



Research Management in a Global Context



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ARMS 2015

29 SEPTEMBER – 2 OCTOBER 2015

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SINGAPORE

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ARMS

Australasian Research Management Society

ARMS IS AN INTERNATIONAL SOCIETY –
SINGAPORE IS A NEW CHAPTER OF THE FAMILY

Conference
Handbook
Program and
Abstracts

WHO IS UNIVERSITY OFFICE?

We are a leading software and services organisation focused entirely on research management. Our research management solution, IRMA, is a leading solution that delivers rapid and real benefits to universities and research institutions wanting to leverage the power of their research management information.

What IRMA can do.

IRMA is a highly configurable, web-based research management application consisting of nine fully integrated modules. These modules cover four distinct functional areas: Foundation, Administration, Integrity and Reporting.

IRMA's modular design provides a high level of integration as well as the flexibility of choosing the modules that are relevant to your research organisation's needs.

IRMA is ERA 2015 compliant.

	Foundation	Administration	Integrity	Reporting
Projects	People	Grants and Contracts	Human Ethics	Researcher Profile
Centres				
Contract Management	Organisational Structures	Research Outputs	Animals Ethics	ERA
Web Services				
Repository Interfaces	Security Permissions & Profiles	Higher Degree By Research	Biosafety	Report Writer & Reporting Wizards
Snapshot				
Regulatory Interfaces	Workflow	Commercialisation	Risk Management	External Reporting Integration
Online Forms Designer				
Competencies				

Reporting

An in-built reporting tool means there's no reliance on third-party products, and the system also has a number of reporting wizards, all of which comply with government requirements. Standard tools extend to performance reporting, such as the Excellence in Research for Australia (ERA), and the system's structure allows for fast adaptability to changing reporting specifications.

Collaboration

IRMA's design allows for collaboration through data exchange between IRMA and systems being used by research institutions and government departments, as well as enterprise systems. IRMA uses configurable web services, allowing integration and collaboration on any scale.

Security

Access to data and functions is restricted through role-based security barriers, ensuring data integrity and enabling extensive auditing. Authentication is secured through encryption protocols, as is all the information exchanged between users and the application.

Usability

IRMA is a 100% web-based application designed with a strong focus on user requirements to ensure optimum efficiency in data collection. This makes it an intuitive and easy-to-use tool that doesn't require intensive training.

Ease of implementation

University Office is proud to be the market leader in fast and low-cost implementation through the use of integrated web tools, customisable forms, and flexible and dynamic configuration options.





A LEADER IN EDUCATION RESEARCH

The **Office of Education Research (OER)** was established in 2008 to advance research, development and innovation in the National Institute of Education, Singapore (NIE). OER provides the expertise, resources and support needed to produce high-quality education research that impacts policy and practice in Singapore and even internationally.

The outstanding research produced by NIE makes Nanyang Technological University one of the top 10 universities for education in 2015* and amongst the top of the ranks in research performance**.

OER oversees research by three research centres with different emphases:

- **Centre for Research in Pedagogy and Practice:** An education research centre of excellence in pedagogy and practice.
- **Education and Cognitive Development Lab:** Their four research areas are: Applied Cognitive Development, Atypical Development, Bilingual Development and Intervention.
- **Learning Sciences Lab:** The lab explores learning and teaching not just in schools, but also everyday communities.

As a leading hub for education research in Singapore, OER brings together motivated and high-calibre researchers, educators and administrators to advance teaching and learning through evidence-based research.

If you are interested to be part of this exciting OER community, please check out the available positions at <http://www.nie.edu.sg/about-nie/careers>.

*QS World University Rankings by Subject 2015 – Education.

** Web of Science (by Thomson Reuters) and Scopus (by Elsevier).



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ARMS 2015 Conference Organising Committee

- Professor Michael Khor – Nanyang Technological University (Conference Convenor), Singapore
- Dr Hannah Clarke – ACT Health, Australia
- Dr Helen Marsden – University of Canberra, Australia
- Dr Ren Yi – Macquarie University, Australia
- Dr David Huang – National Institute of Education, Singapore
- Sharmila Kannan – Singapore Eye Research Institute, Singapore
- Dr Sianna Panagiotopoulos – Austin Health, Australia

ARMS 2015 Conference Program Committee

- Dr Sianna Panagiotopoulos – Austin Health (Convenor), Australia
- Raymond Tham – Flinders University, Australia
- Dr Ted Rohr – University of New South Wales, Australia
- Dr Caroline Pratt – Lincoln University, New Zealand
- Dr Hannah Clarke – ACT Health, Australia
- Dr Sean Lam – Singapore General Hospital, Singapore
- Sharmila Kannan – Singapore Eye Research Institute, Singapore

Professional Conference Organiser



Consec – Conference and Event Management
PO Box 3127
BDC ACT 2617 Australia
T: +61 2 6252 1200
F: +61 2 6252 1222
E: arms2015@consec.com.au
W: www.arms2015.org.au



Conference Manager

Barry Neame
CEM, PCO-DIR



Conference / Event Coordinator

Charmaine Ogilvie
BA (Media&Comm)

WELCOME



The Singapore Chapter of ARMS is honoured to host the 17th Annual Conference of the Australasian Research Management Society (ARMS). Singapore is well known as a major commercial hub, ranked in the top 10 per capita GDP countries in the world. Our journey from an entrepot economy to one

driven by knowledge and innovation is a national effort which is inseparable from the government's strategic investment in research and innovation. Singapore has now established an emerging and vibrant R&D ecosystem comprising public sector research institutions; world class research intensive universities and research centres with renowned universities such as University of Cambridge; MIT; ETH Zurich; UC Berkeley; Technion and many others.

Research management and administration have increasingly been recognised as a serious profession globally and the theme of ARMS 2015 "Research Management in a Global context" is an apt one. From 29 September to 2 October, we will explore the theme together through a series of deliberately designed programmes including pre-conference collaboration meetings, pre-conference workshops, keynote speakers presentations, plenary and concurrent sessions, accreditation modules and exhibitions. The conference itself will be held in the Orchard Hotel Singapore which is ideally located on the world famous Orchard Road, a key shopping and entertainment district of Singapore and most of the pre-conference activities will be held in Nanyang Technological University (NTU).

As the chapter convenor, I welcome you to ARMS 2015 for extensive networking with delegates from Australasia as well as first-hand experience of Singapore, a vibrant and alluring garden city. I also invite you to come to NTU to visit this young, beautiful and dynamic university.

Professor Michael Khor
ARMS 2015 Conference Convenor

ARMS PRESIDENT'S WELCOME



On behalf of the Australasian Research Management Society (ARMS), I welcome you to the 17th Annual Conference of ARMS in Singapore, the newest Chapter of the ARMS family. ARMS is the leading organisation in the Australasian region dedicated to supporting research excellence

and the enhancement of the research enterprise through the professional development of research managers and administrators and the promotion of the profession of research management.

This year's conference program focuses on research management in the global context and will provide many opportunities for you to learn about the latest global trends in the profession and to network and engage with like-minded colleagues from across the region.

I commend the 2015 Conference and Program Organising Committees for bringing together a compelling line up of internationally renowned speakers and I also wish to take this opportunity to thank our invaluable conference partners, presenters and other supporters whose contributions are so important in making this conference successful.

I have every confidence you will thoroughly enjoy the ARMS 2015 Singapore Conference and encourage you to also take time out to experience the multi-cultural delights that this charming city has to offer.

Dr Simon Kerr
ARMS President





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Welcome to the ARMS 2015 Conference App

The ARMS 2015 Conference App is compatible with iPhones, iPads and Android phone and tablets.


The ARMS 2015 Conference App is the best way to let conference delegates and attendees get the most out of their conference experience and all in the palm of your hand. The App runs on Apple and Android devices and features:

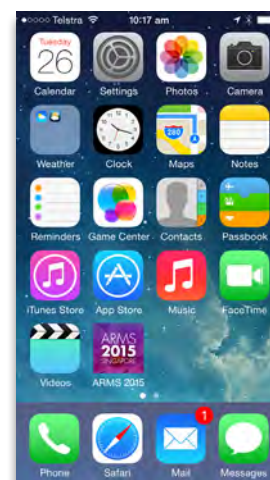
- the full conference program for sessions and speakers
- bookmarks that delegates can use to plan out their day
- venue details with maps
- exhibitor directory that is searchable
- partner listings that delegates can browse and be directed to a company's specific web page, and
- any conference news and last minute notices.



