STUDY FROM MONASH UNIVERSITY

Fiona Neilson¹, Jane Holt¹

¹ Monash University, Australia

How do we shape our support model to meet the demands of research management in the twenty-first century, as systems become more sophisticated, information becomes more readily available and researchers come under increasing pressure to perform? This paper presents a case study of Monash University's implementation of a researcher-centric model of support. Since 2009, Monash University has been aiming to reduce the administrative burden of researchers and improve the professional environment for research services staff. Our internal challenges include ageing and disparate IT systems, a lack of comprehensive business processes, and no clear articulation of the professional staff capability required for research management. At the same time, the international sphere of academia has evolved rapidly. The increase in the number of products available beyond the university, such as Google Scholar, impacts on how we design systems and services. How are we ensuring that we keep pace in terms of researchers' needs and expectations, particularly around visibility and ownership of their research information? To meet the demands of this very different paradigm, we have created a series of initiatives that focus on IT systems, business process, service delivery, capability development and cultural change. These are underpinned by our positioning of the researcher as the user of services, and adherence to a set of design principles that reinforce this researcher-centricity. We are transitioning from an era when support services were structured around business units to one oriented to the researcher lifecycle of applying for funding, managing awarded funds, capturing research outputs and displaying research achievements. This paper will reflect on the successes and on the challenges of this journey, and relate Monash University to other case studies on transformational change.

MONITORING THE PERFORMANCE OF A RESEARCH OFFICE - AN EXAMPLE FROM UTS

David Robson¹

¹ *University of Technology Sydney, Australia*

In common with most other research offices, the Research and Innovation Office (RIO) at the University of Technology Sydney has to manage ambitious University research growth targets with constrained resources. To help us do this, we introduced a modified 'balanced scorecard' approach to measuring the performance of RIO three years ago. The 'balanced scorecard' is a well-known and established management technique, which allows us to monitor and improve our performance of key RIO functions in four key areas:

- Customer Focus - how we interact with our internal and external customers
- Research Leadership and Recognition - focusing on quality in our external funding
- Income and Finance - tracking our major sources of income and RIO expenditure
- People and Processes - tracking our staff development and the efficiency of our major processes

Under each of these areas we measure five performance indicators, which are a combination of University KPIs and leading and lagging indicators of RIO performance. We have linked these performance indicators upwards to the UTS research strategy and downwards into all of our annual workplans. We revise the measures each year as part of our annual planning process, keeping a core set of measures from year to year. The RIO reports on progress against these measures monthly (or when actions are undertaken) both upwards (to our Associate Deans - Research) and to all of our staff in the office. In a period when we are increasingly reporting on the performance of our academics, we find that reporting on our performance gives us more credibility. Importantly, if we have a complaint about our performance we are usually able to answer with data.

In this presentation, we discuss our approach to measure implementing our performance measurement system, the challenges that have been faced and the benefits that have accrued from a more transparent approach to performance reporting across the university.

OXYGEN FOR THE ALPHAS: STRENGTHENING RESEARCH QUALITY AND STRATEGY IN THE SOCIAL SCIENCES, BEHAVIOURAL SCIENCES AND HUMANITIES

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In 2012, Ghent University (a top 100 university in Belgium) launched a specific policy initiative for its five faculties in social sciences, behavioural sciences, and humanities, with the explicit intention to boost research performance. Also, research in these disciplines is more often individually-driven rather than group-based. This makes it difficult to delegate tasks, to define spearheads, or to participate in larger projects. The initiative was based on four action lines. The first action line involves the opportunity for staff members to take sabbatical leave. At least one in three professors should be able to focus purely on research for one term. Second, each of the five faculties involved received three new tenure track professors to boost research or to alleviate teaching needs in specific areas. Third, five postdoc research coordinators were appointed to adopt some of the management tasks that professors find too little time for, including the coordination of newly formed research consortia, the acquisition of (major) research funding, and the communication of research results to society. Fourth, field-specific quality assurance measures were introduced by international peer-review research evaluation in order to counterbalance the quantitative, publication- and citation-based performance criteria dominating the national science system. In 2012 the five faculties were invited to embed these new initiatives into their faculty research policy strategy. Throughout the initiative the central Research Department has been in charge of the overall co-ordination. In 2017 all action lines will have been completed, but the mid-term review has already prompted a few preliminary conclusions as well as suggestions for improvement. This presentation will provide a glimpse of what works, what doesn't, and what we could have done differently.

CALCULUS AND CULTURE: SUPPORTING COLLABORATION BETWEEN STEM AND HASS

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Over the last decade, funding for blue sky, 'traditional', research has diminished and competitive funding for research has been harder and harder to get. Funding for Humanities, Arts and Social Science (HASS) projects has seemed particularly hard to achieve from the Australian Research Council as national research priorities have become more STEM (Science, Technology, Engineering and Mathematics) focused. Yet, while HASS researchers are facing unprecedented challenges, they are also faced with unprecedented opportunities: their expertise and knowledge of cultural environments is in high demand as it becomes increasingly evident that the difficult challenges we are faced with as a nation must be tackled with a multi-faceted approach. Focusing on a series of HASS and STEM examples from The Australian National University this presentation will explore the differing approaches HASS and STEM researchers are taking to this new funding scenario, and the best practice support mechanisms research managers can put in place to facilitate collaboration between drastically different disciplines. In particular, we will consider the different ways in which HASS and STEM researchers seek to diversify their research funding opportunities, as well as the expectations they have of their local research development staff in supporting these outcomes.

THE INFLUENCE OF A COLLEGE MENTORSHIP PROGRAM ON GRANT PROPOSAL SUBMISSIONS AND AWARDS

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In 2003, the College of Education and Human Sciences (CEHS) at the University of Nebraska-Lincoln (UNL) implemented a Scholarly Enhancement Program (SEP), a formalized process designed to engage and equip faculty new to the college and early in their careers in activities related to the research enterprise of the university. This program provides direct benefits to managers of the research enterprise, such as those responsible for proposal development, budget preparation, grants submissions, and post-awards administration. The goal of the program is to help faculty define themselves as scholars and understand their role in academia. The first year of this three-year program is designed to introduce faculty to the academic community and to explore faculty roles in the department, college and university. The second and third years focus on five-year goals for teaching, extension, research, and service. These are accomplished through exploring plans for publishing, grant writing, teaching and services activities, and learning about and engaging in proposal writing for internal and external grants. Supports are provided for individual faculty needs through identification of areas of expertise, plans for accomplishing their goals and developing a concept paper in preparation for meeting program officers at national funding agencies. To gauge the SEP program benefit, surveys were created and distributed assessing research topics as well as teaching and extension - also aspects of faculty responsibilities. The SEP has enhanced researcher development by providing specialized training and concrete supports that have improved the overall development of the faculty members for future collaborations and successful grant proposal submissions. The purpose of this presentation is to share results of the SEP survey and examples of how the broad research enterprise has been positively impacted by the program (e.g., publications and average number of grants funded of those involved increased compared to overall college productivity).

GROWING YOUR OWN: BUILDING RESEARCH CAPABILITY IN CHALLENGING TIMES

Lynette Browning¹, Kirrilly Thompson¹, Drew Dawson¹

¹ CQUniversity, Australia

One of the big challenges faced by many universities is developing and maintaining a strong research profile, one of the core activities upon which their reputations are based. To do this they need high quality research staff. Institutions which are strong performers in research capability and reputation are well placed to recruit and retain high quality research staff and deliver high quality research outcomes which, in turn, enhance their reputation. Universities are therefore increasingly focussing their efforts on investing in building research capability. There are two main ways to invest: recruit high profile researchers who have a proven record of producing high quality research outputs, or develop individuals who have the potential to deliver those outputs. However, researchers face numerous hurdles throughout their careers. So how have successful researchers developed their careers in a highly competitive environment? How can universities provide development and support for the next generation of leading researchers - those with potential to deliver high quality outputs? This presentation will outline the results of a study of the careers of thirty of the current generation of Australia's research leaders. It will describe the trajectory for a successful academic research career and seven key factors contributing to that success. This presentation will also describe how a professional development program was implemented to contribute to the development of an emerging research culture and increase research outputs in one of Australia's younger, regional universities. The alumni from this innovative program have already submitted more than 650 manuscripts for publication and are named chief investigators on more than \$A3m in nationally competitive grant funding. The presentation will conclude by suggesting organisational strategies that can be implemented to support researchers to develop the skills and motivation for building a successful research career.

UNDER PRESSURE! THE CHALLENGE OF RESEARCHER DEVELOPMENT IN THE INNOVATION AGE

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The professional identity of the academic can easily move in the course of the day from the more traditional roles of teacher, mentor and scholar to less traditional but equally important roles such as: administrator, project manager, entrepreneur, leader and media commentator. Programmes of academic researcher development are challenging to formulate given they require a blend of academic competencies and the development of new skills outside scholarly discipline knowledge to engage the academic workforce. Such programmes are important to support appropriate skills acquisition at various career stages and to address the increasing responsibilities required. This paper presents a spoke and wheel model for researcher development to consider how professional staff and academic leaders should holistically approach the issues mentioned above, in order to optimise outcomes in post-doctoral studies, promotions and the achievement of a fulfilling vocation. Given competing tensions within the modern academic discourse, there is a responsibility to ensure careful management of the pressures of academic work so that appropriate mechanisms are used i.e. the balance between collegial events such as a faculty wine and cheese night compared to metric driven performance reviews. Given this context, we will present some of the inherent tensions in the approach to research development through the use of case studies from the STEMM (Science, Technology Engineering, Mathematics and Medicine) and HASS (Humanities and Social Sciences) perspectives. This will include approaches to early career researchers and, at the other end of the career, how to engage those in senior roles around leadership and mentoring. Through the case studies it will be suggested that although disciplines and research methods may differ, there are common requirements including leadership and management, publication strategy, grant funding, industry engagement/translation, research environment and mentoring which are increasingly interconnected and are redefining communities of practice around research impact.

RESEARCHER DEVELOPMENT TRAINING LEADS TO ENHANCED RESEARCHER ACTIVITIES

Julianne O'Reilly-Wapstra¹, Inger Lanzone¹

¹ Office of Research Services, University of Tasmania, Australia

The University of Tasmania is committed to fostering research endeavour and excellence and one of the key ways it achieves this is through a dedicated Researcher Development Program. The program became a major portfolio of the Office of Research Services during 2014 and the objective of the program is to provide research development activities that facilitate and support the expectations of the university's Strategic Plan, Open to Talent, and support the university's commitment to building a strong research environment across all academic levels from Higher Degree Research (HDR) candidates to senior researchers. The Researcher Development Program focuses on all aspects of researcher development across functional areas including grant writing, publications and outputs, career development, leadership and research management. While formal feedback gained at the time of each workshop indicates that participants gain immediate benefit from attending the sessions, the longer-term benefits of these development activities were unknown and not quantified. At the end of 2015, we surveyed participants from the 2014 program to assess any longer-term benefits of attending development sessions (HREC approval #H0015533). We will report results from this 'one year on' survey which show that the most important reason for a researcher to attend a 2014 activity was for career development and progression. In addition to this, attending a development workshop resulted in an associated increase in research activity.

WHEN NIH COMES KNOCKING - WHAT'S THE BIG DEAL?

Pearly Harumal¹

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As national funding schemes become more competitive and less attainable, there is an increasing shift in applications to international funding sources. Navigating online portals, compliance with policies, and understanding post-award requirements for US National Institutes of Health (NIH) grants can be challenging for busy Research Offices. These challenges come to the forefront when the Institute is selected for a site review by the NIH. In 2015, The University of Sydney underwent a NIH Site Review. In this presentation, we provide detailed insight into our experience of the process, unravel some of the myths and perceptions, and share the lessons we have learned. These include: - Preparing for the audit: getting the right people on board and completing the audit questionnaire - Issues highlighted by the auditors: policies and procedures - How to address recommendations raised by the auditors to align University processes with NIH policies - Looking to the future and how to maximise NIH administrative support. This experience leads us to the broader question: How do we keep up with the growing interest in, and demand for, international funding support ?

WORKING WITH US INSTITUTIONS: TOOLS AND TIPS FOR CONTRACT NEGOTIATION AND GLOBAL RESEARCH COLLABORATION

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This session will provide:

- An overview of standard US Federal regulations and their impact on research agreements, contracts and grants.
- A detailed explanation of the subcontracting process under US federal grants and contracts.
- Directions on how to acquire institutional registrations (e.g., DUNS, OLAW, et al).
- An understanding of why US institutions are hypersensitive concerning particular terms (eg. Intellectual Property, public access).
- Identification of difficult points during the negotiation process and proven solutions specifically focusing on Intellectual Property, Confidentiality and Indemnification.
- Negotiation tips and strategies for collaboration agreement negotiation.

This session will be an overview of the funding schemes available in the United States (US) and the strategic ways to partner with US institutions for successful funding and contractual management. We will provide real-life examples of successful collaborations based on Harvard University, Harvard Global Research & Support Services, Inc. and their working relationships with international institutions. In addition to collaborations that arise from US Federal sources, we will also address US foundations, industry partners and international sponsors and the diverse challenges they present. We will provide specific legal language and contracting tools (as well as meaningful discussion) that will help make the negotiation process run smoothly. Our hope is that this session will provide useful tools and meaningful discussion, enhancing the global perspective in research administration for the attendees.

HOT BUTTONS AND RISK MANAGEMENT IN RESEARCH CONTRACTS

Alma-Mary McFarland¹

¹ *University of Sydney, Australia*

There is a real tension between the need for research contract managers to manage the plethora of a university's risks and the often overwhelming desire of the researcher to get the money and get on with it. We will analyze some of the drivers behind that tension, and suggest some concrete and practical approaches to smooth the way so that we are not standing between the researcher and the money - never a good place to be. Risks are real and universities have a responsibility that flows from their enabling acts and by-laws to manage and mitigate them. Flexible, robust research contracts are a fundamental part of the suite of risk management tools available to the research manager. While the researchers see only the money they have been awarded and the work they want to do, research managers see the whole matrix of funding rules and agreements and individual grant contracts that govern the use of that money. The award of funds is the concrete part of that matrix. Research contracts managers can work creatively, responsibly and within the policy and procedural framework of their university to tame the matrix and deliver agreements that identify and mitigate risks and protect the researchers. If we can do that, our responses to the hot-button issues that we see as risks, but researchers see as non-events, can be more context-driven, and we can respond swiftly to opportunities for collaboration. We may generate a better institutional understanding of risk and risk management as an essential element of 'doing business' as research partners. We will identify some hot-button issues for researchers. We will consider why we see the risks in research so differently on each side of the desk, and how can we create a way forward that works for the researcher, the partners and the research contracts manager.

TRANSFORMING CONTRACT OPERATIONS: AUCKLAND UNISERVICES' JOURNEY

Lisa Perry¹, Tracey Dixie¹

¹ *Auckland UniServices Limited, New Zealand*

Auckland UniServices Limited (UniServices) is the commercial research, knowledge transfer and custom education company of the University of Auckland, New Zealand's largest and leading university. UniServices is a wholly-owned subsidiary of the University of Auckland, dedicated to connecting the university's capabilities to business and investors, government and the community. The UniServices Operations Team is responsible for the delivery of research and service contracts. Since 2010, significant changes have been made to improve and streamline operations to satisfy the demands of the organisation's growth. What had previously been a highly reactive and inconsistent approach has been transformed into a centralised structure with improved contracting and administration processes and greater financial clarity. Among the key changes have been the introduction of contract guidelines, an escalation protocol, an electronic approval system and revised processes for revenue recognition. The operations team has also undertaken to enhance cross team collaboration and increase visibility and connectivity with university faculties and departments. Although there have certainly been challenges along the way, measures of the success of this ongoing change process include an increase in gross margin, a significant reduction in aged accounts receivable listing and high engagement scores in the UniServices' staff survey. Feedback from researchers and other faculty staff has been positive and a survey of academic staff is forthcoming.

THE MINEFIELD OF AUSTRALIAN AUTONOMOUS SANCTIONS - A PRACTICAL AND SIMPLIFIED SOLUTION TO ASSESSING AT-RISK HDR APPLICANTS AND PROJECTS

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As an Australian University, the University of Tasmania is bound by the United Nations and Australian Autonomous Sanctions legislation. The implications for failing to comply with the autonomous sanctions framework are severe. To ensure the University is not breaching sanctions legislation for incoming Research Higher Degree candidates from sanctioned countries, projects must be assessed during the application phase. The practice instigated by the University when sanctions were introduced was inefficient, with researchers claiming that the process was clunky, not very user-friendly, asked irrelevant questions and caused confusion. Further, the assessment process lacked clarity, was slow, and frustrated both researchers, candidates and professional staff attempting to operationalise the process. More importantly, it caused significant delays to application timeframes and in extreme cases, was delaying the commencement such that the candidate withdrew the application. In order to effect change and improve the system, the Graduate Research Office undertook a review of autonomous sanctions process and associated tools, including re-educating academics in at-risk research areas of the who, what, when, where, why and how of sanctions as it applies to their area of research. The compliance assessment form was rewritten, questions were linked directly to legislation and these questions also reflected the requirements of Department of Foreign Affairs and Trading (DFAT) for universities to undertake 'due diligence' when assessing applicants and their projects. In addition, the new form gave clear instructions to provide a non-technical description of the project that a lay-intelligent assessor could understand. This form led to a more robust and comprehensive assessment process and reduced queries referred to DFAT for advice. As a result of these changes to process and tools, sanctions compliance assessment timeframes have been significantly reduced for applicants, and academics in at-risk research areas are more aware of their obligations with regards to sanctions.

CROSSING THE 'US'-AND-'THEM' BRIDGE: CASE STUDY FROM STELLENBOSCH UNIVERSITY

Cornelia Malherbe¹

¹ *Stellenbosch University, South Africa*

Over past decades there has been a strong movement away from being managed solely by collegial principles, towards being able to 'fit' into the more corporate governance structures of industry. This is due to the fact that universities are becoming more and more dependent on external, non-governmental funding. Compliance in a research contract management environment at universities is exceptionally complex, due to the various layers of compliance matters that need to be taken into consideration. Funders and industry partners enforce their own rules, policies, regulations and legislations on universities who accept money to enable and facilitate research. Very often universities end up in situations where legislation between countries, or between companies and universities are in conflict with each other, and ways need to be found to address those issues without running the risk of non-compliance with legislation or policies. Government regulations add an additional complexity forcing universities to first seek the necessary permits, approvals etc. from government before commencing research. Very often the government departments responsible for issuing permits or permissions are not always well governed themselves, and tend to be very slow in reaction time, not always understanding the necessity for a specific approval application or being geared towards effective decision-making. The challenge in playing the 'compliance officer' role is to cross the bridge between the researchers ('us') and research contract managers ('them') within the same organisation. The author will reflect on the past 12 years in this role and comment on the leadership, innovative problem solving and influence needed to succeed in crossing this bridge.

INTRODUCING AN OPT-OUT APPROACH TO THE COLLECTION OF PATIENT HEALTH DATA FOR RESEARCH PURPOSES

Kerry Bell¹, Kristen Gibbons¹

¹ *Mater Research, Australia*

Background: Opt-out consent mechanisms are used by 75% of clinical registries in Australia for the collection of patient health information for research purposes. A similar approach within a hospital setting would allow access to an expansive data-set for research, however the approach is not commonly used. Researchers often apply for a waiver of consent to access existing clinical data that has the potential for significant benefit to the population however impractical to obtain consent.

Aim: The aim of this project was to trial an opt-out approach to patient consent for the use of health data for research purposes in three areas of Mater Health Services, a tertiary hospital comprising both public and private services, to determine if this approach is acceptable to patients and warrants implementation across campus.

Method: All patients that presented to the selected areas during the trial period were included. Each patient was given an information flyer and a revised Patient Consent and Declaration Form including the new opt-out question that had been devised in consultation with hospital consumers. The data was collected in Mater's patient administration system and analysed to determine if it met our primary objective; to collect a sample size of ≥ 780 patients with a non-opt-out rate of 75%.