How to Access the ARMS 2015 Conference App:


iPhone and iPad Users

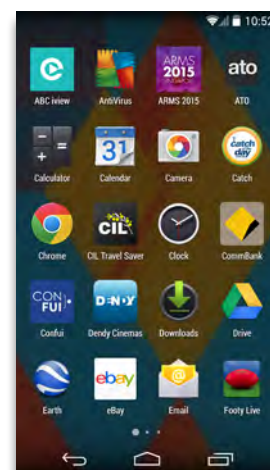
1. Click on the App icon  on the home page of your iPhone or iPad
2. In the search bar type 'ARMS2015' and the App should come up on the screen
3. Click on 'FREE' and then click on 'INSTALL'
4. This installation process will take a minute or so to download and then the ARMS2015 App icon will appear on your home screen ready to use.



How to Access the ARMS 2015 Conference App:

Android Phone and Tablet Users

1. Click on this Google Play icon  on the home page of your Android phone or tablet
2. In the search bar type 'ARMS2015' and the App should come up on the screen
3. Click on 'FREE' and then click on 'OK'
4. This installation process will take a minute or so to download and then the ARMS2015 App icon will appear on your 'All Apps' screen, hold down on the icon and drag it to the home screen and it's ready to use.





KEYNOTE SPEAKERS



PROFESSOR BERTIL ANDERSSON

President, Nanyang Technological University (NTU), Singapore

Professor Bertil Andersson has been the driving force behind NTU Singapore's rapid progress. The University is today ranked 39th in the world, first among the world's young elite universities and top among Asian universities in normalised citation impact.

A prominent plant biochemist and author of over 300 papers in photosynthesis research, Professor Andersson was previously Chief Executive of the European Science Foundation in France, Rector of Linköping University in Sweden, as well as Chairman of the Nobel Committee for Chemistry and a Trustee of the Nobel Foundation.

A Fellow of Imperial College London, he was instrumental in Imperial College London coming to Singapore to jointly establish with NTU the Lee Kong Chian School of Medicine. Professor Andersson has received more than 12 honorary doctorates and the Austrian Wilhelm Exner Medal. He serves on the boards of a number of international foundations, learned societies and public agencies.



PROFESSOR JAMES BEST

Dean, Lee Kong Chian School of Medicine, Nanyang Technological University, Singapore

Professor James Best was appointed in July 2014 as Dean of the Lee Kong Chian School of Medicine in Singapore, a Joint Medical School of Imperial College London and Nanyang Technological University (NTU), Singapore (www.lkcmedicine.ntu.edu.sg).

He graduated in medicine from the University of Melbourne in 1972 and trained in Endocrinology at St Vincent's Hospital Melbourne and in diabetes research at the University of Washington, Seattle, USA. He became Head of the Medical School at the University of Melbourne in 2007 and was responsible for the introduction of Australia's first Doctor of Medicine (MD) degree as a professional entry to practice qualification. At a governance level he served on the Council of Australia's National Health and Medical Research Council (NHMRC) and as Chair of the NHMRC Research Committee from 2006 to 2012.

Since taking up the position of Dean of the LKCMedicine in Singapore, James Best has joined the Board of Management of National Healthcare Group and the National Medical Research Committee. As Dean, he is charged with overseeing the ongoing development and delivery of world-class research and innovation excellence and the provision of an excellent student experience. Through engagement at a local, national and international level, he also aspires to contribute to exciting developments for medicine in Singapore.



SIR PETER GLUCKMAN

Chief Science Advisor to the Prime Minister of New Zealand

Professor Sir Peter Gluckman was the founding Director of the Liggins Institute and is one of New Zealand's best known scientists.

His research has won him numerous awards and international recognition including Fellowship of the Commonwealth's most prestigious scientific organisation, The Royal Society (London). He is the only New Zealander elected to the Institute of Medicine of the National Academies of Science (USA) and the Academy of Medical Sciences of Great Britain.

In 2009, he became a Knight of the New Zealand Order of Merit replacing the 2008 Distinguished Companion of the NZ Order of Merit, for services to medicine and having previously been made a Companion of the Order in 1997. In 2001 he received New Zealand's top science award, the Rutherford Medal.

In July 2009 he was appointed as the first Chief Science Advisor to the Prime Minister of New Zealand. In this role, he is internationally respected for his work promoting the use of evidence in policy formation and the translation of scientific knowledge into better social, economic, and environmental outcomes.

Sir Peter is the author of 600 scientific papers and reviews, is an editor of eight books, and author of five books – including three influential textbooks in his subject area.

KEYNOTE SPEAKERS



MR PHILIP GREEN

Australia's High Commissioner to Singapore

Mr Green was appointed as Australia's High Commissioner to Singapore in November 2012. He has previously served overseas as High Commissioner in South Africa (2004–2008), and in Kenya (1998–2000).

Mr Green has also held a number of senior positions in Australia. He has served as Chief of Staff to the Australian Minister for Foreign Minister, and International Adviser to the Prime Minister.

Mr Green holds a Bachelor of Arts with First Class Honours and a Bachelor of Law from the University of Sydney. In 2002, he was awarded the Order of Australia Medal for his role in the response to the Bali terrorist tragedy.

As High Commissioner to Singapore, he has focused on strengthening bilateral relations through the Comprehensive Strategic Partnership, signed by Prime Ministers Abbott and Lee in June 2015. His High Commission has worked to play its part in the celebration of 50 years of bilateral ties through the loan of koalas to the Singapore Zoo and the "50 Bridges" arts and community engagement program, including the "50 BBQs" celebration in June.



ZOË HAMMAT

Director, Division of Integrity, Office of Research Integrity, US Department of Health and Human Services, United States

Zoë Hammat directs the Division of Education and Integrity at the US Office of Research Integrity. She previously directed the University of Hawaii's Research Integrity Program as its Research Integrity Officer. A licensed attorney with a Master's degree in Law and Ethics in Medicine, she has served on the faculty at the University of Hawaii medical and law schools and taught courses in biomedical ethics, research compliance, and human subjects protection. She has also served as the Legal and Regulatory Specialist for the RCMI Translational Research Network, an NIH-funded consortium of 18 US institutions dedicated to reducing health disparities. Ms Hammat is particularly interested in fostering research integrity within a global context.



DR DEBORAH KUCHLER

Chairman, Innovation Management Australia Pty Ltd

Dr Kuchler is a company director, technology entrepreneur and policy development strategist, working most recently in pioneering the uptake of innovation produced within Australia.

A major current client is the Hospital Intellectual Property Group, comprising three companies whose mission is to commercialise and promote hospital intellectual property from hospitals in NSW, ACT and QLD. Since 2001, the Hospital IP team have developed and built comprehensive IP management systems that have managed more than 10,000 hospital practice improvement projects and more than \$50million in revenue from IP productisations, commercialisations and industry partnerships.

Prior to working in the health sector, Deborah pioneered the technology transfer and development of the high tech satellite imaging industry in Australasia. Deborah's satellite image mapping company commercialised its own satellite technology intellectual property with applications in space technology, agriculture, engineering, marine sciences market sectors. The company worked extensively overseas transferring the technology to Defence and other government sectors in all the ASEAN countries. This technology is now applied in all digital medical imagery. Earlier in her career, Deborah was employed as a scientist for Australia's eminent scientific research organisation, CSIRO working in a multidisciplinary, multi-institutional team on satellite imaging projects.

Deborah has extensive experience commercializing private and crown/government owned intellectual property, has worked extensively overseas and has close professional links with organisations in UK and USA. She has a rare ability to work in and understand the public and private sectors and appointments to more than 43 have Ministerial and Government Advisory Boards and Councils credential her expertise. Deborah currently holds directorships on five company boards.