Results: A total of 893 patients participated over 3 months. A total of 82% of patients did not opt-out; these rates were significantly different between the public and private areas. Of those patients that chose to opt-out, 30% were not interested in research and 70% had privacy concerns.

Conclusion: The trial results indicated a non-opt-out rate that met the trial threshold and therefore warrants implementation. Our analysis also highlights the need for further consumer engagement and education around current mechanisms in place to protect consumer identity and their health information.

IMPLEMENTATION OF ON-SITE MONITORING PROGRAM (A RISK BASED APPROACH) FOR CLINICAL RESEARCH STUDIES

Stephanie Diaz-Guilas¹, Kristen Gibbons¹, Dominique Russouw¹

¹ *Mater Research Office, Mater Research, Brisbane, Australia*

Background: Few institutions conduct on-site monitoring (defined as the act of overseeing the conduct of a research study) due to the lack of a clear framework and costs associated with monitoring research studies. The development and implementation of an on-site monitoring process, including a risk-based decision framework, is described.

Method: A standard operating procedure for monitoring clinical research studies was developed which outlines in detail the processes for monitoring the personnel involved but also how research projects are identified for monitoring. Processes and systems were updated to support the implementation of a risk assessment, and outcomes of risk monitoring.

Results: The determination and extent of the nature of a monitoring visit is based on the risk-assessment allocated to the research study using the risk consequence table employed, where studies are categorised as low, medium or high risk dependent on the resulting risk score. By using this risk-based approach, potential issues can be detected early or prevented and risks can be mitigated. The risk assessment matrix was built into the local research governance database to ensure monitoring of studies is proportionate according to the level of risk. Since its implementation in late 2015, sixty seven authorised studies have now been risk-assessed. Three studies have been monitored, including an investigator-initiated clinical trial where the findings highlighted the importance for regular on-site monitoring to improve study compliance and adherence to the principles of Good Clinical Practice. Monitoring findings from the low and negligible risk study also highlighted the need for local monitoring.

Conclusion: Although still in its early stages, we have identified that there is a need for this monitoring program not only to improve research integrity and compliance, but to further support site processes and participant safety. It also fosters better collaboration with clinicians and researchers at the institution.

MEDICAL RESEARCH COUNCIL UNIT THE GAMBIA

Dembo Kante¹, Elizabeth Stanley Batchilly¹, Jean Pierre Nguessan², Marie Rose Thorpe¹, Sulayman Janneh¹

¹ Medical Research Council Unit The Gambia, Gambia

² University of Cheikh Anta Diop Dakar, Senegal

Situation Review of Research Management in selected West Africa Research Institutes Funding for medical research in sub Saharan Africa has increased significantly since 2000. A count of five recent initiatives provides \$3billion. There is a revived research environment with growth and strengthening of research institutions. With this funding growth there is the need to build capacity to manage funding and research. In 2010 the European Developing Countries Clinical Trials Partnership (EDCTP) funded four capacity building regional networks of excellence, providing an opportunity for research managers in West Africa Network for TB, AIDS and Malaris (WANETAM) to engage and network. In 2015, we undertook a review of competencies for research management with a view to advocating for necessary support in promoting the profession. WANETAM, 2010 to 2015 involved 17 research groups from 14 institutions in West Africa. Capacity strengthening focused on both science and science support. Results showed that research management is either added to already busy scientists or spread disjointedly in the administrative setup. Key survey findings were : 1. Key competencies in research management were defined in three areas: Human Resources and Financial management Legal, regulatory and compliance management, and Project Management 2.Lack of rounded competent staff - None of the institutions surveyed presented staff with competencies in all key areas identified above. Financial management skills were relatively stronger than all other skill sets in the group 3.Lack of career progression - Staff identified as Research Managers did not present any clear view on their careers. They presented a low knowledge of research management and growth potential. The study recommended 1.In the consortia it is essential to maintain networks for information sharing, advice and networking 2.A need to advocate for adequately defined courses to ensure well rounded skills in Research Managers 3.A need to facilitate the awareness of new research managers to the wider research management environment through attendance at meetings and conferences.

IMPLEMENTATION OF GOOD RESEARCH PRACTICE IN CLINICAL AND HEALTH SCIENCE RESEARCH

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¹ Monash University, Australia

There has been significant growth in clinically based research activity in hospitals, universities and research institutions in Australia. The regulatory environment for clinical research is increasingly complex requiring compliance with ethical and legal codes and guidelines. The National Health and Medical Research Council of Australia (NHMRC) requires individual institutions to take responsibility for, and to monitor their research activities. The School of Public Health and Preventive Medicine (SPHPM), is a large School within the Faculty of Medicine, Nursing and Health Science at Monash University, based at the Alfred Medical Research Education Precinct (AMREP) running over 600 trials by 1000+ staff and 150 Higher Degree by Research (HDR) students. Over the last 15 years SPHPM has put in place a number of measures to ensure that researchers understand and can mitigate risks in undertaking clinical research. Our research governance strategy has evolved over time and this presentation will share experiences, pitfalls and successes. The strategy currently includes policies for research governance and risk management, the development of a Good Research Practice (GRP) Guide, a governance committee, an education program and a program of auditing. The training and education of new staff and students occurs at the time of orientation, as well as the requirement for regular online training for ongoing staff. Annual online self-audits have been carried out for all projects with random short and long-audits of selected projects. Finally, there are research governance officers available to answer adhoc questions and provide advice.

PROMOTING RESEARCH INTEGRITY IN AUSTRALIA

Samantha Robertson¹

¹ *National Health and Medical Research Council (NHMR), Australia*

The National Health and Medical Research Council (NHMRC) is Australia's leading expert body promoting the development and maintenance of public and individual health standards. It achieves this by its two main functions-to fund research and develop advice. For 2015-18, one of NHMRC's three main priorities is to further develop a strong research integrity framework. The framework is comprised of three national research standards:

- the Australian Code for the Responsible Conduct of Research 2007 (the Code);
- the National Statement on Ethical Conduct in Human Research; and
- the Australian code for the care and use of animals for scientific purposes.

The Code is an important reference for researchers and administrators across all disciplines, and promotes community trust in Australian research. Adherence to the Code is a requirement of all funding provided by the NHMRC or the Australian Research Council (ARC), regardless of where the research is undertaken. These guidelines are co-authored with ARC and Universities Australia (UA).

The Code is under review. Feedback from the research sector noted the heterogeneous nature of the requirement for guidance by different institutions. As such, the revised Code has been significantly streamlined into a principles-based document that outlines the broad responsibilities of researchers and institutions. Detailed guidance about implementation of the Code will be provided in supporting documents. The Code and a better practice guide for managing departures from the Code is likely to have been released for public consultation by the time of this conference.

The talk will present the revised draft principles-based Code and the better practice guide on managing departures from the Code. It will explore key differences from the last iteration and also highlight new additions. It will also discuss more generally the current activities and future opportunities for institutions, along with NHMRC, ARC and UA, to encourage adherence to the Code.

RESEARCH INTEGRITY IN INTERNATIONAL COLLABORATIONS

Ted Rohr¹, Bronwyn Greene¹

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The field of research integrity has evolved quickly over the last decade from predominantly trying to work out how to deal with research misconduct to focusing on components of responsible research practice. Both research integrity and responsible research practice rely on mostly country- specific rules, codes and legislation to regulate expectations on authorship, data management and retention, ethics approvals, publication and dealing with breaches of those norms. How do researchers and research administrators ensure that these expectation are met in international collaborations? Here, we discuss the outcomes of interviews and a survey with senior researchers based at Australian universities and research institutes with significant experience in international research collaborations. We asked researchers how key components of research integrity and responsible research practice are covered in international research collaborations. The key components included management of research data and primary materials, authorship, ethics approvals and other permits, conflicts of interest, research integrity (including the validity of data and results) and research misconduct. The results reveal that inter-disciplinary and cross-country differences in practices and expectations were so great that we need to question the reality of expectations to develop specific codes of conduct across research disciplines and countries and instead advocate the benefits of adopting principles-based approaches to the responsible conduct of research. The findings are then elaborated in the context of current actions to revise the Australian Code for the Responsible Conduct of Research.

GLOBAL COLLABORATION: THE MOVEMBER FOUNDATION GLOBAL ACTION PLAN MODEL

Mark Buzza¹

¹ *Movember Foundation, Australia*

The Movember Foundation has raised over \$650 million for mens health initiatives since 2003 and has been listed in the top 100 NGOs in the world by the Global Journal based on Impact, Innovation, Accountability and Efficiency. From growing a Mo to global collaboration, the Movember Foundation has taken its disruptive funding approach to revolutionize the prostate cancer and testicular cancer research world by creating the Global Action Plan (GAP). We believe that team-based research, performed across borders with a strong collaborative mindset, avoiding duplication of work, can deliver innovation and knowledge sharing that leads to an acceleration of results that benefit men diagnosed and living with prostate cancer and testicular cancer today. The GAP program is implemented across 16 different countries and is underpinned by a portfolio of seven globally collaborative open-innovation style projects consisting of 12+ global R&D consortia and 20+ integrated cross-functional work streams. Challenges being tackled include prostate cancer translational research projects to validate new biomarkers to better determine aggressive from low risk disease and treatment resistance markers, cutting-edge imaging projects to better understand disease progression, development of optimal Active Surveillance guidelines, and global clinical trials to understand the benefits of exercise on advanced prostate cancer and optimal treatment regimens for men with relapsing testicular cancer. GAP is designed to foster synergies within the global prostate and testicular cancer research effort by ensuring researchers exchange and translate knowledge with the sole aim of accelerating outcomes for the benefit of patients worldwide. Over 250 of the worlds preeminent urologists, medical oncologists, radiation oncologists, pathologists, and clinical researchers as key stakeholders in this initiative. Alliances with industry collaborators are an important part of GAPs knowledge translation strategy.

WHERE NEXT FOR GLOBAL CHALLENGES AND INNOVATION FUNDING WITH THE EDITOR OF RESEARCH PROFESSIONAL

Ehsan Masood¹, Ian Carter²

¹ *Research Professional*

² *University of Sussex, United Kingdom*

Innovation' and 'Global Challenges' are a firm fixture in just about every research funder's strategic plan. Researchers are increasingly expected to help businesses and economies grow. They are also being called on to answer big global questions and the list is getting longer. These so called Global Challenges include tackling the diseases of modern life; halt the loss of plant and animal species; combating climate change; ensuring we have enough food to eat and energy to power our homes and businesses; creating a new generation of antibiotics, making our cities work smarter and ensuring we all have access to clean water. In addition, universities must do this at a time of declining national funds and evaluation systems that do not properly credit international collaborations and interdisciplinary teamwork. Yet these contrasting pressures can be reconciled and in this half-day workshop Ehsan Masood, Editor of Research Professional News and Tutor in Science and Innovation Policy at Imperial College London, will explain how and why. Drawing on the latest policy insights, Ehsan will present a set of case studies on what some of the major international funders want; how universities have successfully engaged with them, and the lessons learned by those that didn't quite make the grade. The target audience for this workshop will be senior research managers, research managers & administrators as well as co-investigators looking to step up and run their own collaboration. The mode of delivery will be interactive presentation-style.

5 THINGS YOU NEED TO KNOW ABOUT SETTING UP AN 'ACADEMIC HEALTH SCIENCE CENTRE' IN AUSTRALIA

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² Kolling Institute, Australia

³ University of Sydney, Australia

Shared experiences and learning from others are key to not making the same mistakes. This project was about identifying key success factors for the establishment of the Northern Sydney Academic Health Science Centre (NSAHSC). An Academic Health Science Centre (AHSC) has been described as a partnership or network of one or more universities and healthcare providers, bringing together clinical services, research and learning in the health setting to directly benefit patients and their communities. In 2010, the Northern Sydney Local Health District (NSLHD) began work to establish the NSAHSC with the goal to embed research and education into clinical practice and health service delivery. In 2015 an alliance was launched between the following founding partners: NSLHD, University of Sydney, Macquarie University, and University of Technology Sydney. Consumer groups, government and non-government organisations and the private sector (including primary care providers) will be included as partners on a project by project basis, as it has been shown they are key to successfully changing health service delivery. It is clear from the history of research conducted in this area that facilitating the change in behaviour within the organisation to ensure knowledge is mobilised and applied in practice is key. So what model should be applied and what are the key issues? A literature review provided a rich source of material with which to extract key issues, conceptualisations and models we could apply to the review process of the establishment of NSAHSC. We identified 5 key criteria, which included indicators of best practice for knowledge creation, sharing and use/uptake by clinical service. The results showed that: leadership, collaboration, communication, participation and action are key to the successful establishment and early stages of an AHSC.

UNIVERSITIES AS ENGINES OF REGIONAL ECONOMIC DEVELOPMENT

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Universities are recognised by governments worldwide as hothouses of innovation economically, socially and culturally. From the 1960s through the 1990s, in all economies, universities were viewed as contributors to personal social and economic mobility, while at the same time contributing to local economic growth. In our presentation, we address how a new university (<15 years), created with a specific mandate for science, technology, engineering and mathematics (STEM) focused education, has become a focal point for advancing the social and economic future of the region, increasing the educational attainment of a region experiencing industrial realignment, and engaging in advanced research, knowledge mobilisation and innovation. Our presentation will examine what has worked, what has not worked, and lessons learned as the University of Ontario Institute of Technology (UOIT) and our partner institution, Durham College (DC), have worked with regional and municipal governments, industry partners, and not-for-profit organisations (NFPO) to re-imagine the region of Durham as a centre for research-led innovation. We will examine and critique four initiatives: (a) an inter-institutional (UOIT, DC, Ontario Shores, NFPOs) proposal to create a regional centre of excellence for dementia care; (b) a four institution (UOIT, DC, Trent University, Fleming College) entrepreneurship collaboration focused on developing student-led companies; (c) a three-way partnership for research, education and professional development between UOIT, DC and Ontario Power Generation, a leading provincial supplier of hydro and nuclear power and one of the largest employers in the Region; and (d) the UOIT Futures Forum, an annual symposium on how UOIT and its industry partners can transform the economy of the region. The 2015 forum focused on advanced manufacturing and the 2016 forum will focus on sustainable communities.

CREATING A SCIENCE TECHNOLOGY AND INNOVATION PLATFORM FOR JAPAN AND ASEAN: NEW CHALLENGES FOR KYOTO UNIVERSITY RESEARCH ADMINISTRATORS

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Research administration and management offices in the universities play a key role for building international and local partnerships in order to strengthen their research collaborations and activities. The Kyoto University Research Administration Office (KURA) supports building international and local partnerships in the university through three key measures; such as 1) providing the internal seed-funds for supporting interactive team programs to promote interdisciplinary and international research collaborations 2) managing two overseas centers in ASEAN and Europe; and 3) coordinating university level international symposia between the partner universities. In collaboration with KURA, Kyoto University has launched the Japan - ASEAN Science, Technology and Innovation Platform (JASTIP) to promote sustainable development research funded by the Strategic International Collaborative Research Program (SICORP) of Japan Science and Technology Agency (JST) since 2015. In this presentation, we would like to illustrate our new challenge to create a STI platform for Japan and ASEAN.

STRONG FOUNDATIONS: A SHARED SERVICES SUPPORT MODEL PROMOTING ROBUST RESEARCH FINANCIAL MANAGEMENT AT MONASH UNIVERSITY

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Providing both a cost effective and efficient administrative service remains a challenge for most universities. Often, cost effectiveness comes at the expense of a quality service. With compliance requirements increasing, the importance of quality administrative services is also increased. As the demands on funding become more competitive, it has become essential that universities provide these services in a more cost effective way. Following an administrative restructure, Monash University established Research and Revenue Accounting Services (R&R). Moving to a central reporting line, a team of professional staff was established to provide financial management and advisory services for all research funding across the university. Prior to this restructure financial activities were undertaken by staff employed directly by Faculties. Some areas did this very well, whilst other areas were poorly resourced. This resulted in inconsistent information, procedures and service. Compliance with funding rules was also problematic. There were instances of non-compliance with rules and guidelines, mainly due to a lack of access to up to date information, which had the potential to place future funding in jeopardy. In addition, the staff performing these duties had various levels of training - with no collective approach. This made communication of important information challenging. The model was also not cost effective for the university as there were over 900 staff who performed finance functions as a part of their role. The implementation of the new shared services model for R&R introduced regular monthly reports to all research groups, consistent and timely advice to researchers on the management of their grants, timely invoicing to funding bodies, accurate taxation treatment, a collective and consistent approach to external audits and reviews by major funding bodies. We share our experiences, our achievements and areas of continued focus.

MANAGING CHANGE - A JOURNEY TOWARDS CENTRALIZATION OF POST AWARD

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Early 2014 the Vice-Chancellor at Karolinska Institutet (KI) took the decision to centralize the post-award of EU-grants, one of the strategically most important external funders for KI. The post-award of US grants, both federal and non-federal, including some national grants followed naturally, even though they were not covered by the formal decision. Managing change, in this case centralizing certain functions within the organization, can be challenging in itself. In this challenge, KI was able to successfully add an extra dimension by charging the departments a fee for the mandatory use of the post-award services. This session will describe the different steps that ultimately led to KI's decision to centralize, the formation of a strategy for the centralization and how the strategy is currently being implemented. It will share the challenges encountered and give concrete and practical tips for any organization considering centralization. Issues such as how to communicate and steer the decision of centralization, budget, resources recruiting and staff development will be covered.

ACADEMIC DECISION MAKING: INSIDE OUT

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Decisions made by academics can shape the direction of human research endeavour, not to mention the lives of other researchers and research managers. Modern peer review systems for the assessment of funding proposals, journal manuscripts, promotion and for the quantification of research performance, all rely on panels of academics who try to make informed decisions based on the evidence presented. These peer review systems mirror the virtues of modern society: democracy, equality, liberty, rationality and justice. Peer review also acts as a self-correcting, quality control mechanism for the intellectual effort of humanity. However, as peer review decision making is a human process, it is also vulnerable to human flaws and frailty. These vulnerabilities can be studied. What do we really know about how academics think in this context? What does the research literature tell us about how academics work, and how they make decisions? Drawing on the disciplines of behavioural economics, social psychology, sociology, neuroscience and cognitive psychology, I will explore the mystery of academic decision making and the challenges of making rational decisions in complex funding environments. I will also examine excellence and impartiality in merit-based assessment and provide examples of unintended consequences within the research sector. This talk will present a clear perspective on what research managers should know about what drives academic decision making in order to understand, influence and optimise the process.

ESTABLISHMENT OF A NEW RESEARCH MANAGEMENT UNIT AND UNIVERSITY-WIDE COMMUNICATION

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¹ *Tohoku University, Japan*

It is only in the past 5 years or so that Japanese universities have started to hire a cohort of professional research managers and administrators, called URAs (University Research Administrators), in addition to the already-existing traditional administrative personnel, with the purpose of bringing in a variety of new professional skills from outside to become more competitive. One of the challenges of the newly-introduced URA system is how URAs define their roles and build a cooperative relationship with faculty members and other administrative staffs. The research metrics and analytics team at Tohoku University Headquarters' URA Center is not an exception. The performance evaluation of the faculty and its members as well as the formulation and execution of their strategic plan are in the power of the department heads. Each department has their own ways of practice, influenced by their unique history and surrounding situation; however, it is increasingly important to adopt a more universal method for the purposes of benchmarking in the context of global competition. Considering our team's expertise, we are suited to providing useful information to support them, but not to judge. When we started the conversation as a new team, we carefully chose the information to provide, the way to deliver, and key faculty and administrative members to get involved, so that our team could overcome potential boundaries of the university structure and culture. After our team visited all the departments and presented at several internal meetings, we have identified two essential elements for us to be accepted: multi-layer inclusion of our university members and experienced communication skills. In this presentation, we will share our experiences and discuss our approach to implement a new system and communicate to promote new methods of research management, which we expect will help our university become even more competitive.

RESEARCH INFRASTRUCTURE SUPPORTING THE RESEARCH BACKBONE

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The Australian National Research Infrastructure Council (2011) considers research infrastructure to comprise 'assets, facilities and services which support research across the innovation system'. Within the University of Melbourne, and indeed many universities, research infrastructure is a ubiquitous enabling resource that underpins the entire research endeavour and contributes to competitive positioning. In 2012, the University of Melbourne introduced a Research Infrastructure Program that enables increased coordination and longevity of support for these resources. The Melbourne Collaborative Research Infrastructure Program (MCRIP) specifically targets the operational efficiency of research technology platforms by supporting the strategic placement of technical expertise within each platform unit. These technologists, experts in applying a particular technology to research projects, also typically possess professional attributes of customer service, marketing and business acumen. Further supporting this specialist workforce is the establishment of a research-embedded governance structure to oversee platform operations against best practice; identify opportunities to extend technology and research applications; and to inform new investments that align with collaborative principles and the avoidance of duplication. Incorporating learnings from the USA, which in many ways is considered a mature geography in terms of technology platform (core facility) operations and support, implementation of this model is driving transformative change across the University research landscape. Within our technology platforms we are now witnessing the development of quality assurance systems that enable researcher mobility and efficiency of access, consolidation of purchasing to achieve economies of scale and implementation of equipment maintenance schedules that reduce equipment down time. We are also seeing the development of more meaningful relationships with the technology industry, leading to increased opportunities for collaboration. All of these activities ultimately provide improved access to cutting edge technologies and a support structure that maximises research output.

DESIGNING AND DELIVERING AN ARTICULATED DEVELOPMENT CURRICULUM FOR DOCTORAL CANDIDATES AND EARLY CAREER RESEARCHERS: THE MONASH UNIVERSITY EXPERIENCE

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Monash University is a multi-campus research-intensive university that sees research excellence as a major priority. Recently the University reviewed the support it offered to doctoral candidates and early career researchers, identifying a number of limitations to its development strategy. Over the last two years the institution has initiated major reforms at both levels, stemming from deeper consideration of the capabilities that need to be developed by both students and junior researchers. A key concern in undertaking this review was the need to frame their development as researchers by simultaneously supporting the development of their professional or academic identity. This presentation will outline the key initiatives that have been undertaken since those reviews. We will map the articulated, progressive curricula that have been devised, illustrating the way they support adaptive, individualised professional development and career management. We will explore the ways that these curricula are offered as face to face and blended learning options, and the challenges this has surfaced for those working in this development space. In addition, the promotion of increased ownership by faculties and doctoral supervisors in guiding career planning and self-reflection will be examined. The presentation will illustrate the importance of establishing a clear vision, a well-articulated framework and a strong coalition of leaders, facilitators and developers to ensure effective enactment of this large agenda. The presentation will conclude with reflections from an executive leadership perspective on steering major change of this nature.

JUMPING THROUGH THE HOOPS; PROJECT MANAGEMENT AND THE HDR LIFECYCLE

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Project management is beginning to develop as a discipline beyond its original and traditional use as an approach in infrastructure projects. Increasingly project management techniques and approaches are being utilised in a number of ways, specifically where there are a number of co-dependencies which may interact and shape the outcomes of a given project. In this way, the study of project management has evolved to provide insights into the functioning of complex systems and networks. To this end, there are strong synergies which exist with doctoral projects which have the requirement of needing to manage complex interdependencies for students to jump through the 'hoops' of candidature; probation, academic progress reviews and thesis submission amongst others. It is evident that these key areas are strongly linked and cannot be seen as mutually exclusive. Indeed, it is appropriate to view these as interdependent where each closely impacts on the other, underpinned by the quality of supervision, research environment, discipline specific knowledge and research training skills that candidates need to acquire. This paper will consider the potential benefit of using a project management framework to understand dependencies in research projects and looking at how these frameworks can be operationalised to assist doctoral candidates and their supervisors towards successful completion of projects. It will then consider how such a program encompassing project management may be incorporated including future steps and proposed directions.

MANAGING RESEARCHER DEVELOPMENT: NEW WINE IN OLD WINE-SKINS?

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This paper seeks to report on a survey undertaken at a university in South Africa that is in the process of developing a mentoring framework for developing the next generation of researchers. Whilst literature points to a number of benefits of investing in mentoring programmes, a number of challenges are identified. Benefits include accelerated careers by improving research performance that ultimately results in promotion, increased career and psychological satisfaction that improves retention of mentees (Gardiner et al. 2007). Challenges highlighted include, amongst others, a lack of available role models especially amongst females and minority groups, nuancing of mentoring programmes to adequately address obstacles faced by women and minorities in academia (Okawa 2002), and whether mentoring could be experienced as monitoring (Buchanan et al. 2008). Given the need to balance both benefits and challenges, the university has adopted the stance of developing the mentoring framework using a bottom-up approach, that is, developing the framework more organically. Rather than imposing a framework from the top down, it has been decided to assess what currently exists in the institution and to build a more intentional framework that is aligned to the institution's values and ethos. A survey was undertaken with key stakeholder groupings and conducted over a number of rounds. Initially Deans of faculties, academic heads, and heads of professional support units were approached to gauge their views on mentoring, opportunities for mentoring, and their awareness of colleagues currently involved in mentoring initiatives either as mentors or mentees. The subsequent rounds of engagement then broadened the survey to identified mentors and mentees to garner their perceptions and experiences of involvement in mentoring. The survey findings will be used to inform an institutional mentoring framework for supporting the development of researchers.

CONNECTING RESEARCH STUDENTS WITH THE WORLD - PHD COLLABORATION AT UNISA

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With increasing focus on collaboration and international partnerships in research, it is important for the next generation of researchers to be introduced to research in the international context and to develop networks beyond a single university or country. Research degree students at UniSA have a variety of opportunities to engage with international research and researchers, with one such opportunity being PhD collaboration. The PhD collaboration strategy at UniSA aims to build upon existing research collaborations with world-class partners. Opportunities for students participating in a collaborative PhD program include access to different research environments, the development of professional links at an early stage of their careers, and the chance to participate in collaborative research. Students who successfully complete a collaborative PhD will also be awarded with their PhD, dually (or jointly) by the two institutions, which may confer an advantage for graduates seeking employment in more than one job market. The current PhD collaboration strategy was formalised through the introduction of the PhD Collaboration policy in 2012, and, in the four years since then, has seen a slow but steady expansion of collaborative relationships. This presentation will discuss the 'teething troubles' identified in the PhD collaboration process, particularly where Australian norms for doctoral education differ from those of our international partners. Examples to be presented include management of financial support, ensuring a high quality research environment, and the management and integrity of the examination process. The presentation will also highlight the lessons learned that have, over time, assisted the PhD collaboration process to run smoothly, and the support provided to academic staff in the establishment of new collaborations.

BUILDING RESEARCHER COMMUNITY AND INSTITUTIONAL COHORT IDENTITY FOR GRADUATE RESEARCHERS THROUGH SOCIAL MEDIA

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Two persistent dissatisfactions in graduate research education are the sense of isolation that candidates can encounter and the ability of centralised research education and development teams to connect with this cohort. Isolation or loneliness can affect a candidate whether they are a domestic or international researcher, based at urban or regional campuses. Studies have shown that providing supportive and well-connected research environments at an institution can help with graduate researcher satisfaction and retention. Research education and development teams aim to build active and positive engagement with their graduate researchers. This endeavour can be defeated by the 'noise' of a university's multiple communication channels, internal publications, and mailing lists. How can we cultivate effective ways to cut through this and engage as a unit that does more than broadcast information? This paper shares our experiences of creating and growing an articulated communications and research development strategy, strongly reliant on social media, that aims to build a sense of community for graduate researchers while strengthening their sense of professional identity. The establishment of the new La Trobe University Graduate Research School and expansion of the Research Education and Development team in 2014-2015 offered an excellent opportunity to craft a strategy that fostered graduate research culture and cohort identity, as well as building digital literacy among candidates and La Trobe staff. Striving to provide an active, inclusive researcher culture at an institution that exists across campuses and other locations presents an ongoing challenge. Addressing this challenge results in a supportive, stronger graduate researcher network that contributes significantly to the University's broader research culture.

LET'S TALK ABOUT SUPPORTING RESEARCHERS THROUGH AUSTRALIA'S GROWING COMPLIANCE EXPECTATIONS

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Compliance expectations for researchers have been expanding. Last year's targeted consultation draft of the Australian Code for the Responsible Conduct of Research (2007) suggested more rigorous management of authorship agreements, research data storage, and data retention. Federal funding programmes require research data management plans as a component of new funding proposals and a commitment to open access dissemination of research data. Journals are now requiring more research governance information to support submissions and new legislation has been introduced which requires some researchers to seek permits before transferring overseas information about their work or technologies developments. The ever growing list of compliance and governance obligations that researchers must assimilate and respond to in relation to their work, often before they commence their research, is challenging and can strain the determination of even the most passionate researcher. How do institutions encourage and support researchers to fulfil the increasing number of compliance expectations? What processes and technologies can make researchers lives easier when compliance requirements seem to be making life as a researcher harder? The professional support services within an institution need to work together to provide effective assistance to researchers which help them work through and maintain their compliance obligations. Innovative models of support services collaborations to improve research compliance will be explored and examples in development at La Trobe University will be presented.

THE HUMAN RESEARCH ETHICS APPLICATION: A NATIONAL SOLUTION TO AN INTRACTABLE PROBLEM

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Australia's National Health and Medical Research Council has developed the Human Research Ethics Application (HREA) as a replacement for the National Ethics Application Form (NEAF). It can be used by all researchers to apply for ethics review of all research that involves human participants. It will provide institutions that support it with an ability to combine it with their existing workflows and institutional information systems to optimise the ethics submission and review process. The application is based on the principles of ethics rather than on a checklist philosophy. In addition, the information technology solution in which the application has been integrated is powerful and flexible, and will lead to a bespoke output customised to the methodology and participant group being utilised in the research. This approach means that the application will be able to be used for all human research, regardless of level of risk associated with the research. These factors, aligned with the flexibility in output format and submission options, will simplify application completion and ethics review, and will encourage more consideration of the ethical aspects of research than may have been achieved with the NEAF.

RESEARCHERS ARE DOIN' IT FOR THEMSELVES: SCHOOL BASED GROUP HUMAN RESEARCH ETHICS APPROVALS

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In these times of decreasing resources and increasing demands, research managers are often challenged to find ways of increasing efficiencies while maintaining a high level of support with an engaged research community. The Tasmanian Health and Medical Human Research Ethics Committee (H&M HREC) has developed a framework for the management of ethics applications by University of Tasmania Schools/Centres seeking ethics approval for a programme of research encompassing multiple low risk research projects: 'Group Approval Pilot'. The review model was developed as a mechanism to reduce the workload and create efficiencies for the Committees and research administrators, while simultaneously empowering researchers to engage further with research ethics and create a stronger research ethics culture within Schools/Centres. The model was designed in response to the increasing volume of low risk research outputs in Schools/Centres and aims to expedite the review and approval of standard/routine research. This framework developed by the H&M HREC showcases how governance committees can develop innovative responses and adapt to the changing research landscape. In assessing which area would be most suitable for piloting the process, the School of Health Sciences was identified as a candidate based upon regular, high quality, low risk ethics application submissions, use of standard methodologies and capacity to oversee the Group Approval Pilot. With twenty-six low risk ethics application in 2015, it was assessed that bringing these applications within the Group Approval Application framework would result in considerable efficiencies including savings in review and administrative workload of over 50 hours. This presentation will look at the implementation and evaluation of the Group Approval Pilot over a twelve month period and how the model had impacted upon research ethics culture within the School of Health Sciences as well as assessing the workload implications of the model on researchers and professional staff.

MAY THE CODE BE WITH YOU PART 2: A CASE STUDY AND DISCUSSION INTO DEVELOPING A RESPONSIBLE RESEARCH CULTURE

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Research Institutions are charged with fostering a research culture based on international research integrity principles. But how can we achieve this in global, multifaceted and collaborative Institutions? In Australia, the principles of research integrity are described in the Australian Code for the Responsible Conduct of Research (the Code); Institutions are expected to: a) Promote awareness of all guidelines and legislation relating to the conduct of research; b) Provide documents setting out clearly the policies and procedures based on the Code; c) Actively encourage mutual cooperation with open exchange of ideas between peers, and respect for freedom of expression and inquiry; and d) Maintain a climate in which responsible and ethical behaviour in research is expected. Universities publicly state that they comply with the Code and most have developed policies and procedures which seek to regulate research conduct. But developing policies and procedures, while an important first step, is not enough. While policy is important as an official statement of principle, and goes some way to addressing responsibility (b); it does very little to address responsibilities (a), (c) and (d). This presentation builds on work presented at the 2014 Australasian Ethics Network Conference (Sydney, Australia) and uses a case-study to demonstrate how institutions can create and embed a responsible research culture. Key activities such as the development of an award winning online research integrity training resource, a self-audit checklist and targeted training of Higher Degree Research candidates will show how an Institution can take charge of their research culture.

RESEARCH INTEGRITY ADVISOR DATA WORKSHOPS: A NATIONAL APPROACH TO CAPABILITY DEVELOPMENT

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Useful and relevant advice for researchers on responsible practices in research data management is important. There are increasing calls to improve the management and access to research data internationally. A recent proposal by the International Committee of Medical Journal Editors for instance argues that 'there is an ethical obligation to responsibly share data generated by interventional clinical trials because participants have put themselves at risk'. Long-term reliable access to trustworthy data underpinning research findings is an important goal of research. Responsible practices in the management of research data are therefore fundamental to the integrity of research. In early 2016, the University of Melbourne, the Australian Research Council (ARC), the National Health and Medical Research Council (NHMRC), the Australasian Research Management Society (ARMS), and the Australian National Data Service (ANDS) established a working group to develop a series of national workshops in research data management for Research Integrity Advisors (RIAs). RIAs are a mandatory element of the Australian Code for the Responsible Conduct of Research. As experienced researchers, RIAs provide discipline-sensitive advice on responsible practices in research to staff and students at institutions. They are a crucial part of Australian research integrity that provide a connection between policy and the academy. As such, the goal of working group is to raise awareness of the changing policy environment and the current best practices in research data management to RIAs across institutions. In developing the workshop series, the working group draws on expertise from each of the partnering organisations. The collaborative approach underscores that improvement in research integrity, in particular research data management, is a shared responsibility which requires support from different areas of the research ecosystem. In this presentation, we would provide the workshop framework developed by the working group.

EMBEDDING IMPACT PRACTICE AT LIVERPOOL JOHN MOORES UNIVERSITY: INSTILLING CULTURAL CHANGE USING THE VERTIGO VENTURES IMPACT TRACKER (VV-IT)

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A common issue for UK universities ahead of REF2014 was the lack of an impact-recording infrastructure. Evidence of research impact was collated retrospectively, largely based on researchers' personal knowledge of how research was being used by industry/businesses/external organisations. As impact was introduced part-way through the REF-cycle, many universities reported an incomplete picture of researcher-industry engagement and collaboration. Post-REF2014, we needed to scale-up researcher capability to plan, record and evaluate the impacts of their research to future-proof University REF submissions. Introducing an institutional requirement for researchers to proactively plan and cost impact-creating activities would require considerable effort and we foresaw challenges in compelling time-pressured academics to change their thinking and behaviour. In reality, researchers had an appetite for 'a tool' to store information about how they disseminate research findings and capture evidence of engagement. The Impact Tracker from Vertigo Ventures was attractive as a platform to facilitate such tasks. Two years on >300 LJMU staff use VV-IT. All potential/future REF impact case studies must appear; each is reviewed in-detail annually i.e. the context in which the research and impact take place is very important. The University's research committee oversees this process and the university's PVC Research actively monitors researcher engagement with VV-IT. Cultural challenges do still exist including academics' understanding/knowledge of the impact journey, in empowering researchers to take ownership of impact and in collecting robust indicators. Significantly, VV-IT has accelerated our thinking and the support we provide and it has been a catalyst for cultural change in our researcher development provision where by drawing on international experiences and perspectives (Sweden & US) we have radically re-shaped our workshop programme and stakeholder engagement is now a prominent focus. VV-IT provided the initial stimulus for broader transformation within LJMU as we embed impact practice. Our expectation is that this internal change will drive external engagement, collaboration and therefore impact.

A RESEARCH IMPACT ASSESSMENT MODEL DEVELOPED FOR OTAGO POLYTECHNIC

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Research impact is becoming critically important for the academic community internationally. Increasingly, public and private sector funding agencies are asking researchers what impact they expect to achieve and how. Continued programme and institutional funding is also starting to depend partly on evidence of impact outside the academic community. In New Zealand the Tertiary Education Commission expects every tertiary education organisation 'to work more closely with industry to improve the relevance of research and achieve greater transfer of knowledge, ideas and expertise to industry and wider society', in order to increase impact on innovation. Traditional research measures relate primarily to the development of knowledge within the academic community. An emerging challenge for research institutions is how to assess the impact of their work outside the academic community. My research addresses this challenge for Otago Polytechnic. I have examined potential models for research impact assessment, the purposes of assessment, the pathways to achieving impact, and hence what should be assessed. At the INORMS conference I will present an impact assessment model that I have developed which assists Otago Polytechnic to capture, understand, and promote its research impact across a wide range of disciplines. We are considering four impact types; economic, environmental, social and cultural. By using a prospective rather than a retrospective model, we are not simply assembling information about the impact of research, but providing a tool for researchers to more readily include anticipated impacts in funding applications, to record baseline data for later comparison, and to plan to maximise the impact of their work.

RESEARCH TRANSLATION FOR EXTERNAL STAKEHOLDERS

Kambiz Maani¹

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Most academic research is written in a specialist, jargon filled language foreign to stakeholders and would-be users. This inhibits the potential uptake of research and limits effective industry-academic partnership and engagement with the wider community. For Massey Business School (MBS), New Zealand, impactful research and engaged stakeholders are two strategic priorities. To promote our research and engage with external stakeholders, MBS initiated the Research Translation Competition (RTC) in 2014. The purpose of this initiative was to demonstrate our research relevance and creativity to external stakeholders and the general public, and to build staff capacity and confidence in communicating their research to a non-specialist audience. For the competition, the participating staff were required to 'translate' a selected research paper that was already in public domain into a form that was useable and valued by the business community. The top three articles were to receive cash prizes or research grants, and the articles would be distributed through media releases and featured on the University website with opportunities provided for the winners to present to audiences of external stakeholders. The audiences who attended the final event had high praise for the initiative. The finalists were featured in TV interviews, media and video releases and also in our 'Big Issues in Business' series - which was another incentive for staff to participate. One entry was published in the Institute of Directors magazine at the urging of an advisory board member. Massey Business School's experience has shown that the RTC can garner the interest of academics, the business community and the media. The initiative engaged the business community through involvement in judging process as well as knowledge exchange. In 2015, the Association to Advance Collegiate Schools of Business selected the RTC as one of the top 30 'Innovations that Inspire' global initiatives.

CRUNCHING THE NUMBERS: THE IMPACT OF IMPACT MEASURES

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Imagine you were part of a research team working on the issue of children caught up in the juvenile justice system. Imagine that your research uncovered something pivotal that could help those children realise a different way of life and help prevent children in the future finding themselves similarly positioned. Imagine the impact of such research to the economy, society, your research profile and, most importantly, the children who will no longer be trapped in the justice system. Now, imagine how you measure that impact. As the shadow of impact looms large over the research landscape researchers, decision makers and administrators come together to muse on what precisely impact looks like and how on earth it is measured. The simple solution of metrics offers a flawed, uneven and possibly ineffective measurement of something that is far more complex and individual than income and citations can ever hope to capture. For humanities and social science (HASS) disciplines particularly, though not exclusively, it has been noted that 'problems in finding suitable [impact] indicators have been used to infer that this means [this] research has no impact.' And of course nothing could be further from the truth. Attempting to capture impact through metrics, while simplifying the assessment process, narrows our view of the research and, ultimately, could mislead our interpretations of what meaningful research can achieve and misinform the research community about what is meant by 'impact'. This paper will explore the potential marginalisation of research and research careers that cannot be adequately explained through the adoption of metrics alone. It will highlight how a failure to explore the multifaceted nature of impact can influence the outcomes not only for specific research disciplines but also specific cohorts such as women researchers and early career academics.