DR BEN MCNEIL

Founder & CEO, Thinkable.org, Australia

Dr Ben McNeil is a climate scientist at the University of New South Wales with a passion for science. In 2014 Ben founded thinkable.org, a global science engagement & funding platform based in Sydney with a mission to accelerate innovation, openness and engagement of research with the public. As CEO of Thinkable.org, Ben has worked with a range of research organizations and universities to design & host open research grants, contests & prizes that empower scientists to share their research using video, allowing a much wider audience to learn, vote & fund cutting-edge science.



CRAIG ROY

Deputy Chief Executive, Commonwealth Scientific and Industrial Research Organisation (CSIRO), Australia

Craig Roy is the Deputy Chief Executive of CSIRO with key responsibility for the organisation's science and impact performance. His responsibilities also include Strategy, Business Development & Commercial, Governance, Communication, International and Organisational Development.

Craig is a board member of the Australian National Commission of UNESCO, a member of the Australian Research Committee, a member of the University of Technology, Sydney (UTS) Vice-Chancellor's Industry Advisory Board, Co-Chair of the CSIRO-Chinese Academy of Science Joint Steering Committee and an international member of Thailand's National Science and Technology Development Agency's International Advisory Committee. Craig is a Fellow of the Australian Institute of Company Directors.

Craig is active nationally and internationally across the research and innovation space. His career also includes more than 20 years as a commissioned officer of the Royal Australian Navy.



INVITED SPEAKERS



DR LAURA DAN

Acting Branch Manager and Chief Program Officer, Australian Research Council, Australia



PROFESSOR BUNDIT FUNGTAMMASAN

Senior Vice President, Research & Innovation, King Mongkut's University of Technology Thonburi, Thailand



DR JOHN KIRKLAND

Deputy Secretary-General, The Association of Commonwealth Universities, United Kingdom



DR DAICHI KOHMOTO

Research Administrator, Kyoto University, Japan



PROFESSOR ECOSSE LAMOUREUX

*Deputy Head, AMRI (Academic Medicine Research Institute) Duke-NUS Graduate Medical School Singapore
Director, Population Research Platform Head, Health Services Research group; Singapore Ocular Research Centre; and Data Management Unit
Scientific Co-Director, Singapore Epidemiology of Eye Diseases Centre
Singapore Eye Research Institute, Singapore*



NOBUKO MIYAIRI

Regional Director, Asia-Pacific, ORCID, Japan



SAMANTHA ROBERTSON

Executive Director, Evidence, Advice and Governance, National Health & Medical Research Council, Australia



PROFESSOR DR NARONGRIT SOMBATSOMPOP

Professor in Materials Technology, King Mongkut's University of Technology Thonburi (KMUTT), Thailand



PROFESSOR OVID TZENG

Chancellor, University System of Taiwan, Taiwan

Chair Professor, Brain Science Research Center, National Chiao Tung University, Taiwan

Academician, Academia Sinica, Taiwan



PROFESSOR TIEN YIN WONG

*Medical Director, Singapore National Eye Centre, Singapore
Professor and Vice Dean, Clinical Sciences, Duke-NUS*

THEME LEADERS

Managing International Projects and Partners



DR DANIEL BARR

Manager, Research Integrity, Office for Research Ethics and Integrity, The University of Melbourne, Australia

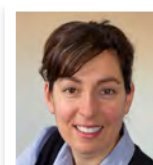
Collaborating and Capitalising on Research Opportunities



WARWICK DAWSON

Director, Research Partnerships, The University of New South Wales, Australia

Building Partnerships



DR MARINA DELPIN

Project Manager, Researcher Mentoring, Flinders University, Australia

THEME LEADERS

Collaborating and Capitalising on Research Opportunities in Asia-Pacific Region



DR DAVID JUNSONG HUANG

Assistant Dean, Research Strategy, National Institute of Education, Singapore

Research Administration Performance



GRAHAME PEARSON

Research Analytics and Compliance Manager, The University of Sydney, Australia

Managing International Projects and Partners



DR PAUL TAYLOR

Director of the Office for Research Ethics and Integrity, The University of Melbourne, Australia

Translational Research



DR CHRIS KROGER

Research Manager, GNS Science, New Zealand

Managing International Projects and Partners



DR TED ROHR

Director Research Ethics and Compliance Support, The University of New South Wales, Australia

Translational Research



DR CAMPBELL THOMSON

Director, Office of Research Enterprise, The University of Western Australia

Research Impact and Analytics



DR CAROLINE MILLER

Executive Officer, Director, South Australian Health and Medical Research Institute (SAHMRI), Australia

Research Management Systems



DR TARO SONOBE

Research Administrator, Kyoto University Research Administration Office, Japan

Metrics and Reporting



DR PAUL WONG

Senior Data Management Specialist, The Australian National Data Service, Australia

Research Management Systems



PROFESSOR SEITARO MUTOH

Director, Kyoto University Research Administration Office, Japan

Translational Research



DR TRACEY SWIFT

Director of Research Management, The University of Auckland, New Zealand

Collaborating and Capitalising on Research Opportunities



DR YAN ZHANG

Chief, Division For Strategic Initiatives, Peking University, China



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UNIVERSITY OFFICE

University Office is an international leader in research management and administration applications and solutions. We have worked extensively with the university and research community to deliver solutions tailored for all research-driven institutions.

Our goal is to minimise the administrative workload faced by researchers and research managers, while effectively addressing any research-related risk facing institutions. Through our collaborations, we discover best practice research management and administration, and deploy that knowledge within our Integrated Research Management Application (IRMA).

As a comprehensive integrated research management system, IRMA offers a full suite of nine modules that capture data and streamline processes, making for flawless workflow across institutions. Not only is IRMA fully linked across its own modules, through its configurable and flexible web services framework it offers seamless integration with enterprise systems for human resources, finance, and student management, among others.

University Office is the only Australian-based research management systems provider which is a member of ORCID and we are the first Gold corporate sponsor of the Australian Research Management society (ARMS). Headquartered in Melbourne, with offices in Perth and Sydney, we are committed to supporting the research community in Australia and globally.



NANYANG TECHNOLOGICAL UNIVERSITY

Young and research-intensive, Nanyang Technological University (NTU Singapore) is the fastest-rising university in the world's top 50. Ranked 39th globally it is also No. 1 amongst the world's best young universities.

NTU offers engineering, science, business, humanities, arts and social sciences, and medicine, through its medical school set up jointly with Imperial College London.

With an excellent network of top overseas universities and industry leaders, NTU's academic and research partners include Imperial College London, Rolls-Royce, BMW, Lockheed Martin and more.

Known for its cutting-edge research and technological innovation, NTU is No. 1 amongst the top Asian universities in normalised research citation impact (Thomson Reuters InCites 2014).

It is also placed 40th globally and 8th in Asia for research excellence in the Nature Index 2015 Global and is the highest-ranked Singapore institution on the list.

NTU hosts two national research centres of excellence, the Singapore Centre on Environmental Life Sciences Engineering and Earth Observatory of Singapore, and several world-class institutes. A leader in sustainability research, the university has won significant research funding in this area since 2005.

A cosmopolitan hub of more than 100 nationalities, the NTU community comprises 33,000 students and 4000 faculty and researchers. The University's main campus has been named one of the Top 15 Most Beautiful in the World. NTU also has a second campus in Novena, Singapore's medical district.

Gold Partners



RESEARCHMASTER

ResearchMaster Pty Ltd is Australasia's most experienced and prevalent research management solution provider, with a solid and proven foundation to provide absolute management of an organisation's complete research lifecycle.

Our latest software iteration, RME6, is a collaborative cloud based system, with unparalleled dynamic configurability to match user needs.

Software features such as eForm and Workflow technology enable research administrators with the power to develop and customise online forms for multiple domains, reducing complexity and saving processing time.

Locally based, our dedicated onshore client services team ensure proactive management of your customer experience, agile software development allows solution growth and adaptability.

Solutions are implemented with full project management providing full project visibility with agreed milestones of deployment.