MEASURING RESEARCH PERFORMANCE AND RESEARCH IMPACT: A SOUTH AFRICAN CASE STUDY

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The South African (SA) higher education landscape has twenty-six public higher education institutions (HEIs) which are funded by the government. As part of the funding framework for higher education institutions, HEIs are required to report annually on certain research performance indicators to the Department of Higher Education and Training (DHET). This task is carried out by research offices and administrators usually responsible for counting and recording research productivity units. Recent debates in South African HEIs around innovation and social economic inclusion (Human Sciences Research Council, 2016) have imposed a need to relook at how research performance is measured and the need to relook at the role that research administrators can play in ensuring research projects take into account the social dimension, social impact and social economic inclusion. This is located within the broader context of transformation issues that currently characterise South African higher education debates. It is within this background that we examine a SA case study and look at some SA models and practices. These include models which are used by the Southern African Research, Innovation and Management Association (SARIMA) in collaboration with some SA HEIs and others within Sub-Saharan Africa. The arguments are supported by Whitchurch (2008) who identified research management as the 'third space' (p. 384) which to some extent allows for degrees of freedom to experiment, challenge parameters and open up 'adjacent possibilities'. This paper makes recommendations on new indicators that could be considered to measure research performance. Furthermore it makes an argument for consideration of broader range of indicators than those that are currently quantified in the South African landscape.

INNOVATION AND INTERNATIONAL COLLABORATION: CHINA AND AUSTRALIA RESEARCH ADMINISTRATION CASE STUDY

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Innovation is booming. Australia has recently followed all of its major international trade and education partners in announcing a national innovation and science agenda as governments recognise that future economic and social prosperity is tied to technological advances and international collaboration. China is the new powerhouse of international research and research management and is a critical research and economic partner for Australia in the 21st century. The central Chinese government has similarly adopted new policies and strategies that focus on innovation and advanced technology. China accounts for one quarter of Australia's exports and the services sector is on the rise. Chinese research intensive universities are rising up the rankings and it is forecast that research investment in China will surpass the US by the end of this decade. Research is a critical component in the innovation ecosystem and research administrators therefore have a critical role to play worldwide in maximising the impact from the global innovation agenda. A professional approach to research management and support for research administrators to collaborate across borders enables the exchange of ideas and solutions to shared challenges, adoption of best practice approaches and professional development of staff with the potential for greatly enhanced outcomes for all involved. This presentation will outline a case study of international research management between Australia and China that has been in place since 2009, including staff exchange, symposia and regular visits. By working together to better understand each other, both countries can take advantage of the significant opportunities available to promote innovation, stronger research collaboration and supporting administration. We will provide advice on how research administrators can establish international connections and outline the significant benefits that can arise from doing so.

INTERNATIONAL RESEARCH MANAGEMENT IN THE CONTEXT OF COMPREHENSIVE GOVERNMENT REFORM: PEKING UNIVERSITY CASE STUDY

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In the increasingly competitive international research landscape, it has become more and more important for research managers and administrators to make decisions and support research initiatives which are informed by a comprehensive understanding of the external environment and context. This is particularly relevant to maximising resources available to support high quality research activities and transformative outcomes. In China, Research-Intensive Universities are undergoing comprehensive reform in response to central government policies and strategies designed to drive a new 'mass innovation' economy and sustain the national rate of economic growth. Peking University, the first Chinese Comprehensive Research Intensive University, has introduced several research strategies and initiatives for future success in response to central government reforms. First, the focus of research evaluation is changing from the quantity of research results to the quality, the original value and the actual contribution. Second, PKU has invested millions of dollars on selected major issues to vigorously promote interdisciplinary research. Third, the post-doctoral system is being rationalized and strengthened to attract excellent young talents who will become the future academic research leaders. The governance structure of PKU is being optimized to better serve the development of scientific research. The presenters will:

- (1) outline the central government reforms and their impact on research intensive universities,
- (2) share their knowledge and best practice (within PKU) in Research Support, Evaluation, Promotion and Management during the 12th Five-Year Period (2011-2015) and discuss recent central government announcements relating to S&T strategy for the 13th Five year period (2016-2020),
- (3) share their experience and best practice in research management from their relationships and collaboration with peer universities in China and internationally, and
- (4) offer insights to international research managers outside China on how best to collaborate and build successful long term partnerships with Chinese universities.

UNIVERSITY RESEARCH CAPACITY BUILDING IN DEVELOPING COUNTRIES: THE CASE OF VIETNAM

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There has been an absence of research on university research capacity building, particularly in developing country contexts. This paper presents findings from a PhD-based research project which (i) identifies the essentials of building university research capacity; (ii) critically evaluates the extent to which these essentials have been embraced by four selected leading Vietnamese universities; and (iii) recommends policies, processes, and strategies to enhance university research capacity and performance. Taking a qualitative, case-study approach, this study uses semi-structured interviews as the primary method for data collection. The study interviews 64 participants, of whom 55 are from within four leading Vietnamese universities and nine are external stakeholders. The study identified five key empirical findings in accordance with five domains of university research capacity building. Firstly, with respect to strategic university research plans, the four Vietnamese universities seem to employ 'compliance-based' rather than strategic planning. Secondly, regarding research resources, the four universities seem to lack the most basic research resources such as human resources, infrastructure, and direct research funding. Thirdly, regarding structuring and organising research, there seems to be a lack of an effective research behaviour formalisation system. Fourthly, concerning research-enhanced human resource management (HRM) policies, the four case study universities have shown their recognition of academic research; however, their HRM policies are not powerful enough to encourage academics to do research to the best of their potential. Finally, regarding research culture this study finds an emergent research culture at the four Vietnamese universities. Overall, findings from this study seem to suggest that the four universities were at an 'instilling' or lowest phase of institutional research development. The study recommends a number of policies, processes, and strategies to enhance universities research capacity and performance in Vietnam.

PATENT DATA FOR UNDERSTANDING KNOWLEDGE FLOW

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Understanding and measuring knowledge transfer is difficult, but absolutely necessary if universities are to build a comprehensive picture of the engagement and collaborations that flow on from their research activities. Research is a complex set of activities, resulting in both tangible outputs and less-tangible-but-nonetheless important broader outcomes. Much energy has been directed in recent years to the development of tools and services to deliver quantitative information about the quality of research publication, these representative of one of the more tangible, and 'measurable' outputs of research and directly related to research performance represented in university rankings. Building on this, there is increased interest in a more comprehensive understanding of research impact; that is, understanding the knowledge pathways for university research beyond the scholarly literature. The inclusion of impact case studies in the UK's 2014 Research Excellence Framework is a clear example of the priority of this area. Australia has shown similar enthusiasm with the December 2015 announcement of the inclusion of impact and engagement assessment to be run in parallel with the Excellence in Research for Australia. This talk will present some tools available for better understanding engagement and knowledge flow on from research, including the influence of a university's scholarly literature on the patent system. Tools including SciVal and The Lens will be featured, with some case studies used to highlight what can, and can't, be inferred from the data.

WHAT IS THE IMPACT OF MEASURING IMPACT?

Joanna York¹

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It is becoming increasingly apparent that Australia is moving towards a national innovation system which values impact over traditional academic outputs. A recent indicator of this is the announcement made by Prime Minister Malcolm Turnbull in December 2015 that research publications will no longer factor into how the Government allocates block research grants and PhD research funding. One needs only to look to the UK and its Research Excellence Framework (REF) to have an idea of the structure Australia is moving towards. In the 2014 REF exercise higher education institutions in the UK submitted almost 7,000 impact case studies at an estimated total cost of 246M. A substantial share of this burden was assumed by research administrators who were required to coordinate academic input and ensure compliance with the framework. As further evidence of this burden there was suggestion that prior to the release of 2014 results, UK institutions were already preparing for the next REF exercise expected to run in 2020. So if a REF-like system is inevitable in Australia what is the likely effect on research management, and university administration more broadly? This presentation will look at the UK REF in detail and unpack how central and faculty research support resources have been diverted to support the framework. Case studies and informal feedback from UK research administrators will be examined to provide insight into how impact is measured. This presentation will conclude with a hypothesis of how the shift towards measuring impact will potentially change the profession of research management, and the types of skills research administrators will likely require in the future.

RESEARCH MANAGEMENT IN DRUSSA UNIVERSITIES - BRIDGING THE DISCONNECT BETWEEN RESEARCH AND ITS UPTAKE AND UTILISATION

Diana Coates¹

¹ *Organisation Systems Design, South Africa*

The DRUSSA programme is a five-year UKAID funded research capacity strengthening initiative that has supported twenty two universities in West, East and Southern Africa to strengthen and extend their institutional research management capacity to include capacity to support researchers to undertake engagement with stakeholders, select and use appropriate modes of communication, and to disseminate their research findings in formats and modes that are attractive to their stakeholder audiences. Governments and research capacity-building funding agencies, globally, increasingly demand that the results of research should be accessible for public debate, available for uptake and utilisation, and should be monitored and evaluated for their impact on solutions for pressing human development ills. Until recently most Research Management offices have not had to have strategic and operational capacity to support researchers to include engagement and communication with stakeholders in their research and to disseminate their research findings to audiences other than their academic colleagues.. The DRUSSA Universities' research management offices have developed and incorporated strategic research uptake management (RUM) and research communication capacity to support their researchers, in their portfolio of responsibilities, knowledge and skills. The DRUSSA universities have interpreted and implemented Research Uptake Management in the ways that are most appropriate for their own Mission and Vision and their institutional responsibility to contribute to their countries' National Development Plans. The changes made have included inclusion of Research Uptake in institutional strategies, revision of policies and provision of training. Policy revision has ranged from recognition of research uptake in human resources and internal research funding policies, to ethical and impactful engagement with users of research, to protection of intellectual property in open access publishing environments. Training provision includes use of research information systems to identify and monitor projects and programmes, and training researchers in science communication skills. This paper will argue that research uptake management is a new specialisation in research management that has been piloted in a developmental context but which has lessons for developed countries too . Examples of the types of organisational changes that have been implemented at these sub-Saharan African universities will demonstrate that capacity can be strengthened from a low resource base and the paper will outline the key organisational infrastructural and cultural challenges.

BUDGET / SMUDGE-IT - WHY IS IT SO MANY RESEARCHERS STRUGGLE WITH THE CONCEPT OF A BUDGET WHEN SUBMITTING AN APPLICATION?

Kay Winton¹, Pearly Harumal¹

¹ *The University of Sydney, Australia*

Budgets do matter. As the number of grant proposals increase and the funding pool remains limited, the need for well justified and realistic budgets intensifies. There is a requirement for researchers to be respectful of the source of funds as there is an implicit responsibility in using public money. Many funders expect results that are increasingly effective and translational in the short term - value for money, return on investment and feasibility all influence a reviewer's decision. From experience in supporting the submission of applications across multiple schemes for multiple funders, the budget is often the last component completed, and is often completed in isolation and in haste. What can research support staff do to work more closely with researchers to alleviate this struggle? In this presentation I will highlight key budget concepts and ideas for enticing researchers to engage with the budget component early and holistically within the application. I will introduce tools currently available and in use, and explore ways to collaborate with finance and HR staff to draw on their expertise to develop new functional tools. This session aims to encourage discussion on what is in place, what works, and what is best practise within national and international institutions.

SYSTEMS (IT AND BUSINESS) TO SUPPORT THE CHANGING LANDSCAPE OF RESEARCH MANAGEMENT - AN INSTITUTE PERSPECTIVE

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The landscape of research is rapidly changing, with increased collaborations both globally and across disciplines, and a growing emphasis on research impact and translation. Coupled with increased budget and staff constraints, system-based improvements offer a cost effective and efficient method to support researchers and managers in these changing environments. In addition, the scope of data collection has broadened with requirements to produce more dynamic reports that can be used for ROI and impact assessments. University research management systems traditionally focus on publications and research income. Yet, the production of these seemingly simple reports is manual and labour intensive. The next level of reporting on research implementation and impact requires even more sophisticated data capture and conceptualisation. (highlighted in the impact assessment work for the 2014 UK research excellence framework). We aimed to identify, develop and implement an information technology systems solution to address the need for improved data collection, reporting and work management support faced by the research management team in a small research institute within Monash University. We adopted a collaborative approach, with key University departments, which involved an in-depth analysis of current and future institute-specific systems requirements, an environmental scan for potential customisation and deployment of the selected system and institute-wide training and adoption by staff. Importantly, the systems upgrade was achieved with limited budget and resources and has produced a framework applicable to similar small research departments and institutes. Our presentation will detail the process used, the challenges faced (including negotiating compliance with multiple governance and enterprise systems already in place), the benefits experienced and lessons learnt. We will also discuss the changes to work process, methods used to ensure adoption by staff, and ongoing review and refinement of the system to optimise the fit to purpose and maximise the benefit.

THE THIRD FORCE IN RESEARCH MANAGEMENT - THE CASE OF OR FOR BLENDED PROFESSIONALS

Sumathi Subramaniam¹, Emmanuel Babatunde¹

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Celia Whitchurch has described "Blended Professionals" as creating a third space that is neither academic nor purely administrative, that blends the University with the outside partners and stakeholders and, in the process, reconciles the teaching and research mission of the University with the need to be entrepreneurial. The externally financed research portfolio is an important aspect of most Universities. Researchers are central in building this portfolio, as are University support services. The support services play a number of varied roles from mining through the plethora of funding announcements, information and motivation of researchers, ensuring eligibility criteria are met, quality control of budgets, contracts with the funding agencies and financial reporting during the implementation of the project. Separately from these formal aspects, advisors at the support offices play a pivotal role in facilitating consortia building, positioning of researchers, shaping of ideas and approaches and critical assessment of proposals. With the advent of innovation, the role of advisors is shifting to meet the needs of proposals forced to tread into the application side of science, prototyping, demonstrations, commercialisation, involvement of regulatory bodies, policy-makers and other stakeholders. The demand on advisors is not only to attain professional qualifications and on-the-job experience but also to keep abreast of developments in the research landscape to assist researchers in building international, inter-sectoral and inter-disciplinary research programs. The intention of this presentation will be

1. To map out the different advisory strategies and structures in delivering support from research to innovation in the different institutions
2. Review the professional qualifications and availability, thereof, to enable advisors to gain the function of innovation managers and incorporate international and inter-disciplinary dimensions
3. Promote acknowledgement of the profession at Universities and Institutes

A NOVEL APPROACH TO STIMULATING GRANT APPLICATIONS FROM HUMANITIES AND SOCIAL SCIENCE FACULTY MEMBERS

Jeremy Miner¹

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To counter the myth that 'there is no funding in the humanities/social sciences,' sponsored projects offices publish lengthy lists of grant and fellowship opportunities for faculty members who wish to produce a major piece of scholarly work. While helpful, these lists in themselves often do not yield the desired results, namely more proposal submissions. In this session we will explore a novel approach to engaging humanities and social science faculty members, helping them to see that grant writing is not just for the natural sciences. We will delve into the commonalities between writing persuasive grant proposals and successful book proposals, including learning insider secrets from a grant program officer, seasoned book editor, and veteran publisher which you can share with your faculty members to stimulate more grants and publications. Join your colleagues in a lively discussion of outreach efforts, individual struggles and key breakthroughs with non-STEM (Science, Technology, Engineering, and Mathematics) faculty members.

CROSS-DISCIPLINARY PROJECTS - THE ADMINISTRATIVE AND CONCEPTUAL CHALLENGES

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In 2015 the faculties of Arts, Business and Law at the University of Tasmania introduced an internal funding scheme for cross-disciplinary projects initiated by humanities, arts and social sciences (HASS) researchers. In the two years it has been running, the scheme has produced exciting new research collaborations, perhaps most notably between the creative arts and medical/marine sciences. In this paper we reflect on the critical role we have been able to play as HASS research administrators, both as 'matchmakers' and as guides in the project design phase. We examine the administrative and conceptual challenges for HASS researchers working with researchers from more science and technically focussed disciplines. We will discuss the opportunities this scheme has presented for us to guide the research teams in framing projects to face real-world problems and show public value.

THE SAME, BUT DIFFERENT: ETHICAL OPEN ACCESS AND DATA SHARING SUPPORT FOR THE ARTS, HUMANITIES AND SOCIAL SCIENCES IN THE UK

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As a research development and policy manager I am often asked what the differences are between supporting science, technology, engineering and maths (STEM) researchers and arts, humanities and social science (AHSS) colleagues. Those unfamiliar with disciplinary differences in: (a) research and dissemination methods; (b) research ethics and integrity clearance concerns and (c) open access and data management needs, assume that supporting researchers of any ilk should be a roughly similar process technologically and administratively and virtually identical in terms of policy design and communication. In this presentation I will focus specifically on open access and data dissemination requirements of AHSS researchers and tie these in with research ethics and integrity processes and procedures. I shall link these with independent reviews that have taken place in the UK with regards to open access monographs and data, the use of metrics in research assessment and impact evaluations and how these affect AHSS and STEM colleagues differently in today's data driven society. I will argue that whilst the technological means by which open data and access can be achieved is roughly similar for all disciplines, the way in which this technology is used by both researchers and managerial staff to assess research quality does not always take in to consideration the differences that exist between discipline-specific modes of conducting and disseminating research. In addition I will propose that where there are similarities, these are often obfuscated by the use of STEM-focussed language which alienates AHSS researchers, reducing their ability to identify these similarities and willingness to engage in positive collaborations across disciplines to help move debates forward. I will base my assertions on work-based experience gained at a UK Higher Education Institution, specialising in AHSS and interdisciplinary research.

RAAAP: RESEARCH ADMINISTRATION AS A PROFESSION WHAT SKILLS ARE NEEDED TO BECOME A RESEARCH ADMINISTRATION LEADER?

Simon Kerridge¹, Stephanie Scott², Jan Andersen³, Susi Poli⁴, Janice Besch⁵, Deborah Zornes⁶, Cindy Kiel⁷, Patrice Ajai-Ajagbe⁸

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⁶ *University of British Columbia, Canada*

⁷ *University of California, Davis, United States of America*

⁸ *Association of Commonwealth Universities, United Kingdom*

This session will present the results of a 2016 international survey of research administrators across the world. To date ten INORMS sister associations have agreed to promote the survey to their members, which is planned to be open May - June 2016. The results will provide a snapshot of the profession across five continents. It will specifically focus on the skills needed to progress within the profession and become a research administration leader. Assuming a large enough response rate the analysis of the dataset should provide results which are statistically significant, and reveal which skills are most needed and prized by senior research administration leaders. The hope is that this body of work will become a resource both for senior managers wishing to develop and recruit the right staff, and for junior staff themselves to help develop their own careers. At this stage we cannot pre-empt the results of the survey, but we are confident that the presentation will be of interest to a wide range of INORMS members. We would like to thank the NCURA Research Program for funding this project.

We would also like to thank ACU, ARMA, ARMS, BRAMA, CARA, EARMA, NCURA, SARIMA, WARIMA, and SRAI for helping us to develop and conduct the survey.

WORKPLACE STRESS, HEALTH BEHAVIOR AND WORK-LIFE BALANCE: A GLOBAL PERSPECTIVE FOR RESEARCH ADMINISTRATORS

Jennifer Shambrook¹

¹ Director, Office of Research and Commercialization, University of Central | Florida, Orlando Florida, United States of America

Research administrators globally share a common threat to their career and health: Being a research administrator is extremely stressful and stress can have negative side effects. A global survey on the work-life balance of research administrators has been carried out over the last year covering the US, Australia and Europe, and even though there are variations from continent to continent the picture is the same, over the past few years our jobs has become more and more demanding, and even when we are sick, tasks will pile up on our desk while we are away. This session will present some of the key outcomes of the survey, showing the global trends in work-life balance and health behavior among our colleagues. Hopefully this will raise awareness about this issue and be the starting point for an INORMS joint collaboration putting focus on better lives for research administrators.

MAXIMIZING (RESEARCH MANAGEMENT ASSOCIATION) BOARD EFFECTIVENESS

Martin Kirk¹, Jan Andersen², Ian Carter³, Kathleen Larmet⁴

¹ CARA

² EARMA

³ SRA and ARMA

⁴ NCURA

Research management associations (RMAs), 15 within the INORMS family, depend on their volunteer boards to provide quality governance and maximum value for members. The RMA boards and executive staff work hard to deliver on a mission, vision and a strategic plan to provide the best possible service to members. Board members need to have a variety of skills to successfully fulfill their mandate. Many of these skills may not have been learned in their every day jobs in the research management field. There are few training programs that help them prepare for their crucial role! Board members need refined communication skills and a variety of 'soft' skills that so often determine the success of leaders. Technical skills acquired in the course of their careers and the ability to understand the membership and their needs are crucial. This presentation, involving panelists from North America and Europe, will seek to provide concrete advice and strategies to potential and new RMA board members on how to maximize board effectiveness.

The panel are all very experienced leaders in the research management field, being past presidents/chairs of RMA boards, including CARA (Martin Kirk), EARMA (Jaan Andersen), SRA, ARMA (Ian Carter), and NCURA (Kathleen Larmett). The session is aimed at current and potential RMA board members who wish to learn new skills and strategies for enhancing their board effectiveness.

RESEARCH UPTAKE AND INCLUSIVE INNOVATIVE INTERMEDIARY PLATFORMS: THE CASE OF THE UNIVERSITY OF FORT HARE, SOUTH AFRICA

Gideon De Wet¹, Sara Grobelaar²

¹ *University of Fort Hare, South Africa*

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With its centenary in 2016, the University of Fort Hare has been confronted by the question: What has the university done with all the knowledge that has been extracted from the surrounding communities over the years and why the impact of its existence is not that evident? This kind of question forces the university to reconsider its relationships with the communities within which it finds itself. The research aim for this paper is to explore and discuss the University's initiatives of establishing an inclusive innovative intermediary platform to facilitate scholarly community engagement and development drawing on the university and communities as co-producers of knowledge. Here an attempt is made to link the concept of and institutionalisation of engaged scholarship with the support and operationalization of inclusive innovation. We review the role of universities in inclusive innovation systems, the role of innovation intermediaries and their potential to help bridge the gap between Universities and society. The indigenous cultural context within which the University's rural campus is situated presents very unique challenges in this respect. The theoretical premise is based on the Quintuple Helix model (Carayannis and Campbell: 2010). The goals and interests of the Quintuple Helix are to include natural environment as a new subsystem for knowledge and innovation models, so that 'nature' becomes established as a central and equivalent component of, and for, knowledge production and innovation. The other interlinking components are: the education and the economic system, and the media-based and culture-based public and political system. The methodology involves a case study of the University of Fort Hare in South Africa to reflect on what has been done and the processes and principles that have been followed to establish the intermediary platform. This initiative has major research management challenges to deal with.

BUILDING INTELLECTUAL PROPERTY (IP) AWARENESS AND SKILLS FOR RESEARCHERS AND RESEARCH MANAGEMENT PROFESSIONALS AT KING MONGKUT'S UNIVERSITY OF TECHNOLOGY THONBURI (KMUTT)

Eliza Stefaniw¹, Pichet Thanapongjongruay¹, Narumon Jeyashoke¹, Phongsri Waysarach¹

¹ ARMS

Lack of IP awareness and survival skills is endemic in universities, limiting the ability of university-based researchers to identify potentially high impact research, collaborate with industry, and appropriately maximise research outputs. KMUTT is addressing this through top-down initiatives and support for bottom-up initiatives. The reorganised Research, Innovation, and Partnerships Office (RIPO) launched IP seminars for researchers in 2014 and expanded them in 2015 to include international perspective. This year, RIPO plans to offer seminars on multiple campuses to make them more accessible. The seminars begin with a half-day lecture on the basics of IP for researchers, with an emphasis on avoiding statutory bars and identifying commercially valuable research. A full day workshop introduces strategic patent searching with guided search on available patent databases. The series concludes with a half-day seminar on considerations in patent drafting and a full day workshop on drafting a patent application in a general technical field. The student entrepreneurship program was launched from the Computer Engineering Department in 2013 and renamed Hatch this year. Hatch holds ideation and pitching competitions and incubates promising student start-ups, training students to think innovatively and communicate the business potential of technical innovations. The Hatch transformation included revising university policy on student generated IP, in part to encourage student entrepreneurs to take advantage of university IP expertise when building a business. Finally, in part as a result of staff participation in the IP seminars, the School of Bioresources and Technology is working with RIPO to develop a course training biochemical technology graduate students to use patent search skills to identify research areas with potentially high industry impact.

EXPERIENCING GROWTH IN RESEARCH OUTPUTS IN A RURAL-BASED UNIVERSITY IN SOUTH AFRICA USING LIMITED RESOURCES

Georges-Ivo Ekosse¹

¹ *Directorate Research & Innovation, University of Venda, South Africa*

University Rankings are designed to assess universities in four areas: research, teaching, employability and internationalization; of which the first is cardinal to socio-economic advancement and development. This submission focuses on how a rural-based university in South Africa has transformed itself through the promotion of research. University of Venda (UNIVEN) is a 33 year old South African University created during the apartheid regime with specific objective of providing limited tertiary education qualifications. At the inception of independence in 1994, the institution painfully and strategically embarked on expanding its knowledge base. It is only during the last five years that it registered significant growth in numbers of active researchers; special category of academics such as Professors Emeriti, Adjunct Professors, Visiting Professors, Research and Senior Research Fellows, and Postdoctoral Fellows; National Research Foundation rated researchers; quality and quantity of research publications outputs; external funding for research; and masters and doctoral students graduating. This growth was realised due to set mechanisms and structures put in place for effective and efficient operation of the Directorate of Research and Innovation which has as its key mandate to advance research and innovation in the university. This presentation highlights the different numerical growth and discusses the strategies responsible for research advancement.

ALTMETRICS IN RESEARCH EVALUATION: STRENGTHS, WEAKNESSES AND THE AUSTRALIAN PICTURE

Adam Finch¹

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Altmetrics, a new approach to evaluating the impact of research outputs, has emerged and gained considerable attention over the last few years. Subscription products such as Plum Analytics, ImpactStory and Altmetric provide institutions with information on the social media impact and usage of their outputs. While uncontested as a discovery tool, debate surrounds the use of altmetrics for evaluative purposes. Proponents of altmetrics point to their modernity and speed of availability, while critics question the meaning of the data and its reliability. This presentation addresses four aspects of altmetrics. First there is provided a quick and balanced review of altmetrics research to date, affording a measured perspective on the current state, future potential, strengths and weaknesses of this novel evaluation basis; this indicates that while altmetrics has the potential to provide rapid insights into areas of research performance not previously available, its theoretical basis and present practical value are limited. Second, guidance is given as to how the altmetric data for an institution's or country's outputs can be captured and processed, quickly, easily and without a data subscription; this includes image captures from Altmetric.com, MS Excel and FreeDownloadManager. Third, an overview of the analysis of one year of Australian altmetrics data is provided, with information on subject spread and institutional strength, along with a longitudinal study of coverage based on CSIRO's publications. Finally, conclusions regarding the validity and robustness of indicators derived from the Australian data are discussed most importantly the need for large sample sizes, normalised metrics and access to global summary statistics.

MAKING RESEARCH VISIBLE: ENGAGEMENT BEYOND THE ACADEMY

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Research operating and being communicated in a vacuum will never reach policy makers, industry leaders or the general public. With major funding programmes mandating a focus on the impact and influence of research on society, policy and the economy, how can research break out of the confines of the traditional containers of the journal and the monograph? Open access alone will not solve this problem, as accessibility needs to go far beyond paywall barriers. Taking a case study approach, this session will look at ways in which researchers can reach beyond the Academy with communication and dissemination mechanisms that support broader engagement. This isn't a box-ticking exercise - impact needs to be central to any research programme going forwards, embedded from the outset. This session will give you some of the tools you need to develop an effective communications and outreach strategy, as well as looking at the implications for the research management profession.

UNDOING DAWKINS

Sophie Holloway¹, Shubhra Roy¹

¹ *University of Canberra, Australia*

The Australian Higher Education sector is currently going through a dramatic shift, almost as dramatic as the 'Dawkins reforms' of the late 1980's which saw the conversion of Colleges of Advanced Education to universities. The Dawkins reforms were aimed at improving the access to quality education, international competitiveness, and preventing 'brain drain'. Allowing these new institutions to compete for a disappearing funding base was not always viewed kindly by the established universities. In 2015, the Department of Education released their Review of Research Policy and Funding Arrangements. This document recommends a number of changes to the funding formula which will have a disproportionate effect on younger, Dawkins universities. This paper will have two strands. The first will establish from a quantitative perspective the likely impact of the policy changes on the tertiary sector in Australia, with a particular focus on the younger universities. In particular, removing publications and student load from the block grant funding formula, removing the safety net after four years and removing transparent costing may all have a larger effect on younger universities. We will also discuss the correlation between excellence and impact which in turn may drive funding and the likely effects of discipline mix driving the amount of income possible. We will argue that moving forward, these changes may serve to claw back the Dawkins Reforms, making it difficult for younger universities to compete for government funding as stand-alone institutions. In the second strand, we will then explore some of the nascent strategies that may be employed by those most affected in the sector to bolster themselves against the coming challenges. These strategies will include increasing engagement with business and end-users - a stated goal of the Review of Research Policy and Funding Arrangements.

BUILDING THE SCIENCE OF RESEARCH MANAGEMENT

David Junsong Huang¹

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This paper makes an argument that, to advance research management as a profession, we need to develop more scientific ways of planning, engaging and managing research efforts, which is to build the science of research management. Two examples are presented to support the argument; both showcase how the field can benefit from building new theories in research management and how scientific ways of managing research may enact these new theories. In the first example, the paper expands the concept of research capacity, highlights the need to build Research Network Capacity, and demonstrates how Social Network Analysis is used to measure and develop such capacity. The second example presents the concept of research portfolio management. It exhibits how the theory and techniques in the field of investment portfolio management are adapted to support the planning, development, and management of research portfolios and programs. In both examples, data-driven scientific ways of research management may reveal an advantage over managing research by intuition and common sense. The paper, therefore, advocates that the endeavor to build the science of research management requires us to develop a better understanding of the nature of research and the mechanisms to develop and manage it. In another word, we can not be content to identify and share good practices in research management. We need to research our practice in managing research so as to advance both the theory and practice of research management. The paper further highlights that research is a form of innovation and research management is a form of management practice. The effort to advance the science of research management may benefit from, as well as make a contribution to, the research and practice of management in general, and innovation management in specific.

MANAGING A UNIVERSITY'S STRATEGIC INVESTMENT IN CHALLENGE-DRIVEN CROSS-DISCIPLINARY RESEARCH

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Most universities have strategies and visions, using big words to describe their ambitions. Here we present a major effort to realise our university's vision of strong social responsibility and global engagement to contribute to a better future. The presenters have been responsible for the implementation of a central strategic research initiative and will discuss key factors for success, potential pitfalls and the professional concerns at the core of this assignment. The University of Gothenburg, Sweden, invests over 35 million USD to establish new research centres across faculty boundaries focusing on global societal challenges. This initiative was designed to realise our Vision 2020, strengthen cross-disciplinary research and embrace emerging trends in national and international research policy. All researchers were invited to team up in broad constellations to define and elaborate on global challenges and research agendas to tackle them. This open 'bottom-up' strategy aimed to support and develop research teams that wanted to take advantage of their scientific breadth, including both 'hard' and 'soft' fields, and engage in a global societal challenge of their choice. As research funding advisors with research backgrounds in different fields (medicine and humanities) we have worked together to implement this major strategic initiative. This work includes support for the university leadership throughout the process from the core idea to the actual call for proposals and the final selection of new centres. We have, in close collaboration with our deputy vice-chancellor for research, written the call text, defined evaluation criteria, set up evaluation panels adapted for the breadth of the teams/research agendas, and administered the evaluation and the results. We supported the applicants through the process, and the grantees in the final centre set up. We will present lessons learned in this work, and provide detail on obstacles encountered and success factors identified in the process.

TRANS-DISCIPLINARY RESEARCH MANAGEMENT: THE CASE FOR SPECIALISED SKILLS

Jacques De Vos Malan¹

¹ ARMS

An increasing proportion of research projects are interdisciplinary or even trans-disciplinary in nature, particularly in the case of research directed at addressing the 'wicked' problems that arise in public policy-making. Transdisciplinary work is complex, contestable, often culture-specific and messy. In these projects, the role of the project manager, as facilitator and intermediary, often becomes crucial. An experienced trans-disciplinary project manager will play an important function as a member of the leadership group, bridging and translating between the various disciplinary stakeholders, holding together the conceptual and practical elements of the project. This paper examines four of the specialised skills required of trans-disciplinary project managers: the capacity for rigorous scoping; the development of a collaborative culture; familiarity with serious and pervasive ambiguity; and a clear understanding of target audiences. The findings are based on the experience gained by the ACOLA research management team through the delivery of the program Securing Australia's Future, between 2012 and 2016.

HASS AND SET RESEARCH ADMINISTRATION: DIFFERENT STROKES?

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¹ *Nelson Mandela Metropolitan University, South Africa*

It is well-documented that humanities, arts and social science (HASS) disciplines experience diverse support from governments in many countries of the world. However, some governments have fully acknowledged the important role of HASS disciplines in providing unique insights into the human and behavioural space that the social sciences uniquely provide through increased funding and other forms of support. Historically South Africa, especially under the apartheid government, strived to distinguish itself especially for its science, engineering and technology (SET) disciplines by channelling significant financial and infrastructure resources towards supporting the growth of these disciplines. Until very recently, the current democratic government's disproportionate emphasis on SET post-apartheid continued in this trajectory. In 2011, South Africa took a conscious decision to prioritize humanities in the country through the establishment of The National Institute for the Humanities and Social Sciences (NIHSS) which was formally established in December 2013 as a sequel to the 2011 Charter for Humanities and Social Sciences. Whilst the establishment of NIHSS could be seen as a step in the right direction, however, the responsibility for the research management and administration of HASS and SET resides squarely with individual institutions and the offices for research management to proactively further the HASS agenda. Through its various and targeted initiatives NMMU provides specific support to HASS through identification of specific needs. These include facilitating trans-disciplinary research across the HASS and SET through funding for institutional research theme development and promotion of quality research outputs; ring-fenced funding opportunities for HASS research projects; conference funding; doctoral and research supervision development; funding for international mobility and partnerships; research workshops specifically aimed at HASS researchers; directing national and international funding calls to researchers; facilitating academic exchanges and cooperation in South Africa, the rest of Africa and abroad.

FOSTERING INTERNATIONAL COLLABORATION AND INTERDISCIPLINARY RESEARCH AT A SMALL SPECIALIST INSTITUTION IN THE ARTS, HUMANITIES AND SOCIAL SCIENCES

Silke Blohm¹

¹ SOAS, University of London, United Kingdom

Working from the perspective of a small specialist institution focused on arts, humanities and social sciences in Central London this presentation will explore how to deal with obstacles and hurdles – both, inwards and outwards facing – when establishing international collaborations and facilitating multi-disciplinary research projects. Using examples and case studies common pitfalls and how to avoid them will be discussed.

Particular emphasis will be given to the following:

- Moving from a 'lone scholar' to a more collaborative approach – a reflection on how research has changed in the arts, humanities and social sciences and how to work with and support these changes internally
- Match-making and partnering outside one's own discipline – the role of research support in finding suitable research partners and facilitating collaboration; what makes a good collaborator and requirements for a smooth collaboration
- Arts, humanities and social sciences vs STEM – how to become an equal partner in research collaborations; addressing the perception of being an 'alibi partner'
- Funding for international and collaborative research – where to look for and what to look out for

The presentation will also give some examples of successful multi-disciplinary collaborations including challenges encountered along the way.

Audience numbers permitting a discussion at the end of the presentation is envisaged.

THE WORLD OF INORMS ASSOCIATIONS

Martin Kirk^{1,2,3}

¹ *Director of ORS & SPARC UBC Canada*

² *Immediate Past President of CARA*

³ *INORMS working group chair*

INORMS is the global umbrella for 14 international research management associations. In 2015 the INORMS working group, chaired by Martin Kirk, launched a global survey to learn more about the individual associations. This session will describe the results of the survey and how the individual associations are organised, how they operate, how many members, how they are governed and what sort of services are provided to members. We are an interesting collection of international associations at very different states of maturity and can learn from each other! A further survey organized by the INORMS working group studied the professional development activities of the individual associations and identified the opportunities to share (across associations) professional development content through webinar platforms. This session will describe the global Professional Development organisation and identify PD sharing opportunities within the INORMS family

THE ART OF CREATING MEANINGFUL COURSES AND TEACHING IN AN ONLINE MASTERS DEGREE PROGRAM IN RESEARCH ADMINISTRATION

Marianne Woods¹, John Carfora², Kathleen Larment³

¹ *Johns Hopkins University, United States of America*

² *Loyola Marymount University, United States of America*

³ *National Council of University Research Administrators*

Learn what it takes to develop an accredited masters level program along with the many 'ins-and-outs' of teaching and facilitating student learning online. Such a program has students from around the world and there are many strategies that must be employed in order to meaningfully meet accreditation standards and the diverse needs of all students. Learn what it takes to form a partnership with a professional association that results in increased student participation and tuition perks. Come listen to two senior research administrators and the Executive Director of NCURA as they discuss their experiences creating a program and teaching research administration online. There will be plenty of time for questions and interactive discussion.

PO01

COLLABORATION, SYNERGY AND ENGAGEMENT: FUNDAMENTALS FOR SUCCESSFUL MULTI-INSTITUTE PARTNERSHIPS

Rozanne Blok¹, Bryony Wakefield¹

¹ *The University of Melbourne, Australia*

The first steps to long-standing and successful partnerships are often varied. Some commence as a result of the most innocuous of discussions. Perhaps a conversation over coffee or a chance meeting at a conference between research investigators. Others are driven by government and philanthropic funding opportunities and public need which require multi-institute partnering. However, underlying each pathway to a partnership is the aspiration to achieve more than one can by oneself, ideally in an environment driven by collaboration, synergy and engagement. The University of Melbourne's Faculty of Medicine, Dentistry and Health Sciences has been a key partner in the development of strategic partnerships which have driven advances in the fields of medicine and allied health, and the creation of invaluable infrastructure to house, grow and develop research priorities and the translation of research discoveries into clinical outcomes. This discussion will provide an overview of strategies in place at the University of Melbourne for the engagement of partners internal and external to the University. Within the Faculty of Medicine, Dentistry and Health Sciences, these are targeted at providing an enriched and collaborative research focus at the University and its partner organisations which enhances the collective capacity of all partners, and take into account all facets of the partnering process from research, academic and administrative perspectives.

PO02

UNIVERSITY-EXTERNAL STAKEHOLDER RESEARCH UPTAKE NETWORKS : LEARNING FROM THE DRUSSA PROGRAMME

Diana Coates¹, John Kirkland²

¹ *Organisation Systems Design, South Africa*

² *Association of Commonwealth Universities*

Participant Universities in the Development Research Uptake in sub-Saharan Africa (DRUSSA) programme located in countries that are defined as LMICs have a common mandate. Their Mission Statements explicitly state that their research must contribute to national socio-economic development. However each university has its own policies and strategies, based on its relationships with its key external stakeholders, and variable allocation of resources to support researchers to get their research findings taken up and used. The DRUSSA Programme has worked with 22 universities for five years and recent evaluation of changes within the universities shows marked, though variable increases in strengthened internal Research Uptake Management systems and processes and a more focused policy and strategic approach to stakeholder relations with policymakers, and engagement and communication capacity.

PO03

PROMOTING RESEARCH IN A HISTORICALLY DISADVANTAGED INSTITUTION

Penelope Dawson¹

¹ *Walter Sisulu University, South Africa*

Background: Walter Sisulu University (WSU) was established on 1 July, 2005 in terms of the Higher Education Act No 101 of 1997, as amended. WSU, a comprehensive university, resulted from the merger of the former University of Transkei (Unitra); Border Technikon and Eastern Cape Technikon. Its key mandate dwells on university core business of Teaching and Learning, Research and Innovation, and Community Engagement. This submission focuses on research publications output that characterise the research and innovation mandate of the university. The Research output in the institution has increased steadily between 2008 and 2013.