Extensive training is provided, which ensures you are ready and confident to complete the essential core tasks of research management from day one.

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Research and scholarship are the cornerstones of Murdoch University. We have a proud tradition as a research-led internationally recognized University, and our researchers address some of the major challenges of the 21st century.

Murdoch has particular strengths in primary food production, climate change, environmental sustainability and adaptation, human and animal health and welfare, public policy, governance and communication. The translational focus of our research aims to bring about positive change through new discoveries, better-informed public policy and the forging of strong partnerships with other Universities, industry and government.



COUNCIL OF RURAL RESEARCH AND DEVELOPMENT CORPORATIONS

Innovation across Australia's rural sector relies on strong partnerships between industries, governments and the research community. The 15 Rural Research and Development Corporations bring these partners together in a unique approach that is envied around the world. The RDCs directly invest more than AUD\$500 million annually, and leverage at least the same amount again, into research, development, technology transfer and adoption that delivers economic, social and environmental benefits to producers, rural communities and the nation. The results of our work can be seen in the tools, technologies and techniques being used every day to produce the highest quality food and fibre for Australian and international consumers.

More information: Council of Rural RDCs,
+61 2 6270 8898, secretariat@crdc.com.au



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AUSTRALIAN RESEARCH COUNCIL

The Australian Research Council is a Commonwealth entity that provides advice to the Australian Government on research matters, administers the National Competitive Grants Program—a significant component of Australia's investment in research and development—and Excellence in Research for Australia (ERA), measuring research excellence across Australian higher education institutions.



JAMES COOK UNIVERSITY

James Cook University is Australia's leading tropical research university and is ranked in the top 4%* of universities in the world. JCU Singapore was established by the university in 2003 specifically as a vehicle to increase its presence in the tropics. The campus offers pathway, undergraduate and postgraduate programs in business, information technology, arts, psychology and education. For further information, visit our website at www.jcu.edu.sg or www.jcu.edu.au.

*The Academic Ranking of World Universities, Shanghai Jiao Tong, 2014

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What does “innovation” mean to you, and how would you like to see the topic covered? By definition, it means the act or process of introducing new ideas, devices or methods – that’s why we need you! We welcome your thoughts, questions, suggestions, ideas and even your criticisms. This magazine is about you and for you, so reach out and join the conversation.

For more information, email us at stateofinnovation@thomsonreuters.com.



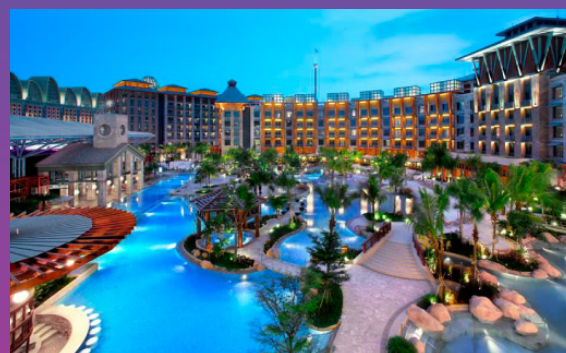
SOCIAL FUNCTIONS

Welcome Reception

Wednesday 30 September 2015
6.30pm–8.30pm
The Fullerton Hotel
1 Fullerton Square, Singapore
PostBar and East Garden
Dress – Smart casual

Conference Gala Dinner

Thursday 1 October 2015
7.00pm–11.00pm
The Coliseum, Hard Rock Hotel, Resort World Sentosa
8 Sentosa Gateway, Singapore
Dress – Cocktail attire



PRE CONFERENCE ACTIVITIES

Collaboration Meetings

Bioengineering

A*STAR



Agency for Science, Technology and Research (A*STAR)
Tuesday 29 September 2015
9.00am–5.00pm
Connexis North Tower, 1 Fusionopolis Way, Fusionopolis, Singapore 138632
Collaboration meeting leader: Dr Tam Nguyen, St Vincent's Hospital Melbourne, Australia

Industry Partners

Biopolis



Tuesday 29 September 2015
9.00am–5.00pm
Connexis North Tower, 1 Fusionopolis Way, Fusionopolis, Singapore 138632
Collaboration meeting leader: Rochelle Finlay, Western Sydney University, Australia

Academic Health Centre's

SingHealth Group including Singapore Eye Research Institute (SERI)



Wednesday 30 September 2015
9.00am–5.00pm
20 College Road, The Academia Discovery Tower, Level 7
Singapore 169856
Collaboration meeting leader: Dr Sianna Panagiotopoulos, Austin Health, Australia

Accreditation Modules

Legislation as it Affects Research in Singapore

Monday 28 September 2015
1.00pm–5.00pm
Lecture Room 5
Nanyang Executive Centre
Nanyang Technological University
Tricia Huang, Ministry of Health, Singapore

National Research and Innovation System in Singapore

Tuesday 29 September 2015
8.30am–12.30pm
Lecture Room 5
Nanyang Executive Centre
Nanyang Technological University
Tricia Huang, Ministry of Health, Singapore

Pre-Award Grants Processes

Wednesday 30 September 2015
8.30am–12.30pm
ART B1-3, School of Art Design and Media Centre
Nanyang Technological University
Dr Bryony Wakefield, The University of Melbourne, Australia
and Tania Tambiah, RMIT University, Australia

Research Data and Analytics

Wednesday 30 September 2015
1.30pm–5.30pm
ART B1-3, School of Art Design and Media Centre
Nanyang Technological University
Michelle Duryea, Edith Cowan University, Australia



PRE CONFERENCE ACTIVITIES

Professional Development Workshops

Creating Sustainable International Projects and Partnerships using Strategic Thinking and a Collaborative Systems Approach

Wednesday 30 September 2015

8.30am–12.30pm

Orchid Function Hall, Nanyang Executive Centre

Nanyang Technological University

Dr Lewie Atkinson, Haines Centre for Strategic Management LLC, Australia and Stephen Lin, Haines Centre for Strategic Management LLC, Singapore

Strengthened Export Controls

Wednesday 30 September 2015

8.30am–12.30pm

ART B1-2, School of Art Design and Media Centre

Nanyang Technological University

Ian Harris, The University of Queensland, Australia and Kris Browne, Department of Industry and Science, Australia

Higher Degree Researcher International Mobility and Engagement

Wednesday 30 September 2015

8.30am–12.30pm

Lecture Room 6, Nanyang Executive Centre

Nanyang Technological University

Dr Ren Yi, Macquarie University, Australia and Dr Helen Marsden, University of Canberra, Australia

The Secrets of Funding Success (Hint: It is more than just a Great Application)

Wednesday 30 September 2015

8.30am–12.30pm

Lecture Room 5, Nanyang Executive Centre

Nanyang Technological University

Dr Lyn Airey and Kirsten Bartlett, The GrantEd Group, Australia

Implementing Research Metrics: Making Sense and Making use of the Data within your Institution

Wednesday 30 September 2015

8.30am–12.30pm

Function Hall 1, Nanyang Executive Centre

Nanyang Technological University

Anne Harvey, Tamar Loach and Richard Bennett, Digital Science, Australia

things to
know about
**University
Office**

- 1 University Office offers a 100% web-based Integrated Research Management Application (IRMA) that is securely available on all platforms, including mobile devices.
- 2 University Office is a 100% Australian owned, operated and resourced software and services organisation entirely focused on research management. The IRMA research management system is fully ERA 2015 compliant.
- 3 IRMA has configurable questionnaires and online forms that allow institutions to tailor data capture and use their own custom embedded logic in the questionnaires to drive the management of risk.
- 4 IRMA has a flexible and scalable web services framework that allows integration to a range of enterprise systems (Finance, HR, Student Management) and external organisations (ORCID, Data Providers, Sherpa RoMEO).
- 5 IRMA has a Higher Degree by Research module that is fully integrated to all other aspects of research management, allowing HDR information to be tracked for the duration of the entire HDR lifecycle.

PRE CONFERENCE ACTIVITIES

Professional Development Workshops

Building and Sustaining Successful Research Partnerships with Industry – An Australian Perspective

Wednesday 30 September

1.30pm–5.30pm

Function Hall 1, Nanyang Executive Centre

Nanyang Technological University

Warwick Dawson, University of New South Wales, Australia,

Tania Bezzobs, University of Melbourne, Australia and Ben

Apted, Strategic Project Partners, Australia

Research Integrity Forum 2015: International Integrity Interactions

Wednesday 30 September 2015

1.30pm–5.30pm

ART B1-2, School of Art Design and Media Centre

Nanyang Technological University

Dr Paul Taylor and Dr Daniel Barr, University of Melbourne,

Australia, Dr Ted Rohr and Bronwyn Greene, The University

of New South Wales, Australia and Dr Susan O'Brien,

The University of Queensland, Australia

Purposeful Communication: Engagement to Build Relationships within your Research Organisation

Wednesday 30 September 2015

1.30pm–5.30pm

Orchid Function Hall, Nanyang Executive Centre

Nanyang Technological University

Pam Smith and Dr Marina Delpin, Flinders University, Australia

Building an Effective Research Office

Wednesday 30 September 2015

1.30pm–5.30pm

Lecture Room 5, Nanyang Executive Centre

Nanyang Technological University

Dr Mark Hochman, University of Tasmania, Australia

Protecting and Enhancing Institutional Reputation with Improved Research Data Management Practice

Wednesday 30 September 2015

1.30pm–5.30pm

Lecture Room 6, Nanyang Executive Centre

Nanyang Technological University

Dr Paul Wong and Dr Sarah Olesen, Australian National Data

Service, Australia



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MEETINGS

ARMS COMMITTEES

Tuesday 29 September 2015

Meeting:	ARMS Executive Committee Meeting
Venue:	Research Support Office (RSO), Room N2.1, B4-01, 76 Nanyang Drive, Nanyang Technological University Singapore 637331
Time:	8.30am–5.00pm
Meeting Convenor:	Maria Zollo, arms_ceo@researchmanagement.org.au

Wednesday 30 September 2015

Meeting:	International Committee Meeting (including International Delegates of INORMS)
Venue:	Orchard Café, Orchard Hotel
Time:	7.00am
Meeting Convenor:	Janice Besch, J.Besch@uws.edu.au

Friday 2 October 2015

Meeting:	Professional Development and Accreditation Committee
Venue:	Juniper Room, Orchard Hotel
Time:	12.00pm–12.55pm
Meeting Convenors:	Dr Helen Marsde, Helen.Marsden@canberra.edu.au and Jodi Clyde-Smith, jodi.clydesmith@utas.edu.au
Meeting:	Marketing and Communications Committee
Venue:	Lavender Room, Orchard Hotel
Time:	12.00pm–12.55pm
Meeting Convenors:	Dr Ted Rohr, Ted.Rohr@unsw.edu.au and Dr Bryony Wakefield, bryonyjw@unimelb.edu.au

ARMS SPECIAL INTEREST GROUPS

Thursday 1 October 2015

Meeting:	Ethics and Research Integrity SIG
Venue:	Cypress Room, Orchard Hotel
Time:	12.00pm–12.30pm
Meeting Convenor:	Dr Ted Rohr, ted.Rohr@unsw.edu.au
Meeting:	University Research Office Directors SIG
Venue:	Cypress Room, Orchard Hotel
Time:	12.45pm–1.30pm
Meeting Convenor:	Louise Fleck, louise.fleck@mq.edu.au
Meeting:	Research Development SIG
Venue:	Juniper Room, Orchard Hotel
Time:	12.45pm–1.30pm
Meeting Convenor:	Tara McLean, Tara.McLaren@uwa.edu.au

ARMS CHAPTERS

Thursday 1 October 2015

Meeting:	Western Australia Chapter
Venue:	Breakfast meeting
Time:	6.30am–7.30am
Meeting Convenor:	Carol Beetles, c.beetles@ecu.edu.au
Meeting:	New Zealand and Pacific Islands Chapter
Venue:	Lavender Room, Orchard Hotel
Time:	12.45pm–1.30pm
Meeting Convenors:	AJ Woodhouse, aj.woodhouse@otago.ac.nz and Chris Kroger, c.kroger@gns.cri.nz
Meeting:	Tasmanian Chapter
Venue:	Cypress Room, Orchard Hotel
Time:	3.15pm–4.15pm
Meeting Convenor:	Adele Kay, Adele.Kay@utas.edu.au

OTHER MEETINGS

Wednesday 30 September 2015

Meeting:	International Delegates
Venue:	Intermezzo Bar at the Orchard Hotel
Time:	5.15pm–5.40pm
Meeting Convenor:	Dr Caroline Pratt, c.pratt@lincoln.ac.nz

Thursday 1 October 2015

Meeting:	Meeting to discuss challenges in taking a PhD in Research Management (all welcome)
Venue:	Nutmeg Room, Orchard Hotel
Time:	1.00pm–1.30pm
Meeting Convenor:	Nic Mason, nm.mason@auckland.ac.nz

Friday 2 October 2015

Meeting:	Informal meeting of new ARMS Executive
Venue:	Orchard Hotel
Time:	7.30am–8.25am
Meeting Convenor:	Maria Zollo, arms_ceo@researchmanagement.org.au



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ARMS 2015 CONFERENCE PROGRAM **MONDAY 28 SEPTEMBER 2015**

Accreditation Modules

12.00pm–12.30pm	Registration	
12.30pm–1.00pm	Lunch	
1.00pm–3.00pm	NANYANG TECHNOLOGICAL UNIVERSITY, LECTURE ROOM 5 NANYANG EXECUTIVE CENTRE ACCREDITATION MODULE Legislation as it Affects Research in Singapore	
3.00pm–3.30pm	Afternoon Tea	
3.30pm–5.00pm	(continues)	

ARMS 2015 CONFERENCE PROGRAM **TUESDAY 29 SEPTEMBER 2015**

Accreditation Modules and Collaboration Meetings

8.00am–8.30pm	Registration	
8.30am–10.30am	NANYANG TECHNOLOGICAL UNIVERSITY, LECTURE ROOM 5 NANYANG EXECUTIVE CENTRE ACCREDITATION MODULE National Research and Innovation System in Singapore	AGENCY FOR SCIENCE, TECHNOLOGY AND RESEARCH (A*STAR) COLLABORATION MEETING 9.00am start Bioengineering
10.30am–11.00am	Morning Tea	BIOPOLIS COLLABORATION MEETING 9.00am start Industry Partners
11.00am–12.30pm	(continues)	(continues)
12.30pm–1.00pm	Lunch	
1.00pm–3.00pm	(continues)	(continues)
3.00pm–3.30pm	Afternoon Tea	
3.30pm–5.00pm	(continues)	(continues)



ARMS 2015 CONFERENCE PROGRAM WEDNESDAY 30 SEPTEMBER 2015

Accreditation Modules, Professional Development Workshops and Collaboration Meetings

8.00am–1.30pm	Registration						
8.30am–10.30am	NANYANG TECHNOLOGICAL UNIVERSITY ART B1-3, SCHOOL OF ART DESIGN AND MEDIA CENTRE ACCREDITATION MODULE A1: Pre-Award Grants Processes <i>Dr Bryony Wakefield and Tania Tambiah</i>	NANYANG TECHNOLOGICAL UNIVERSITY ORCHID FUNCTION HALL, NANYANG EXECUTIVE CENTRE PROFESSIONAL DEVELOPMENT WORKSHOP B1: Creating Sustainable International Projects and Partnerships using Strategic Thinking and a Collaborative Systems Approach <i>Dr Lewie Atkinson and Stephen Lin</i>	NANYANG TECHNOLOGICAL UNIVERSITY ART B1-2, SCHOOL OF ART DESIGN AND MEDIA CENTRE PROFESSIONAL DEVELOPMENT WORKSHOP C1: Strengthened Export Controls <i>Ian Harris and Kris Browne</i>	NANYANG TECHNOLOGICAL UNIVERSITY LECTURE ROOM 6, NANYANG EXECUTIVE CENTRE PROFESSIONAL DEVELOPMENT WORKSHOP D1: Higher Degree Researcher International Mobility and Engagement <i>Dr Ren Yi and Dr Helen Marsden</i>	NANYANG TECHNOLOGICAL UNIVERSITY LECTURE ROOM 5, NANYANG EXECUTIVE CENTRE PROFESSIONAL DEVELOPMENT WORKSHOP E1: The Secrets of Funding Success (Hint: It is more than just a Great Application) <i>Dr Lyn Airey and Kirsten Bartlett</i>	NANYANG TECHNOLOGICAL UNIVERSITY FUNCTION HALL 1, NANYANG EXECUTIVE CENTRE PROFESSIONAL DEVELOPMENT WORKSHOP F1: Implementing Research Metrics: Making Sense and Making use of the Data within your Institution <i>Anne Harvey, Tamar Loach and Richard Bennett</i>	SINGHEALTH GROUP INCLUDING SINGAPORE EYE RESEARCH INSTITUTE (SERI) COLLABORATION MEETING 9.00am start Academic Health Centres
10.30am–11.00am	Morning Tea						
11.00am–12.30pm	(continues)	(continues)	(continues)	(continues)	(continues)	(continues)	
12.30pm–1.30pm	Lunch						