Purpose: To present the different strategies implemented by WSU to improve research output in the institution; From the Research Innovation, Development Directorate (RIDD) at WSU, data pertaining to types of research grants awarded to staff and students of the institution between 2001 and 2014; as well as the number of publications in journals, books and conference proceedings between 2001 and 2014 were collected subjected to descriptive statistics. Since 2013-15 the RIDD at WSU has organized article writing workshops for both staff and postdoctoral fellows to improve research output.

Results: Since 2001, WSU has instituted the disbursement of two main types of grants namely: Institutional Research Development Grants (RDG) and the National Research Foundation Grant. Whereas the IRG is awarded to all full-time and part-time postgraduate students of WSU; the NRF is awarded only to full time postgraduate students.. From 2008-2013, research output has increased steadily by 33%.

Conclusions: It is anticipated that the awarding of RDG and NRF grants to students and staff of WSU and the organization of article writing workshops has been the driving force behind the improvement of research activity and outputs in the institution.

PO04

DEVELOPING AND MAINTAINING INTERNATIONAL PARTNERSHIPS

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¹ *University of Maryland, College Park, Unites States of America*

² *University of New South Wales, Australia*

Our panel will discuss ways in which research administrators have played a vital role in increasing the collaborations and partnerships that are in place between the University of Maryland (UMD) and the University of New South Wales (UNSW). Case studies will be used to explore other ways in which research administrators at UMD and UNSW help the research endeavor with partnering international institutions. Attendees will learn about how important it is to support international partnerships, maintain them, and encourage participation from faculty.

PO05

OPPORTUNITY, COLLABORATION AND SUPPORT - THE RESEARCH PROFESSIONAL FULCRUM AT MONASH UNIVERSITY

Lawrence Hogan¹

¹ *Monash University, Australia*

Research Professional (RP) is a global database of funding opportunities, news and awards. We have engaged with Monash Researchers, Administrative staff, Faculty and Central Management to highlight the positive experience of Monash's 'Research Professional' deployment, use and management. An experience to be shared with the broader research community to maximise and promote modern connected Research Management through online tools such as Research Professional.

- 1) Monash researchers use RP to find global funding and collaboration opportunities around the world
- 2) RP @ Monash
- 3) Measuring RP use
- 4) RP Training @ Monash
- 5) High Level Support

PO07

NEW ACADEMIC COLLABORATIVE ACTION ON REALIZING 5TH GENERATION MOBILE COMMUNICATION SYSTEMS IN JAPAN

Yasuyuki Koga¹

¹ Center for Research Strategy, Waseda University, Japan

It is global trend for every region of the world to introduce 5th generation mobile communication systems (5G). Academic sector are expected to contribute new innovative applications and technologies because introduction of 5G needs to be considered social impact in order to realize the new services such as autonomous control cars, environmental massive sensing system for adapting-aging society, and keeping safe and sound society. 5G is now designed to meet all requirements from diverse services. As the needs from society has been diverse, in addition to the social networking or telecommunication services, internet of things, artificial intelligence and big data analysis are the good candidate for mitigating the global societal issues. 5G will be global infrastructure of those. Thus, many stake holders should be involved when designing 5G services, architecture and technology requirement. Some fora have been established in Europe, North America, and Asia for open discussion, promoting collaboration among industries, academia, and public organizations to consider how to provide new services of 5G in each region and also in global market. It is required to conduct many activities concurrently, such as research and development, standardization, international harmonization, national regulation, international collaboration, and promotional activities. In Japan, the 5th Generation Mobile Communication Promotion Forum (5GMF) has established to promote collaborative action among industries, academia, and the government. 5GMF actively carries out studies on promoting new services, research and development, standardization, international and national coordination, and collection and dissemination of information to enlighten the public. The members from the universities play important roles to advance the activities of the forum. I am an active member of 5GMF as a liaison of Waseda University and would like to present the roles of academia as catalyst as well as players of global partnership, and how to promote university's research and development activities.

PO08

SKIRMISHING BARRIERS INHIBITING RESEARCH COLLABORATION AND PARTNERSHIPS AT THE UNIVERSITY OF CAPE TOWN

Charles Akwe Masango¹

¹ *University of Cape Town, South Africa*

This paper examines the global debates about barriers inhibiting research collaboration and partnerships. It examines whether it is often possible for academic scholars and institutions to effectively foster research collaboration and partnerships following that there are obstacles that may serve as hurdles for scholars and institutions to do so. Among the obstacles are - what encompasses research collaboration and partnerships, negotiating interests in collaboration and partnerships, the issue of democratisation, publications and order of names, implications of co-production and co-publication, bureaucracy, funding, lack of time, physical distance, and research cultures. Research collaboration implies working together of researchers to achieve the common goal of producing new scientific knowledge and research partnerships denotes an equitable collaboration between ethnographers, researchers from other disciplines, or non-researchers to address a common research problem. The rationale for the examination stem from the fact that it is reported that now, more than ever, research is about collaboration and partnerships for researchers within and across institutions, and with partners and stakeholders in research and its translation. The paper explores the *raison d'être* and criteria for fostering research collaboration and partnerships and possible obstacles that may inhibit such collaboration and partnerships. The paper exposes measures used at the University of Cape Town to overcome factors that may inhibit research collaboration and partnerships. Key words: Research, Collaboration, Partnerships, University of Cape Town.

PO09

COLLABORATIVE GRANTSEEKING: ACCUMULATING PRECIOUS 'WINS' & AVOIDING PAINFUL 'LOSSES'

Jeremy Miner¹

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The benefits of open collaboration in the world-wide scientific community are many, including, in the words of Nobel Laureate Kenneth G. Wilson, solving 'the hardest problems of pure and applied science.' And in the current economic environment, to get more bang for their buck many sponsors 'strongly encourage,' if not outright require, collaboration in grant applications. However, well-intended grant collaborations do not always turn out as planned. Or worse, grant funding was awarded to a 'phantom collaboration,' a proposed partnership that existed in name only. In this session you will learn five secrets for success when sponsors require collaboration on grant projects. You will learn key factors that determine whether grant collaborations produce precious 'wins' or painful 'losses.' You will learn about different types of collaborations and essential characteristics of grant leaders that contribute to success when managing people and projects. You will also learn tips for integrating the concept of collaboration throughout your proposals and see actual comments from grant reviewers who evaluated collaborative proposals.

PO10

RESEARCH COLLABORATION AND PARTNERSHIPS AT CAPE PENINSULA UNIVERSITY OF TECHNOLOGY (CPUT): HOW IT IS DONE NOW

Amelia Rorwana¹, Charles Akwe Masango²

¹ Cape Peninsula University, South Africa

² Cape Town University, South Africa

This paper explores research collaboration and partnerships. It explores whether research collaborations and partnerships at Cape Peninsula University of Technology (CPUT) have changed from what it was before the institution became a university. Following the history of the institution, CPUT was previously a technikon institution that was upgraded to the rank of a full university in 2005. This paper intends to explore the route the institution previously had vis-à-vis research collaboration and partnerships when it was a technikon institution and the present route it is taking as a full university in these domain. As a technikon institution, more of its primary function was that of training technologists – i.e. to train students who would be able to apply scientific principles within the context of some specific career or vocation as oppose to educating students in a range of basic or fundamental scientific or scholarly disciplines that are known to universities. Following the subsequent change to the latter as per the norms of universities, CPUT seem to have changed its research collaboration and partnership methods. The rationale for the exploration stem from the notion that, now, more than ever, research is about collaboration and partnerships – for researchers within and across institutions, and with private and stakeholders in research and its translation. The paper exposes the positives and negatives of research collaboration and partnerships when the institution was a technikon and when it became a full university.

PO11

RESEARCHER LED, PROFESSIONAL STAFF ENABLED

Suzy Ryan¹, Monique O'Callaghan¹, Eliot Marston², Bryony Wakefield¹

¹ *The University of Melbourne, Australia*

² *The University of Birmingham, United Kingdom*

Building on the established link afforded through Universitas 21, the University of Melbourne and The University of Birmingham are exploring ways to exchange knowledge to enhance international relationships and combat shared challenges in research development and management. Professional staff relationships across the universities can act as a catalyst for academic interactions. Professional staff are well placed to garner knowledge of research breadth and expertise that exists within their faculty/college and act as a living repository of information relating to the research funding environment and the organisational strategic vision. We aim to enhance lines of communication between professional staff to understand institutional research strengths and design more robust research development and management methods. Through these approaches, we expect to introduce and engage academics in an increased number of targeted collaborative research activities with mutual benefit. In this way, professional staff are enabling researchers to lead more productive partnerships in areas of shared and complementary expertise and establish key international links for multi-disciplinary growth/

PO12

UNLOCKING CURIOUS MINDS: NEW IMPACT APPROACHES FROM NEW ZEALAND

Tracey Swift¹

¹ *The University of Auckland, New Zealand*

In 2015 the New Zealand Government introduced a new contestable research fund specifically to support innovative projects that would excite and engage young people under 18 who have fewer opportunities to be engaged in science and technology. The fund called Unlocking Curious Minds, is designed to give a platform for young people to understand the relevance of science and technology in their lives, broaden their opportunity to become involved in science and technology and become involved in societal debates about science and technology issues facing New Zealand. This presentation will showcase some of the funded projects from the two rounds and provide insights into how they link to the impact and outreach agenda in the research landscape more generally.

PO13

SUPPORTING INTERNATIONAL COLLABORATION AND PARTNERSHIPS IN ONE OF THE LEADING RESEARCH INSTITUTIONS IN POLAND - CASE STUDY OF IGAB PAS

Cyprian Tomasik¹, Jarosław Horbańczuk¹

¹ *Polish Academy of Sciences, Institute of Genetics and Animal Breeding, Poland*

The paper analyses the critical factors of success and presents the models and tools being used for developing and strengthening cooperation both on international and national level, with emphasis on the role of research managers in one of the leading research institutions in Poland. It shows also the results regarding the growing international scientific position of the Institute worldwide. The Polish Academy of Sciences Institute of Genetics and Animal Breeding has continuously developed international cooperation with the best international laboratories within projects funded by the European Commission. In 2016 it has started coordination of a project within first call of a new Twinning activity of Horizon 2020 that aims at strengthening a defined field of research by creating a link between coordinating institution and at least two internationally-leading research institutions. On the national level, the Institute has been granted a prestigious status of a Leading National Research Centre in the Scientific Consortium “Healthy Animal – Safe Food” from the Polish Ministry of Science and Higher Education. It is a new model initiative that promotes flagship scientific institutions in Poland and supports development of the research potential, development of research personnel, including scholarships, internships and grants for young researchers, employment of scientific workers from abroad. Due to continuous development, the Institute has coordinated in the last years the largest applied research project realised in Poland in life sciences (ca. 10 million euro, research outcomes licensed to 100 industrial partners). It has also published scientific results in the best scientific journals such as Nature and established scientific cooperation with renowned scientific institutions including Harvard Medical School. It also signed strategic partnership agreement with one of the leading European institutions in life sciences - Wageningen University (the Netherlands) as well as accessed Global Research Alliance coordinated by New Zealand.

PO14

ACEP PHUHLISA - A PARTNERSHIP BETWEEN HISTORICALLY BLACK UNIVERSITIES AND A NATIONAL RESEARCH FACILITY FOR TRANSFORMATION IN SOUTH AFRICAN MARINE SCIENCE

Garth Van Heerden¹

¹ NRF, South Africa

South Africa needs to develop its human capital as the most important part of a much needed emerging knowledge economy. The National Research Foundation has set itself a target to increasing the production of high quality PhDs as well as research output. This will require maximum participation from the entire population which will need transformation of the research community to better reflect the demographics of the country. We will need to eliminate any bias based on race, gender or otherwise. A recent South African Network for Coastal and Oceanic Research (SANCOR) report which looked at the last 10 years of marine research output indicated that currently, marine science is primarily conducted by historically white universities and the postgraduate schools within these institutions do not reflect the demography of South Africa. The ACEP Phuhlisa Programme has been designed to address key impediments which limit entrance or participation in marine science as articulated by researchers and students at historically black universities. Obstacles to this aim includes historic, socio-cultural, and systemic factors. Collaboration of the South African Institute for Aquatic Biodiversity (SAIAB) with coastal Universities of Fort Hare (UFH), Walter Sisulu (WSU), Zululand and University of Western Cape has resulted in a managed programme (Figure 1) through which: Co-supervision of students registered at these universities is provided by researchers from SAIAB to enhance and compliment capability at the Universities. Logistical support is provided through access to National Facility research equipment and expertise.

Supervisors and students are provided academic and professional development opportunities in marine science including supervisory, scientific and life skills courses. Financial assistance is provided through bursaries as well as running costs for research to supplement existing funding.

PO15

THE IMPORTANCE OF COLLABORATIVE PARTNERSHIPS IN CREATING A RESEARCH AGENDA FOR THE CENTRE FOR RESEARCH IN ASSESSMENT AND DIGITAL LEARNING (CRADLE)

Helen Walker¹

¹ Deakin University, Australia

The value of embracing an innovative research management model, underpinned by collaborative activities, in developing a new university research centre, cannot be underestimated. The Centre for Research in Assessment and Digital Learning (CRADLE) was launched in 2015 and aims to become a world standard research environment and an Australian and international leader in research in assessment in higher education. Its research management strategy is to adapt to the challenges of a changing environment in Australia's university research sector, such as meeting the intensifying competition of intellectual talent and other countries research capabilities; seeking new global networks for co-production of research; embracing increasingly complex research problems; identifying new analytics; and responding to government policy reform constraints by embracing innovation and collaboration with industry. CRADLE's research focuses on digital technology in the pedagogy of higher education assessment in an increasingly digitally connected world; and intuitive ways of viewing assessment practices in the changing global contexts of education. This is no longer an individual unit based process, rather assessment practices should be translational at a global scale. As a non-faculty based research centre, unique challenges have emerged, such as engaging faculty support and creating impact in a competitive output driven arena. Hence, it is important to establish a research management model which promotes national and international networks; capacity building; and leading by reputation. Outputs and outcomes from collaborative activities will reinforce the competence and capacity of CRADLE in addressing the challenges of the changing research environment, and promote the global importance of assessment research. This study reports on CRADLE's emerging innovative and anticipatory research model; the triggers to foster and improve research innovation; and collaborative activities used as an enabler and conduit for wider university and industry research initiatives.

PO16

TRANSFORMATIONAL CHANGE IN A RESEARCH OFFICE

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¹ Northern Sydney Local Health District, Australia

² Kolling Institute, Australia

³ University of Sydney, Australia

Often misunderstood, Research Governance is so much more than Human Ethics and Site Governance which is often how it functions in hospitals. It is about how we manage risks associated with the responsible conduct of research including leadership, knowledgeable and experienced staff, efficient workflow management and an client service focus. It is about how we build research translation and learning capacity in our hospitals so that we have high performing teams conducting appropriate research in quality facilities that improves the patient experience. In 2012, Northern Sydney Local Health Districts (NSLHD) Research Office was formed combining regulatory activities associated with both hospitals and medical research institutes. The responsibilities include Research Development, Grant Management, Research Facilities and Research Integrity including Ethics & Governance for Humans, Animal and GMOs. In 2013, the office was described by Medicines Australia as one of the worst performing in Australia in relation to human ethics and site governance approvals. As a result a number of group consultations and interviews with key researchers were conducted seeking counsel across Human, Animal and GMO research support services. Consultants were also engaged to facilitate a Rapid Process Improvement Workshop for Ethics and Site Governance. The results so far have been amazing! A Research Governance Framework was developed addressing the research project lifecycle and elements of research wastage as described in the Lancet. This framework along with new workflow process, alignment of responsibilities and accountabilities with the appropriate stakeholders, an increase in staff, the introduction of a Research Governance Committee and the implementation of policies that produced revenue to support the changes has delivered outstanding results. Most importantly it has increased the capacity within the Research Office to conduct effective operational excellence projects.

Reference: Chalmers I, Glasziou P. Avoidable waste in the production and reporting of research evidence. Lancet 2009; 374: 86–89.

PO17

A RESOURCE ANALYSIS TO DETERMINE MORE APPROPRIATE KPIS FOR A RESEARCH OFFICE

Kylie Becker^{1,2}, Ellie Pratt^{1,2}, Monique Macara^{1,2}, Maria Mury^{1,2}

¹ Northern Sydney Local Health District, Australia

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Recent Research Governance reforms led by the Australian and NSW Governments focus on the reporting of key metrics and deliverables to demonstrate the output and efficiency of Hospitals and Health services undertaking clinical research in Australia. It does not provide a metric to determine effectiveness or to determine appropriate resourcing. The recommended metrics capture the number of applications reviewed by an Institutions Human Research Ethics Committee (HREC), or a sites Research Governance Officer (RGO). However, these metrics fail to capture the variety of activity or quantify the amount of time spent by Research Office staff managing all aspects of research planning, pre- submission, approval and post-approval. A pilot project was undertaken by Northern Sydney Local Health District Research Office to determine the range of activities and to quantify the resources required. Staff recorded their daily activities and the time they spent on each. Activities were coded, collated and assigned to the relevant resources available in the Research Office. Preliminary results show that there are a significant number of activities that are never reported, not understood and not resourced. It also showed that a significant amount of time per month is spent on planning, pre submission and post approval stages that relate more to the lifecycle of a research project rather than the approval stage. The final results will provide a Research Office Resourcing Model that will enable performance reporting and scalability based on the size of the Hospital or Health service. Using HREC and RGO activity as a key metric does not reflect the type and quanta of work undertaken by a Research Office.

PO18

CONNECTED SYSTEMS IN A RESEARCH WORLD

John Burns¹, Kate Taylor¹

¹ *The University of Sydney, Australia*

The University of Sydney has recently introduced changes to our publications data collection from a decentralised, manual process to a semi-automated system using data harvested from Scopus and data automation tools. These two actions have resulted in a more streamlined process and better data quality. Increasingly, this data is also being re-used within other applications to support University of Sydney reporting and other activities. Approximately 80% of the University of Sydney annual publications collection is listed in various abstracting and indexing services such as Scopus and Pub Med. We receive a XML feed from Scopus. Research Portfolio staff then undertake matching of authors and expedited creation of publication records. As Scopus indexing may be delayed, data automation tools are used to automatically create shell records based on data from other external sources. Once initial checking is completed, the data is then used to feed into researcher web profiles and various reporting tools and platforms and eventually ORCID profiles. The benefits of this process are clear. Harvesting and automated creation of 2015 records commenced at the end of June 2015. Publication volumes are 23% above prior year volumes at March 2016. Harvesting data also has the benefit of increased data quality through limiting the need to manually create publication records and the automatic population of free text fields. The process is not without challenges. Firstly, we are yet to locate abstracting and indexing services that cover the breadth of the University's output. Secondly, these processes are reliant on the data quality and timeliness of external service providers. Lastly, these processes do not ameliorate historic system data. This is one of our greatest challenges, as we are now using data for previously unanticipated purposes and are opening up the data to the scrutiny of the research community.

PO19

ADDING VALUE - THE RESEARCH ADMINISTRATION OFFICER'S (RAO'S) ROLE IN GRANT APPLICATION SUCCESS

Anne Coco¹, Sybil Woolfson¹, Emily Fero¹

¹ *University of Melbourne, Australia*

The coordination of a major grant round is a multi-faceted process. The process includes: - Promoting the scheme - Providing advice to applicants - Application review - Application submission to the funding body The University of Melbourne submitted 500 applications to the National Health and Medical Research Council (NHMRC) Project Grant scheme in 2015. A Submissions Policy, with strict internal deadlines, is in place to ensure applications that are submitted for internal review receive timely feedback and that all applications can be appropriately processed prior to submission. Throughout the application period, our team answered questions from all applicants regarding eligibility and strategy. Applications submitted for internal review (approximately 4 weeks before final NHMRC deadline) were reviewed by our team and provided with feedback. Applicants then certified applications prior to the final internal deadline (5 days before NHMRC deadline) and applications are checked for major eligibility and compliance issues prior to submission. Internal review is strongly recommended, but is not mandatory and approximately 75% of applicants submitted their application for review. Applications that underwent internal review required amendment for ineligibility/compliance issues following application certification significantly less often than those which did not, with 40% of reviewed applications requiring amendment as compared to 62% of non-reviewed applications. The University of Melbourne success rate for this scheme was 17.2% (4.2% greater than average), resulting in \$71,705,234 of research income. Our data suggests that 47% of successful applications would have been ineligible had it not been for the final check of applications by the RAO.

PO20

BANISHING THE BAND-AIDS: THE CASE FOR COMPREHENSIVE IN-HOUSE REVIEW OF RESEARCH POLICY

Katie Donnelly¹

¹ *Federation University, Australia*

In 2015, in the midst of an external audit, Federation University Australia undertook an extensive review of research policy and procedure. Rather than approaching this task in an ad hoc manner, guided by external factors and the central policy team, a research administration policy review team was formed. It was this team, in collaboration with the Research Committee, which conducted a full review of all research relevant policy. From a policy perspective, this approach allowed for gap analysis and realignment of existing regulation and policies to sit alongside new policy documents, ensuring compliance and contemporary relevance. This led to a change in procedure that had an impact across the institution. Further to this, the design of the project allowed for meaningful collaboration with internal stakeholders, including designated working parties, Research Committee and Academic Board. This gave the project a visible profile and enhanced researcher engagement, whilst ensuring that the new policy suite was also informed by research administrators. In a broader sense, the review had a far greater impact on research administration at the University. It afforded specialist areas and the research policy team the time to comprehensively map not only policy, but procedure, allowing for practitioners to undertake a stocktake of their area of expertise, and to identify and address gaps within their own area. In many cases these gaps were not informed by external compliance, rather by internal review. This process has led to greater internal knowledge around research governance and team processes and, in some cases, has informed team projects for the coming year.

PO21

MANAGING THE OPEN ACCESS REQUIREMENTS

Sharon Gurry¹, Jayamini Illesinghe¹, David Groenewegen²

¹ *School of Public Health and Preventive Medicine, Monash University, Australia*

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In 2012 the two largest funding bodies in Australia, the Australian Research Council (ARC) and the National Health and Medical Research Council (NHMRC) implemented policies that any publication arising from support from these agencies must be deposited into an open access institutional repository within a twelve month period from the date of publication (NHMRC Policy). The funding bodies required individual institutions to take responsibility to manage the process of deposition of any publication resulting from research activity. At Monash University the onus of this deposition process, which included looking into the open access status of a publication was passed on to the Chief Investigator and the publication officers within the university. The School of Public Health and Preventive Medicine (SPHPM) is a large School within the Faculty of Medicine, Nursing and Health Science. The School receives over \$40 million dollars in research funding (\$18 million from NHMRC and ARC) and published over 700 peer-reviewed publications per year. An audit carried out at the beginning of 2014 showed that Chief Investigators were not reporting publications to meet the open access policy. To improve this process a pilot was trialled with The Women's Health Research Program; a smaller unit within the SPHPM, with \$634,750 of research funding and 25 research publications for 2015. The new process, which reduced the onus on the Chief Investigator while involving the unit administration officer, achieved 100% compliance over the course of a year. This poster will discuss the process followed and how it is now used to achieve a greater compliance from the whole of SPHPM.

PO23

BUILDING BETTER GRADUATE RESEARCH ADMINISTRATION: A JOURNEY THROUGH CONTINUOUS PROCESS IMPROVEMENT

Megan Stride¹, Jodi Clyde-Smith¹

¹ *Office of Research Services, University of Tasmania, Australia*

Ongoing negative stakeholder perception, excessive process inefficiencies, poor-service delivery, high workload volume, new-systems fatigue and morale issues prompted an internal review of the University of Tasmania's Graduate Research processes and 'pain points'. Thirty items were initially identified by the Graduate Research team for priority solution. A subsequent Continuous Process Improvement framework was developed and an action plan devised. The GR team took responsibility of developing and implementing solutions and over a period of five months incrementally and systematically worked through the identified issues. In addition, during this same time-frame the team successfully integrated two electronic platforms into their daily operational processes, improving service delivery time-frames and positive stakeholder experience. As a result of this work, the Graduate Research team has improved service delivery time-frames in a number of areas, reduced duplication of work across central and Hub roles and improved overall staff morale. This presentation will cover aspects that led to the Continuous Process Improvements commencing, key issues that were identified and resolved, and where the journey is going next.

PO24

POSTAWARD GRANTS: INTERACTING WITH OTHER UNIVERSITIES: CHALLENGES, HURDLES AND SOLUTIONS

Carina Nandlal¹, Mahesh Sundar¹

¹ *Research, Innovation and Commercialisation, The University of Melbourne, Australia*

Post-award Grant Management is an essential component of research management, providing vital behind-the-scenes support to ensure research can be carried out efficiently and effectively. At the University of Melbourne, this support consists of managing research records on internal databases, ensuring ongoing compliance with terms and conditions of awards, administering variations to awards, facilitating financial, audit, and other administrative reporting requirements, and finalising processes upon grant completion. In 2015, the University of Melbourne administered over 60 multi-institutional agreements for NHMRC-funded grants as the lead institution, and collaborated with other lead institutions on a further 60 grants. These 120+ agreements constituted arrangements with various administering institutions both international and national. Each of these arrangements required an agreement to be negotiated and signed between the participating institutions – a process that can prove time consuming which gets in the way of efficient research start-up. In recent years, this process has been streamlined between members of Australia's Group of Eight (Go8) Universities by the introduction of the Go8 Multi-Institutional Agreement template, eliminating the need for extended periods of negotiation on contracts due to the pre-agreed terms. This affords a smoother start-up to research. However, for multi-institutional grants outside the Go8, negotiation is often still necessary. This is particularly true in cases involving overseas institutions, where clinical trials may be involved, and where negotiation of terms is required by legal services. Our poster outlines a new trial process for managing these agreements which is currently being conducted at the University of Melbourne, seeking to reduce the administrative burden of negotiating these agreements. In sharing our approach we hope to develop a solution that can benefit all institutions undertaking post-award grant management, by promoting knowledge exchange and process improvements to better support researchers and allowing us to deliver an overall improvement to the research management sector.

PO25

BENCHMARKING PERFORMANCE TARGETS USING THE 1.5 RATIO FOR ACADEMIC GROWTH

Floris van der Leest¹

¹ *Victoria University, Australia*

The talk will focus on 1. How publicly available Excellence in Research for Australia (ERA) data can be used to derive national benchmarks to calculate research performance targets for research staff, by both research discipline and academic level; 2. How the 1.5 ratio for academic career growth, as proposed during INORMS 2011 in Copenhagen, is re-appearing in more and more institutional research indices, and seems to be unperturbed by applying different weighting factors to the standard metrics; and 3. Evidence that measures / indices of research activity that incorporate quality weightings and inform workload can drive publishing and fund sourcing behaviour.

PO26

E-FORMS: E-FRIENDLY, E-EFFECTIVE, E-EFFICIENT, OR JUST MORE E-EFFORT? HOW E-FORMS HAVE TRANSFORMED COMPLIANCE AND DATA MANAGEMENT WITHIN A RESEARCH ADMINISTRATION CONTEXT

Leslie Walker¹, Richelle Coll¹, Kendell Davies¹, Sue Evans¹, Linda Ahern¹

¹ *CQUniversity, Australia*

Administrivia is a term often used by the research community to describe the 'paperwork required by research offices. Encouraging researchers and research students to provide information and reports regarding their research activities has long been the bane of a research administrator's existence, but is essential for the university for reporting purposes and to inform strategy development and accomplishment. In 2014 the Office of Research Services began the development and implementation of -forms as a tool to support essential business processes. A working party was developed including key stakeholders representing various Research Office business functions and the University's Information Technology Directorate. Consultation with University management led to an agreement to use the ResearchMaster e-forms platform for this purpose as ResearchMaster had been fully implemented into all research data management in the University since 2006. The project to devise e-forms involved a staged development and implementation process, beginning with the design and implementation of progress reports for research higher degree candidates, followed by the implementations of animal ethics applications, human ethics applications, and notification of intention to submit grants e-forms. This poster examines the process of moving from paper-based to digitalised process management, and the significant improvements achieved in compliance and data management. The pain points encountered; the importance of planning and stakeholder consultation; and the opportunities to work towards excellence in data management are highlighted.

Some of the key advantages and benefits of e-forms include:

- Transparency and the ability to track documents through business processes
- Improved consistency of data
- Improved reporting capabilities
- Improved compliance with University policies and procedures

PO27

FUEL STATIONS OF THE FUTURE: ENERGY OASIS SMART MICROGRID PROJECT (OPEN ACCESS TO SUSTAINABLE INTERMITTENT ELECTRICAL ENERGY SOURCES)

James Albright¹, Hassan Farhangi¹

¹ *British Columbia Institute of Technology, Canada*

In early 2007, BCIT embarked on a \$30 Million (CDN) strategic research initiative at its Burnaby campus. Inspired by BC Government's Green Energy Plan, BCIT designed and built Canada's very first Smart Power Microgrid to enable research collaboration among electrical utility companies, technology providers and researchers. Current scope of activities include development of architectures, protocols, configurations and models of the evolving smart grid with the view to charting a "path from lab to field" for innovative and cost-effective technologies and solutions for Canada's evolving Smart Electricity Grid. The Energy OASIS Network (\$7 million (CDN) investment) of fast charging stations enables electric vehicles to be charged quickly without adverse impact on the electricity grid. OASIS supports both Level 2 and Level 3 (aka "Fast DC") electric vehicle chargers. It incorporates the intelligence required to provide "cloud-based" Level 3 charging service for electric vehicles without jeopardizing the integrity of the utility feeder, by which it is powered.

Energy OASIS comprises of the following major sub-systems:

- 1) A highly sophisticated energy management system
- 2) User interface & communication kiosk
- 3) Energy storage system (500KWhr)
- 4) Photovoltaic canopy system (250KW)
- 5) Efficient 4-quadrant inverter (250KW)
- 6) Feeder interconnection and protection system (compliant with IEC-61850)
- 7) Cluster of level 3 and level 2 electric vehicle charging stations

The Energy OASIS aims to investigate the impact of level 3 electric vehicle charging stations on utility feeders and design mitigation strategies to reduce the charging loads of such infrastructure on the stability and reliability of our already stressed utility circuits.

PO28

ALTMETRICS HELP TELL THE STORIES OF TRANSLATIONAL SCIENCE

Polly Allen¹, Marianne Parkhill¹

¹ Plum Analytics, Australia

How can we best track the impacts of medical research from benchside to bedside to community? How do you measure and communicate the return on research investment in terms of medical practice and population health? For decades, article-level measures based on citation data were all that were available, with very little bearing on patient outcomes or community impacts. While one cannot put a value on what is better or more valuable – basic science vs. applied science – and the lines drawn between them are murky, it is known that citation-based metrics do advantage basic science more. Therefore, investigators and researchers publishing more basic science might look like they have higher impact and more value to the research community. Altmetrics can help fill in the gaps to tell the stories of translational science research that citations leave. By looking at article downloads, blog and news mentions and social media, to name a few items, you can start to understand the fuller picture of an article about translational science and its impact. Further, to truly understand these articles and publications and to tell these stories you need the information about all of the versions of the article in one place – not just the one from the publisher. For example, you want to see the metrics about the pre- and post-print versions, the one in your institution's green open access repository, the version in a subject-based repository and more.

This presentation will first talk about the possibilities altmetrics gives to translational science, show examples of applied research and altmetrics, and then open the floor to frank discussion about the value in this approach.

PO29

ENABLING INTERDISCIPLINARY SUCCESS - WHEN HASS MEETS STEM

Alice Boland¹, Huang Jun Song David²

¹ *University of Melbourne, Australia*

² *National Institute of Education, Singapore*

Tackling wicked research problems in contemporary society cannot occur without interdisciplinary collaborations. However, within academia, disciplines are predominantly categorised as either Humanities and Social Sciences (HASS) or Science, Technology, Engineering and Mathematics (STEM). These two camps often differ in terms of methodologies, outputs and outcomes, and have different research norms and culture. Hence, it is challenging to facilitate interdisciplinary research between HASS and STEM. This poster seeks to draw insights from two universities' journeys in fostering interdisciplinary research. The University of Melbourne in Australia (UoM) has been successful in forging ahead the 'science of learning' research by creating an alliance between neurological research (STEM) and education research (HASS). The agenda is to advance the understanding on neurocognitive mechanisms in learning. Similarly, the Nanyang Technological University (NTU) in Singapore and its autonomous institute - National Institute of Education (NIE) are also making similar research endeavours. The two cases take place in two different countries with different research cultures and social infrastructure. Comparing their journeys towards the same kind of interdisciplinary research not only helps us understand the common challenges, strategies and success factors in fostering interdisciplinary research, but also enable us to appreciate unique institutional and cultural differences in research management. More specifically, this poster compares and contrasts the two cases at operational and strategic levels. At the operational level, unpacking the challenges and barriers that HASS disciplines and researchers encounter when working with STEM researchers, the ways in which research managers tackle the administrative and relationship issues, and the growth of interdisciplinary collaborations between HASS and STEM. At the strategic level, the investigating the evolution of institutional priorities and funding systems associated with HASS and STEM research, as well as the increasing efforts of research institutions to foster interdisciplinarity through policies, practices, organisational structures and campaigns

PO30

DON QUIXOTE OF IMPACT: A TALE OF CATHARSIS

Esther De Smet¹

¹ Policy Unit Research Department Ghent University, Belgium

This presentation is essentially about the dark side of research policy. About an ongoing attempt to change the very fabric of a university without the proper incentives or top-down support. Imagine if you will a research environment in which societal impact is the norm and funding is distributed accordingly. Imagine a top 100 research university wanting to take full advantage of this brave new world. Imagine its Powers That Be mandate one of their policy advisors to write up a plan of action: they gift her a task force and send her off to work wonders. Now imagine that these PTBs forget about her, deny her extra staff and funding, and that most of her actions are dependent on the good will of others or her own stubbornness. Picture all surrounding realms thundering ahead in creating structures and incentives, in educating their researchers and opening up doors to untold wealth and prestige. In this honest tale you will be invited to follow one intrepid policy advisor on her quest to get societal impact on her university's policy agenda and keep it there. You will discover how she is navigating her route past many dragons - or are they windmills?, while still managing to pick up gold pieces along the way. How by choosing her battles carefully, gathering allies around her and harnessing the power of many, her dream is kept alive.

PO31

THE MIGRATION CHALLENGE - HOW MAY THE UNIVERSITIES RESPOND AND WHAT ROLE CAN RESEARCH MANAGEMENT PROFESSIONALS PLAY?

Ludde Edgren¹

¹ *Head of Grants and Innovation Office, University of Gothenburg, Sweden*

When the image of the three-year-old Syrian boy Alan Kurdi lying lifeless on the beach of Bodrum in Turkey made global headlines in Autumn 2015 it left none of us unaffected. It reminded us that we all have a responsibility and that the current migration is larger than ever before. According to UNHCR more than sixty million people are forcibly displaced worldwide, forty millions internally displaced in their country and twenty millions are refugees. Developing regions host approx. 85% of the world's refugees and European countries have quite few refugees even though Greece, Germany and Sweden have taking a larger share than other European countries. The University of Gothenburg in Sweden has for some years taken several initiatives aimed at facilitating the situation for people with a refugee background. Many of the people who are fleeing have an academic background or are in the university study of age. Some of these are in Sweden and in Europe, but the vast majority are in refugee camps in neighbouring countries whose education systems are severely strained. To deal with the current situation education and research are needed. Education is a crucial factor in the war-torn country's future and research generates new knowledge that needs to be disseminated and utilized in different ways. In this talk I will give examples of initiatives the University of Gothenburg has taken and how we as research administrators may facilitate these ideas as well as to find new ones. E.g. national node of the Scholars at Risk Network, mentoring programs targeted to unaccompanied refugee minors, Law Clinic - free legal services, Hello Neighbour - students making a better place for refugees and how various activities may be coordinated within the university and together with external actors. I would also like to learn from your university's initiative.

PO32

PARADOXICAL RESEARCH PERFORMANCE INDICATORS AND MEASURES: A SOUTH AFRICAN CASE

Tania Holmes-Watts¹

¹ Cape Peninsula University of Technology, South Africa

A sustainable increase in research performance at higher education institutions is very high on South Africa's national policy agenda. Over the years huge amounts of government funding and policy directives have been devised and implemented to drive this agenda. However, South Africa is still deemed a low research intense country, compared internationally. To move towards a knowledge economy, it is imperative that we become competitive in our research endeavours on a global scale. To assess our standing internationally, many benchmarking exercises are used, ranking systems are consulted and even targets are set in accord with national and international standards. Although the use of the latter may have some advantages, it is advisable that these are to be approached with caution. The purpose of this study emanated from a reflection on the above-mentioned, and is geared towards investigating to what extent the current research performance indicators and measures at one University of Technology in South Africa is indeed aligned with the institution's research vision. An explorative research design is to be employed to examine how research performance indicators and measures are currently defined, supported through funding and aligned with the institution's research vision. Both research management staff and academics will be interviewed to gain an understanding of their voice on the matter. Information will be captured and analysed using Atlas TI. It is envisaged that this research will provide a fresh perspective on the need to stay true to one's own unique institutional context and the specificity of research output that may result from that context. Also, it may provide a better understanding of how research performance indicators and measures at specific institutions may be expanded beyond the traditional publications.

PO33

MAKE MORE FROM LESS

Rebecca Hunsaker¹, Jill Frankenfield¹, Julie Ward²

¹ *University of Maryland, College Park, Unites States of America*

² *University of New South Wales, Australia*

How do central offices and departments work together and strengthen relationships, especially in lean funding times? If State/University funding is cut, how can the different parts of the University share services and provide training opportunities with fewer people and resources? While there is no one universal answer to this question, the session will focus on best practices and strategies for maximizing available resources and funding.

PO34

ACHIEVING THE BIG AND THE BOLD IN BABY STEPS

Helena Van Der Westhuizen¹

¹ *University of the Free State, South Africa*

The big and the bold in today's globalized university environment usually refers to top tier university rankings, major research grants and the management of projects spanning international university collaboratives. This is of little use to the middle-of-the-road university. It does not account for the majority of Higher Education institutions in developing countries such as South Africa, where most universities are resource poor both in terms of endowments and extremely vulnerable to government policy and global change. Unfortunately national and international research performance indicators rarely acknowledge the particular challenges posed to such Higher Education Institutions (HEIs). Historically the University of the Free State (UFS) constitutes a large student populace (ca. 35 000 students) with, by comparison a modest academic component spread across seven faculties. The organizational culture is historically far more dependent on human engagement than on efficiency and systems. This creates the opportunity for a research administrator to think boldly about how best to address the move from a small university historically focused on excellence in instruction, to that of an institution that foregrounds research excellence, while acknowledging the particular demands made on the institutional culture by the local environment. This poster will set out to emphasise the need for individual engagement by the research office irrespective of formal systems and procedures that may be put in in order to change university culture while recognizing the individual scholar's significance because without a large critical mass, big and bold achievement is measured in individual and targeted successes rather than in million dollar grants. This will be illustrated by the incremental change forged over the past five years at the University of the Free State in order to significantly broaden this university's research footprint.

PO35

NETWORKING FOR SUCCESS: THE CHANGING TALE OF RESEARCH MANAGEMENT

Emmanuel Babatunde¹, Sumathi Subramaniam¹

¹ *Division of Research Management, University of Bergen, Norway*

A comparison of 3 networks shall be presented: an international universities network, a network based on the European framework programme and an informal network of European research advisors. How do the networks function in practice? The advantages and disadvantages in terms of i) communication channels, information and facilitation events within the networks, ii) how research management professionals engage and connect researchers through the networks and the strengths and weaknesses of formal vs informal networks shall be discussed. A success story of an international consortium awarded European framework program funding will be presented to highlight the strategies employed by research management professionals in facilitating bid preparation. How can others join or participate in these networks? The importance of availability of financial support at host institutions to enable bid preparation work will also be presented. Participants will be encouraged to share their experiences and challenges for best practice development.