ARMS 2015 CONFERENCE PROGRAM WEDNESDAY 30 SEPTEMBER 2015

Accreditation Modules, Professional Development Workshops and Collaboration Meetings

1.30pm–3.00pm	NANYANG TECHNOLOGICAL UNIVERSITY ART B1-3, SCHOOL OF ART DESIGN AND MEDIA CENTRE	NANYANG TECHNOLOGICAL UNIVERSITY FUNCTION HALL 1, NANYANG EXECUTIVE CENTRE	NANYANG TECHNOLOGICAL UNIVERSITY ART B1-2, SCHOOL OF ART DESIGN AND MEDIA CENTRE	NANYANG TECHNOLOGICAL UNIVERSITY ORCHID FUNCTION HALL, NANYANG EXECUTIVE CENTRE	NANYANG TECHNOLOGICAL UNIVERSITY LECTURE ROOM 5, NANYANG EXECUTIVE CENTRE	NANYANG TECHNOLOGICAL UNIVERSITY LECTURE ROOM 6, NANYANG EXECUTIVE CENTRE	(continues)
	ACCREDITATION MODULE A2: Research Data and Analytics <i>Michelle Duryea</i>	PROFESSIONAL DEVELOPMENT WORKSHOP B2: Building and Sustaining Successful Research Partnerships with Industry—An Australian Perspective <i>Warwick Dawson, Tania Bezzobs and Ben Apted</i>	PROFESSIONAL DEVELOPMENT WORKSHOP C2: Research Integrity Forum 2015: International Integrity Interactions <i>Dr Paul Taylor, Dr Daniel Barr, Dr Ted Rohr, Bronwyn Greene and Dr Susan O'Brien</i>	PROFESSIONAL DEVELOPMENT WORKSHOP D2: Purposeful Communication: Engage to Build Relationships within your Research Organisation <i>Pam Smith and Dr Marina Delpin</i>	PROFESSIONAL DEVELOPMENT WORKSHOP E2: Building an Effective Research Office <i>Dr Mark Hochman</i>	PROFESSIONAL DEVELOPMENT WORKSHOP F2: Protecting and Enhancing Institutional Reputation with Improved Research Data Management Practice <i>Dr Paul Wong and Dr Sarah Olesen</i>	
3.00pm–3.30pm	Afternoon Tea						
3.30pm–5.30pm	(continues)	(continues)	(continues)	(continues)	(continues)	(continues)	Finishes at 5.00pm
6.30pm–8.30pm	FULLERTON HOTEL WELCOME RECEPTION						

ARMS 2015 CONFERENCE PROGRAM **THURSDAY 1 OCTOBER 2015**

7.00am–5.00pm	BALLROOM FOYER – LEVEL 3 <i>Conference Registration</i>
8.00am–8.10am	BALLROOM 2 Singaporean Welcome
8.10am–8.15am	Call to Order Professor Michael Khor
8.15am–8.25am	Welcome to Conference Dr Gayle Morris
8.25am–8.35am	BALLROOM 2 PLENARY SESSION 1 Chair: Professor Michael Khor Philip Green, The Australian High Commissioner to Singapore, Singapore
8.35am–9.05am	Nanyang Technological University, Singapore: A Fast Drive towards Excellence in Research Professor Bertil Andersson, President, Nanyang Technological University (NTU), Singapore
9.05am–9.25am	BALLROOM 2 Supporting Research in Australia and Beyond Chair: Janice Besch Strengthening Research Integrity Samantha Robertson: Executive Director, Evidence, Advice and Governance, National Health & Medical Research Council, Australia
9.25am–9.45am	Supporting Research and Research Training in Australia Dr Laura Dan, Chief Program Officer, Australian Research Council, Australia
9.45am–10.00am	Q&A Panel Discussion
10.00am–10.30am	BALLROOM 3 – EXHIBITION AREA <i>Morning Tea</i>
10.30am–11.00am	BALLROOM 2 PLENARY SESSION 2 Chair: Rochelle Finlay The Changing Nature of National Science and Innovation Systems: View from New Zealand Sir Peter Gluckman, Chief Science Advisor to the Prime Minister of New Zealand
11.00am–11.05am	Move to Breakout Sessions

11.05am–12.45pm	<p>BALLROOM 2</p> <p>BUILDING PARTNERSHIPS Theme Leader and Chair: <i>Dr Marina Delpin</i> Co-Chair: <i>Dr Gayle Morris</i></p>	<p>LAVERNER ROOM</p> <p>MANAGING INTERNATIONAL PROJECTS AND PARTNERS Theme Leader and Chair: <i>Dr Ted Rohr</i> Co-Chair: <i>Dr Kandy White</i></p>	<p>NUTMEG ROOM</p> <p>COLLABORATING AND CAPITALISING ON RESEARCH OPPORTUNITIES IN ASIA-PACIFIC REGION Theme Leader and Chair: <i>Dr David Junsong Huang</i> Co-Chair: <i>Raymond Tham</i></p>	<p>JUNIPER ROOM</p> <p>RESEARCH ADMINISTRATION PERFORMANCE Theme Leader and Chair: <i>Grahame Pearson</i> Co-Chair: <i>Dr Caroline Pratt</i></p>
	<p>1A1: Research Career Management: Practices to Inform and Influence Partnership Building for Researcher-Industry Collaboration <i>Dr Marina Delpin</i> Theme Leader Presentation</p> <p>1A2: Formation of Social Partnership for the Sound Development of Science: From Sibling Rivalries to Kissing Cousins <i>Professor Ovid Izeng</i> Invited Speaker</p> <p>1A3: Towards a Method of Bringing Industry Partners and Researchers Together <i>Sara Branch</i></p> <p>1A4: Bridging the Gap – Academia and External Partners <i>Jan Shaddock</i></p> <p>1A5: Building Successful Relationships with Maori: From Academics to Communities <i>Amanda-Jane (AJ) Woodhouse</i></p> <p>1A6: Research Administration Managers and Research Project Managers – Playing a Key Role in Establishing and Managing Multi-Institutional Collaborations <i>Lisa Lavey</i> Q&A Panel</p>	<p>1B1: Coordinating Research Integrity, Governance and Ethics Expectations in International Research Collaborations: Pitfalls and Solutions <i>Dr Ted Rohr</i> Theme Leader Presentation</p> <p>1B2: International Projects: Managing for Success <i>Dr Lynette Read</i></p> <p>1B3: Contracting Challenges and Opportunities Internationally <i>Caroline Tate</i></p> <p>1B4: Managing Terrestrial Enterprise: The Giant Magellan Telescope—The Giant Challenge <i>Dr Milica Symul</i></p> <p>1B5: Managing Change in International Partnership Programmes <i>Dr John Kirkland</i></p> <p>1B6: Managing People, Expectations and Scope in a Large Multi-site Research Project in India <i>Robyn Goodwill</i></p> <p>1B7: Cotelette and Joint PhD Programs at Macquarie University: A Case Study for International Research Collaboration <i>Dr Ren Yi</i> Q&A Panel</p>	<p>1C1: Building Research Collaboration Networks - An Interpersonal Perspective for Research Capacity Building <i>Dr David Junsong Huang</i> Theme Leader Presentation</p> <p>1C2: Partnerships with Industry for the Long Haul <i>Ian Harris</i></p> <p>1C3: Research Capacity Building with a Near Neighbour, Indonesia <i>Pam Smith</i></p> <p>1C4: Building Research Partnerships in the SE Asia-Pacific Region: The Australian Institute of Tropical Health and Medicine <i>Dr Andrew Johnson</i></p> <p>1C5: The Flinders Model of Successful Australia-China Industry Research Collaborations and the Analysis of Factors and Market Future <i>Raymond Tham</i></p> <p>1C6: A 'New Zealand Inc' Approach to Research Partnerships: Lessons Learnt in the Establishment of Research Collaborations in Food Science and Technology <i>Dr Ross Holland</i> Q&A Panel</p>	<p>1D1: From Data to Wisdom <i>Grahame Pearson</i> Theme Leader Presentation</p> <p>1D2: Initiative and Challenges on Establishment of ASEAN Citation Index (ACI) Database <i>Professor Dr Narongrit Sombaisompop</i> Invited Speaker</p> <p>1D3: Shared Management and Administration Services: A Case Study of Administration Excellence in Two Research Centres <i>David Cami</i></p> <p>1D4: Making the Most of "Alt Metrics": Using Platforms such as "The Conversation" to Maximize the Reach of Researchers <i>Dr Natalie Mast</i></p> <p>1D5: Managing Major Grant Rounds with Exceptional Service <i>Dr Anh Chau</i></p> <p>1D6: SRA International Benchmark Survey of Research Office Performance <i>Elliott Kulakowski</i> Q&A Panel</p>
12.45pm–1.30pm	<p>BALLROOM 3 – EXHIBITION AREA Lunch and Networking</p>			

ARMS 2015 CONFERENCE PROGRAM **THURSDAY 1 OCTOBER 2015**

1.30pm–2.00pm	BALLROOM 2 PLENARY SESSION 3 Chair: Professor Sushila Chang Research in our Region – Meeting Global Challenges Craig Roy, Deputy Chief Executive, Commonwealth Scientific and Industrial Research Organisation (CSIRO), Australia
2.00pm–2.30pm	BALLROOM 2 Chair: Elliott Kulakowski Building your Career in Research Management–Professional Level Programs Professor Jim Piper, Emeritus Professor of Physics, Macquarie University, Australia and Dr Mark Hochman, Senior Advisor: Research Policy and Strategy Office of the DVC Research, University of Tasmania, Australia and ARMS Accreditation Program Manager
2.30pm–3.15pm	BALLROOM 2 Chair: Michelle Duryea Partnership & Exhibitor Forum Development in Research Systems Presentations by Exhibitors and Partners University Office – Global Vision, Local Expertise Todd Melville, Program Manager Nanyang Technological University – Driving Research Excellence with Top Global Talents and Partnerships Professor Michael Khor, Director, Research Support Office and Bibliometrics Analysis ResearchMaster Eveline Hutton, General Manager Advances in Research Management with Thomson Reuters Julia Laurin, Head of Research Management, Intellectual Property & Science Engaging industry in innovation: the Rural RDC Model Tim Lester, Operations Manager Campus Life at JCU Singapore Det Fischer – Director, International & Marketing Establish an evidence-based approach for your institution's research and collaboration strategies Wee Li Lim, SEA Solution Sales Manager – Research Management Digital Science "Come and Talk To Us" Anne Harvey, Regional Sales Director – APAC, Digital Science Accelerating discovery, innovation and answers by streamlining Research Administration Damian Davini, Regional Manager, Asia-Pacific Get the grants you deserve: PlumX and modern metrics Mike MacKinnon, Director of Sales, Plum Analytics (Africa, Asia, Australia) Connecting Researchers to Careers Dr Kerstin Fritsches, Managing Director The Future of *Research Professional Thomas Walters, Commercial Manager Creating outstanding higher education courseware through global collaboration Dr David Lefevre, President and Co-Founder, Epigeum
3.15pm–4.15pm	BALLROOM FOYER & BALLROOM 3 – EXHIBITION AREA Afternoon Tea / Poster Session
4.15pm–5.00pm	LAVENDER ROOM Chair: Dr Gayle Morris ARMS Annual General Meeting
7.00pm–11.00pm	THE COLISEUM AT THE HARD ROCK HOTEL, RESORT WORLD SENTOSA MC: Dr Sianna Panagiotopoulos Conference Gala Dinner – President's handover and announcement of the New Executive, Professional Award Ceremony and dancing

ARMS 2015 CONFERENCE PROGRAM **FRIDAY 2 OCTOBER 2015**

8.00am–3.00pm	BALLROOM FOYER – LEVEL 3 Conference Registration
8.30am–9.00am	BALLROOM 2 PLENARY SESSION 4 Chair: Sach Jayasinghe The Future of Crowd-Funding Research: Challenges and Opportunities Dr Ben McNeil, Founder and CEO, Thinkable.org
9.00am–9.30am	BALLROOM 2 PLENARY SESSION 5 Chair: Dr Bryony Wakefield Strategies for Developing Collaborations and Partnerships Professor James Best, Dean, Lee Kong Chian School of Medicine, Nanyang Technological University, Singapore
9.30am–9.45am	BALLROOM 2 Presentation of 2016 Conference Janice Besch and Tania Bezzobs
9.45am–10.15am	BALLROOM 3 – EXHIBITION AREA Morning Tea



10.15am–11.55am	NUTMEG ROOM RESEARCH IMPACT AND ANALYTICS Theme Leader and Chair: Dr Caroline Miller Co-Chair: Dr Sianna Panagiotopoulos	JUNIPER ROOM TRANSLATIONAL RESEARCH Theme Leader and Chair: Dr Chris Kroger Co-Chair: Dr Hannah Clarke	LAVENDER ROOM MANAGING INTERNATIONAL PROJECTS AND PARTNERS Theme Leaders and Chairs: Dr Paul Taylor and Dr Daniel Barr Co-Chair: Raymond Tham	BALLROOM 2 BUILDING PARTNERSHIPS Chair: Dr Ben McNeil
	<p>2A1: How to Measure Research Impact: The Successful Example of a \$30m Cancer Research Funding Program <i>Dr Caroline Miller</i></p> <p>Theme Leader Presentation</p> <p>2A2: For Strengthening the Research Power of a Large-Scale University – International Student Circulation as an Indicator <i>Dr Daichi Kohmoto</i> <i>Invited Speaker</i></p> <p>2A3: Opportunities and Challenges in Measuring the Research Ecosystem <i>Dr Paul Wong</i></p> <p>2A4: Horses for Courses–Picking your Winners <i>Dr Amberlyn Thomas</i></p> <p>2A5: The Responsible use of Research Metrics in a Teaching Focused University <i>Sophie Holloway</i></p> <p>2A6: Research Impact Multi-Tool–A One Stop Database for Measuring and Tracking Research Outputs <i>Lisa Lavey</i></p> <p>Q&A Panel</p>	<p>2B1: Re-drawing Boundaries: How Translation of Geological Research has Influenced Economic Development of Cities and Countries <i>Dr Chris Kroger</i> <i>Theme Leader Presentation</i></p> <p>2B2: How to Build Successful Biomedical Research Teams: Lessons Learnt from USA, Australia and Singapore <i>Professor Tien Yin Wong</i> <i>Invited Speaker</i></p> <p>2B3: Research for Regulatory Purposes–Providing an Evidence Base for Decision Making: Management of a Research Programme within a Government Department <i>Andrew Pavitt</i></p> <p>2B4: The Healthy Built Environments Program: How Participatory Research Programs can Influence Policy <i>Joanna York</i></p> <p>Q&A Panel</p>	<p>2C1: The Futures of the Australian Code for the Responsible Conduct of Research <i>Dr Paul Taylor and Dr Daniel Barr</i> <i>Theme Leader Presentations</i></p> <p>2C2: Managing Partnerships Between Developed and Developing Country Research Teams <i>Dr John Kirkland</i> <i>Invited Speaker</i></p> <p>2C3: Research Management Associations in Global Context: Collaboration and Competition–ARMS, SRA International and EARMA, Three Case Studies <i>Dr Ren Yi, Dr John Westenease and Jan Andersen</i></p> <p>2C4: Globalising Research Integrity: The Impact of the Singapore Statement <i>Kim Gilliland</i></p> <p>Q&A Panel</p>	<p>2D1: Massive Open Online Grants (Moogs): A New Way to Drive Public Engagement with Research and Build Global Partnerships <i>Dr Ben McNeil</i></p> <p>Theme Leader Presentation</p> <p>2D2: Building Strategic Partnerships with Industry in the Context of a Developing Country – the Case of KMUTT <i>Professor Budit Fungthammasan</i> <i>Invited Speaker</i></p> <p>2D3: Seven Ways to Research Capacity Strengthening <i>Dr Garry Aslanyan</i></p> <p>2D4: Organising for Success – A Model to Manage and Maintain Research, Government and Industry Partnerships <i>Liz Skinner</i></p> <p>2D5: Towards a Common Vision: The Singapore Ophthalmology Research Collaborative Network (SOPRaNo) <i>Sharmila Kannan</i></p> <p>2D6: Identifying and Building Mutual Value with Partners, Addressing Gaps in Traditional Engagement <i>Floris van der Leest</i></p> <p>Q&A Panel</p>
11.55am–1.00pm	BALLROOM 3 – EXHIBITION AREA Lunch			
1.00pm–1.30pm	BALLROOM 2 PLENARY SESSION 6 Chair: Dr Paul Taylor Research Integrity in a Global Context: Perspectives from the US Office of Research Integrity Zoë Hammat, Director, Division of Integrity, Office of Research Integrity, US Department of Health and Human Services, United States			
1.30pm–1.35pm	Move to Breakout Sessions			