PO36

DATA VISUALISATIONS IN RESEARCH MANAGEMENT: PRETTY PICTURES OR MEANINGFUL DISPLAYS OF MULTI-VARIANT DATA

Natalie Mast¹, Jason Hamer¹, Laila Simpson¹

¹ *University of Western Australia, Australia*

This presentation will outline how the University of Western Australia (UWA) uses interactive network diagrams to visualise collaboration at the level of individuals, organisational units, fields of research and institutions. Network diagrams allow for the mapping of a group of entities to visualise the complex interactions between them in relation to data such as publication quality, grant income, academic position and field of research. This type of data visualisation allows senior managers and research management staff to gain a better understanding of university wide internal or external collaboration without having to interrogate data-heavy tables and figures for trends and patterns. This presentation will discuss the types of questions network diagrams can help solve and provide a brief overview of the other common options available for this type of visualisation. The process by which the network diagrams are produced will be explained, and the benefits of making these diagrams interactive will be discussed. The current limitations of this type of visualisation are also outlined. Examples of how these network diagrams have been employed for various purposes around the university will be provided. This presentation argues that the use of interactive network diagrams at UWA has provided valuable insights into the inner workings of the University at all levels and assists in strategic planning.

PO37

THEN AND NOW REFLECTING ON 33 YEARS IN UNIVERSITY ADMINISTRATION IN THREE COUNTRIES, FIVE UNIVERSITIES AND TWO CONTINENTS

Douglas Robertson¹

¹ *The Australia National University, Australia*

The presenter has worked in three universities in England, one in Scotland and one in Australia since 1983. During that time he has:

- overseen billions of dollars of research funding from all sources.
- Chaired two National Associations.
- Been involved in the merger of four national associations into two.
- Been personally involved in the creation of over 50 spin-out companies
- Managed teams from 5 to 120
- Been involved in the development of major capital projects and overseas campus developments.

This session will provide a perspective from 1983 to the present day, with some very personal thoughts on the past and looking into the future on research management as a profession. It will be both a personal retrospective and it is hoped a thought provoking session.

There is no doubt that the profession has grown and changed in the last three decades. In fact, it has changed beyond all recognition. From an office with two professional staff and five typists which oversaw research and human resources in a large English University to a small agile team in a technological university, with structures from highly devolved to completely centralized. Has the development of the profession improved the quality of research undertaken, is the balance between compliance and risk better. What has the presenter learnt about what works and what doesn't work and what should be the future goals from our profession. Hopefully delivered with insight and humour.

PO38

SAME SAME BUT DIFFERENT: UNDERSTANDING THE US SUB AWARD PROCESS

Julie Ward¹, Jill Frankenfield², Rebecca Hunsaker²

¹ *UNSW Australia, Australia*

² *University of Maryland, College Park, Unites States of America*

Have you ever felt frustrated when working with US partners regarding terminology and agreements? Why are there so many forms to complete to participate in a sub-award? Why does their research office need so much information? How do we agree on governing law, indemnification, arbitration... This session will explain the US sub-award process and relate it back to the relevant federal regulations when dealing with US Federal funds. The session will also discuss the development of a standard sub-award agreement that has been developed by the international network, Universitas 21 (U21).

PO39

INCREASING AWARENESS AND ACCEPTANCE OF CLINICAL TRIALS AMONGST THE GENERAL HOSPITAL WORKFORCE

Kylie Becker^{1,2}, Maria Mury^{1,2}, Karyn Joyner^{1,2}, Tanya Symons^{1,2,3}

¹ Northern Sydney Local Health District, Australia

² Kolling Institute for Medical Research, Australia

³ T Symons Associates, Australia

Clinical research should be a priority in the public health service and yet current culture does not always acknowledge the value of clinical trials or their role in driving innovation, generating income and giving rise to more effective, appropriate and cost effective treatments. The Australian and NSW Governments are committed to investing in research in order to improve all aspects of patient care. However, it is widely accepted that in order to embed clinical trials into the public healthcare system, further work is required to raise awareness of clinical trials amongst the general healthcare workforce. In order to address this issue, Royal North Shore Hospital has opened a dialogue with its hospital workforce to provide them with a better understanding of why research is conducted, and how they can support the research process. The aim was to create a more supportive research support infrastructure in which to conduct clinical trials. A short lunchtime seminar was designed for a non-medical workforce to provide attendees with an awareness of the clinical research process and the relevant knowledge to handle and direct patient enquiries about clinical trials. The seminar also provided an opportunity to showcase examples of clinical trials conducted within the hospital and how they have benefited patients. Delegates were asked to complete a post session evaluation to gauge the effectiveness of the session in improving delegates understanding of clinical trials and how the session may impact on their interaction with current and prospective clinical trial participants. The seminar proved an effective way of raising awareness of the research process within a research-active public health organisation and the results of the post-course survey demonstrated a substantial increase in delegates understanding of the research process.

PO40

EFFECTING INNOVATION AND SUSTAINING MOMENTUM TO ADVANCE THE RESEARCH ENTERPRISE: IMPLEMENTATION OF RESEARCH STRATEGIES BY A U.S., NEW ZEALAND AND DANISH UNIVERSITY

Tracey Swift¹, Dan Nordquist², Jan Andersen³

¹ *The University of Auckland, New Zealand*

² *Washington State University, United States of America*

³ *The University of Copenhagen, Denmark*

More often than not, it's the strategic contributions we make as research administrators that energise and excite us. We feel passionate about research strategy and how it directs and guides our institutions and it drives how we plan our offices' activities to support the university's research activities. However, by their very nature, universities juggle competing priorities, strategies and tactics for implementing strategic priorities and engaging with research funders at central, local and faculty level. Many individual researchers do not buy-in to organisation strategies and do not see the relevance to their own research, but could they? Drawing on personal experience from the US, New Zealand and Denmark, we explore how institutions can implement research strategies to effect meaningful change and maintain momentum for innovation in research, scholarly, and creative activities across all institutional levels.

PO41

THE MANY ROLES OF THE PROFESSIONAL FUNDRAISER

Anya Vinstrup¹

¹ *Research Support Office, Aarhus University, Denmark*

The exploration of the professional fundraiser at universities is a research field that is still only very little knowledge about. What is a professional fundraiser? What are their roles and how are they motivated? Discussions of what a fundraisers work, motivation and roles are in general formed the basis for quantitative and qualitative analyzes conducted in Denmark in 2015. Data were collected through an online questionnaire sent to all fundraisers at the eight Danish universities. The organization of fundraisers at Danish universities is different with both central units, decentralized units and various combinations of these. Statistic tests were run on the differences between the perception of roles, as well as made various visual displays of the written statements set up in relation to the fundraiser's organizational position. The difference between the centrally located and the decentralized placed fundraisers were analyzed in relation to the type and grading of their different roles; why they became a fundraiser and what motivates them in their work life. Qualitative analyses were done with focus of some of the elements that influences the choice of career, organization and management of the professional fundraisers. The quantitative analyzes showed surprisingly small differences, whereas the qualitative analyzes painted a more diverse picture of the roles of the fundraisers as well as their self-motivation. The presentation is a review of a Master project concluded in 2015. The presentation will highlight the results of the survey and look at what the different roles means for the management of fundraisers, also in an international context.

PO42

LEADING THE PACK: THE ROLE YOUR LEADERSHIP STYLE PLAYS IN A RESEARCH ADMINISTRATION

Princess White^{1,2}

¹ *University of Maryland, United States of America*

² *SRA Member*

Research administration requires a robust set of skills. At all levels, the position calls for a proclivity toward influence, creativity and most of all leadership. With overlapping deadlines and various cultural dynamics, it is often unclear how to best accomplish goals and manage expectations. This study explores the four leadership styles of Supportive Leadership, Directive Leadership, Participative Leadership and Achievement-Oriented Leadership and identifies the situational factors that influence which style of leadership is most prevalently used in the field of research administration. The population consists of self-identified research administrators with at least 3 years of experience in both pre-award and post-award. They were recruited through postal mail solicitations and the questionnaire collected demographic data of gender, institution's annual sponsored research funding, level of authority and years of experience. Also, the participant identified 1 of the 4 leadership styles and answered questions ranking key business functions. Data from Eighteen participants without positions of authority and 12 participants in high-level positions of authority was used for data analysis (11 males, 18 females). Thirty sex and authority matched controls were then randomly selected from the remaining participant data collected. Eighty percent (15/18) of participants without authority - and 42% (5/12) of participants with authority had Achievement-Oriented Leadership style compared to 10% (3/30) of controls ($P < 0.001$ participants with no authority vs. controls, $P = 0.07$ for participants with authority vs. controls, and $P = 0.01$ for participants with no authority vs. participants with authority). Of the 20 participants that listed Achievement-Oriented Leadership, 95% had over 5 years of experience and 75% were from larger institutions. There is a significant increase in Achievement-Oriented Leadership styles among research administrators with over 5 years of experience at larger institutions. A deeper look at Achievement-Oriented Leadership may reveal why it is most prevalent among research administrators.

PO43

ALTMETRICS COMES TO THE RESCUE TO MEASURE THE IMPACT OF THE HUMANITIES AND SOCIAL SCIENCES

Polly Allen¹, Marianne Parkhill¹

¹ *Plum Analytics, Australia*

Impact metrics based on citation counts have always underserved fields outside of STEM and medical research. Measuring impact in humanities and social sciences is particularly challenging: citation rates are very low, and research is disseminated more commonly through non-article content such as books or book chapters. As more research activities and academic conversations are moving online, the emerging field of altmetrics has provided new tools to address these challenges. There are new ways to assess the outreach and impact of your research, from measuring online attention of research at all stages, to seeing how your online datasets are shared, to understanding usage and circulation patterns of books and book chapters and more. This session will cover the definitions of altmetrics, talk about the different altmetrics providers, and describe various use cases of humanities, arts and social sciences using them. These use cases range from how early career researchers in psychology used altmetrics to prove their research value, to how large universities use altmetrics to communicate the strategic value of their dance department, and more.

PO44

ARTS IN AUSTRALASIA: MISSING PRESUMED UNIMPORTANT?

Elizabeth Asbury¹

¹ *Whitireia New Zealand*

Is Arts research alive and well in New Zealand? During the 2015 Australasian Research Management Society (ARMS) conference, which attracted over 400 delegates from more than 15 countries, Arts research was largely unrepresented. A basic keyword search of the proceedings using 'Art' 'Creative' and 'Humanities' failed to identify a single result. Government funding for the Arts in New Zealand awarded NZ\$41 million in 2014, while the Australian Council for the Arts awarded AUS\$191 million during the same period. While this represents a lesser amount than the funding available for science and health research, it nonetheless demonstrates that the Arts are recognised, valued and funded across Australasia. However, of great concern is that the often used bibliometric and infometric analysis employed by many institutions may fail to capture the full diversity of outcomes from the Creative Arts. At Whitireia New Zealand, 51% of our institutional research outputs are from the Arts. With the 2018 Performance Based Research Fund round fast approaching, urgent action is required to recognize the importance of Arts research and collaboration across New Zealand, Australia and beyond.

PO45

CREATING A MORE COMPETENT RESEARCH WORKFORCE: PILOTING AN INDUCTION PROGRAMME FOR RESEARCH NURSES

Kylie Becker^{1,2}, Maria Mury^{1,2}, Tanya Symons^{1,2,3}, Michelle Moeskops^{1,2}

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Royal North Shore Hospital (RNSH) is a large research and teaching hospital servicing almost 1 million people. A major focus is to increase the number of clinicians involved in clinical research. It has been demonstrated overseas that while investigators have overall accountability for the responsible conduct of research, the volume and complexity of research administration is more effectively and efficiently delivered by highly experienced and well trained staff. At RNSH research nurses/coordinators are employed by investigators on fixed term contracts with non-recurrent funding, reporting to each investigator independently. This results in a high variation of knowledge, skills and experience across a range of clinical departments. As such, research nurses/coordinators can become isolated, often separated from the clinic with very little support and they rarely have access to formal training programmes. To improve the knowledge, skills and experience for staff, RNSH supported the establishment of a peer to peer support group and piloted a new induction programme focusing on the attainment of core skills and knowledge for trial conduct and management. The programme consists of face-to-face training modules on Good Clinical Practice, Informed Consent, Managing Trial Documentation and Maximizing Recruitment; online training covering the regulatory environment, guidance documents. Staff also periodically meet with a nurse manager to ensure core clinical skills are maintained. Eleven core themes are covered over a six month period. Staff are encouraged to reflect on how this training applies to their day-to-day activities. To gauge impact of the induction programme, participants were asked to complete a pre-induction and a six month post-induction questionnaire the results of which strongly support the utility of this programme. Early anecdotal feedback from participants describes a more confident, capable and effective team member.

PO46

RETHINKING RESEARCH CAPABILITIES AND THEIR DEVELOPMENT

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A key focus in research development relates to the inculcation of foundational research skills in early career researchers and academics. This has been strongly sponsored by Vitae and widely embraced across the world as the most critical area to be emphasised. However, there has been little questioning of the assumptions that guide this emphasis, or evidence of discussion as to the additional ways in which researchers may be supported through their ongoing progression from novice researcher to research leader. While foundational skills are a very important part of the service focus, it will be argued that there is a critical need to further extend support to broader capacity building across the institution. Capacity building in this presentation will be articulated as a three-fold focus: ensuring individuals have the right capabilities and mindset to embrace their ongoing development; enabling constructive and supportive communities that encourage and facilitate development, and building leadership capacity to guide productive frameworks and infrastructure to encourage the right behaviours and outcomes. In this presentation the gaps in current research development strategies will be explored, illustrating the importance of moving toward a whole of career, institutionally aligned, research development approach. The presentation will explore encouraging robust research identity formation and management, building clarity around research career management, guiding leaders as to their constructive support of early and mid-career researchers and promoting improved research management at all levels. The contribution of institutional strategy, leaders, research communities, and the learner in building capacity will be mapped, illustrating the need for research developers to consider a multi-faceted approach to their service strategy. The extension of the role to encompass leadership engagement in research capacity building is an important advancement in positioning these services.

PO47

THE FIRST EARMA ALUMNI NETWORK FOR RESEARCH MANAGERS: LET'S WORK TOGETHER ACROSS THE CONTINENTS

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In 2014, European Association for Research Managers and Administrators (EARMA) launched the first EARMA Certificate in Research Management. As first cohort students of this programme, we are looking to start an EARMA Alumni Network and we wish to invite other students from similar training programmes of sister organizations to collaborate across the Continents. The EARMA Alumni Network aims to: 1:share our experiences and practices, differences and similarities; 2:promote lifelong learning; 3:support continuous professional development; identify new challenges for Research Managers; 4:foster the debate on grant management assessment; 5:suggest follow-up trainings to the EARMA and sister organizations; 6:assist in evaluating, assessing, training new cohorts; 7:develop a mentoring practice for new cohorts; 8:jointly publish assessments of supra-national methodologies, best practice research management initiatives and policies. The EARMA Alumni Network would also focus on the development of innovative strategies for introducing novice researchers to the broader research environment. This includes, but is not limited to: 1:introducing young researchers to alternative career pathways, (both academic and industry-based); 2:presenting career options for early-stage researchers; 3:joining European Cooperation in Science and Technology (COST) and, Knowledge Alliances and Strategic Partnerships (Erasmus+) and Research and Innovation staff exchange (RISE- H2020) to build and expand their contacts in Europe and beyond 4:encourage young researchers to become expert evaluators themselves and more

PO48

SHOULD I STAY OR SHOULD I GO: STRATEGIES FOR ARRESTING THE HIGH ATTRITION RATE OF ARTS AND SOCIAL SCIENCE HDR STUDENTS

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The number of students withdrawing from Research Higher Degree programs in the Faculty of Education and Arts (FEDUA) is almost double that of equivalent sized Faculties at the University of Newcastle, resulting in a loss of funding of millions of dollars. The demographics of the FEDUA cohort differ quite significantly from other faculties at the University of Newcastle, with a much older cohort and a higher percentage of part-time students. Characteristics of students who withdrew from FEDUA RHD programs were closely examined to determine if these characteristics played a part in the high levels of withdrawal from HDR programs. School, residency status, candidature status, study load, scholarship status, age and gender of withdrawing students were analysed. Based on an extensive literature review and data analysis, a model of why students attrit from HDR programs was created. One of the main factors was determined to be disengagement from the research culture of the Faculty. Strategies were developed to better engage with students, particularly those located off-campus and enrolled part-time. This poster outlines the retention strategies put in place as part of this research, as well as our surprising findings about what kinds of HDR students attrit and why.

PO49

LEARNING FROM FUNDER'S GRANT REVIEW REPORTS

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Competition to clinch research grants has been on the rise even with larger amount of funding available in Singapore. Under the Research, Innovation and Enterprise 2020 plan, \$4bil has been allocated to health and biomedical science. Thus it is important for the university to ensure adequate support and needed enhancements are in place to maintain its competitiveness in securing research grants. To identify the weaknesses in biomedical research grants submitted by our principle investigators, review reports returned by the National Medical Research Council to unsuccessful applicants of Cooperative Basic Research Grant were analysed. This poster will share the information gathered from the review reports.

PO50

STRENGTHENING RESEARCH MANAGEMENT IN POLYTECHNICS IN INDONESIA: AN EMPIRICAL STUDY

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This study was design to explore the current research management application in Polytechnic in West Java-Indonesia. The work is very important as a responseto the changing regulation related to Higher Education in Indonesia. It starts with the new regulation which stated that a lecturer must have 30%-40% credit points in research area for promotion, previously only 15%. Compared to universities, this change has a bigger impact to Polytechnic lecturers. Because since the beginning of the establishment of Polytechnic in 1980's, the lecturers used to focus more on the teaching area rather than on the research and community development. The existing research development in Polytechnic is facing difficulties such as low participation in conducting research among the lecturers and low level of Intellectual Property development. Furthermore, in the present there is a change of paradigm where managing research is no longer an individual's obligation; rather, it has become more of an institution's responsibility. Therefore, Polytechnic as a Vocational Higher Education needs to reformulate its research management. A Qualitative approach was conducted to investigate the implementation of policy, processes and utilization of research results. It is focusing on identifying critical aspects in research management, including key barriers to current and future growth of research management. The particularities of a research management approach related to state vocational higher education, such as the emergence of "tridharma" concept (education, research and community services)is also being considered. Fifty respondents (50) participated in the face-to-face interviews and focus group discussions. The key findings indicate nine main aspects that have influence on research management in Polytechnics which majority managed in "silos"; while the policy as the vehicles to strengthen the research management process tend to lack of power and more focus on the administrative function.

PO51

FORMULATING RESEARCH-BASED MASTER AND DOCTORAL PROGRAMS TO ACCELERATE SCIENTIFIC PUBLICATION: THE CASE OF UNIVERSITAS SEBELAS MARET, INDONESIA

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It has been widely considered that scientific publication of Indonesian scholars is far behind some neighboring countries in terms of quantity and quality. Some have argued that to foster the scientific publication, Master and Doctoral Programs in universities should be revitalized due to many manuscripts, resulted from thesis and dissertation, are produced by those programs. However, in most Indonesian universities, productivity of scientific publications is relatively lower even though there are many Master and Doctoral programs. In this present paper, we propose a model of research-based Master and Doctoral Programs in the context of Indonesia, more specifically in our institution. The model puts more emphasis on students experience on research publication as a formative evaluation. Before defending their thesis or dissertation, Master and Doctoral students should disseminate their preliminary results of research for a scientific conference. Their research article should be submitted to a nationally accredited journal and/or a reputable international journal. In order to facilitate the competence of students in publication, the graduate school put efforts to improve the quality of subject-specific courses, research-supporting courses and provide trainings on scientific paper writing.



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