1.35pm–3.15pm	<p>NUTMEG ROOM</p> <p>COLLABORATING AND CAPITALISING ON RESEARCH OPPORTUNITIES</p> <p><i>Theme Leaders and Chairs:</i> Warwick Dawson and Dr Yan Zhang <i>Co-Chair:</i> Dr Ren Yi</p>	<p>BALLROOM 2</p> <p>RESEARCH MANAGEMENT SYSTEMS</p> <p><i>Theme Leaders and Chairs:</i> Professor Seitaro Mutoh and Dr Taro Sonobe <i>Co-Chair:</i> Mary Joy Gleeson</p>	<p>LAVENDER ROOM</p> <p>TRANSLATIONAL RESEARCH</p> <p><i>Theme Leaders and Chairs:</i> Dr Tracey Swift and Dr Campbell Thomson <i>Co-Chair:</i> Dr Sean Lam</p>	<p>JUNIPER ROOM</p> <p>METRICS AND REPORTING</p> <p><i>Theme Leader and Chair:</i> Dr Paul Wong <i>Co-Chair:</i> Dr Ligen Yu</p>
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4.15pm–4.30pm	<p>Poster/Speaker Awards and Conference Closing <i>Janice Besch</i></p>			

Professor Sally Chan

Global nurse academic bridging
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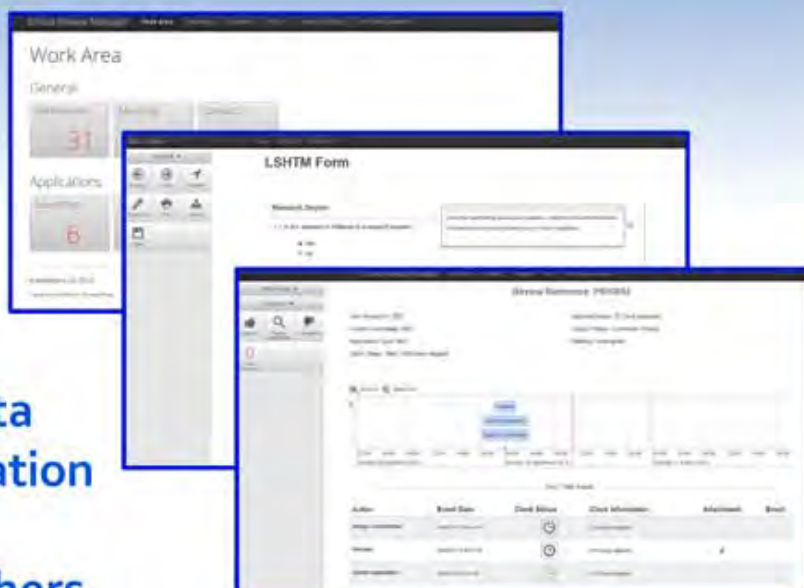


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Exhibition Hours

Thursday 1 October 2015
9.00am–5.00pm
Friday 2 October 2015
8.00am–3.30pm

List of Exhibitors

TABLE 1

INORMS2016 Conference

Tania Bezzobs

INORMS2016 Congress Secretariat
ICMS Australasia
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MELBOURNE VIC 3205 AUSTRALIA
T +61 3 9682 0500
E Info@inorms2016.org
W www.inorms2016.org

TABLE 6

Australasian Research Training Network (ARTN) ARMS

Dr Ren Yi and Margaret O'Byrne

PO Box 576
CROWS NEST NSW 1585 AUSTRALIA
E ARMS_trainingdir@researchmanagement.org.au
W www.researchmanagement.org.au

TABLES 7–8

University Office

Todd Melville

110 Drummond St
CARLTON, VIC 3052 AUSTRALIA
T +61 439 696 655
E sales@universityoffice.com.au
W www.universityoffice.com.au

TABLE 9

Singapore Eye Research Institute

Sharmila Kannan

The Academia, 20 College Road
Discovery Tower, Level 6
SINGAPORE 169856
T +65 6576 7217
E sharmila.kannan@seri.com.sg
W www.seri.com.sg

TABLE 10

PostdocTraining

Stephen Evill

PO Box 953, TOOWONG, QLD 4066
AUSTRALIA
T +61 7 3102 3151
E info@postdoctraining.com
W www.postdoctraining.com

TABLE 11

Research Professional

Nicky Cooper

Unit 111, 136–146 Curtain Road
LONDON EC2A
UNITED KINGDOM 3AR
T +44 2072 166 500
E nc@researchresearch.com
W www.researchresearch.com

TABLE 12

ResearchMaster Pty Ltd

Joanne Roberts

Level 5, 355 Spencer Street
WEST MELBOURNE, VIC 3003
AUSTRALIA
T +61 3 9320 9067
E info@researchmaster.com.au
W www.researchmaster.com.au

TABLE 13

Thomson Reuters

Shannen Dan

18 Science Park Drive
SINGAPORE 118229
T +65 9383 9687
E shannen.dan@thomsonreuters.com
W http://ip-science.thomsonreuters.com

TABLE 14

Elsevier (Singapore) Pte Ltd

Merrylyn Yeo

3 Killiney Road
#08-01 Winsland House 1
SINGAPORE 239519
T +65 6349 0267
E m.yeo@elsevier.com
W http://asia.elsevier.com

TABLE 15

Plum Analytics

Steve McKee

Level 1, 51 Stephenson Street
RICHMOND, VIC 3121 AUSTRALIA
T +61 3 9276 1777
E marketingau@ebsco.com
W www.ebsco.com

TABLE 16

Digital Science

Anne Harvey

a.harvey@digital-science.com
W www.digital-science.com

TABLE 17

InfoEd Global

Damian Davini

5 Washington SQ, STE 2
ALBANY, NY 12205 USA
T +61 433 797 906
E ddavini@infoedglobal.com
W www.infoedglobal.com

TABLE 18–19

Nanyang Technological University

Prof Khor Khiam Aik

N2.1 B4-01, 76 Nanyang Drive
SINGAPORE 637331
T +65 6592 2420
E mkakhor@ntu.edu.sg
W www.ntu.edu.sg

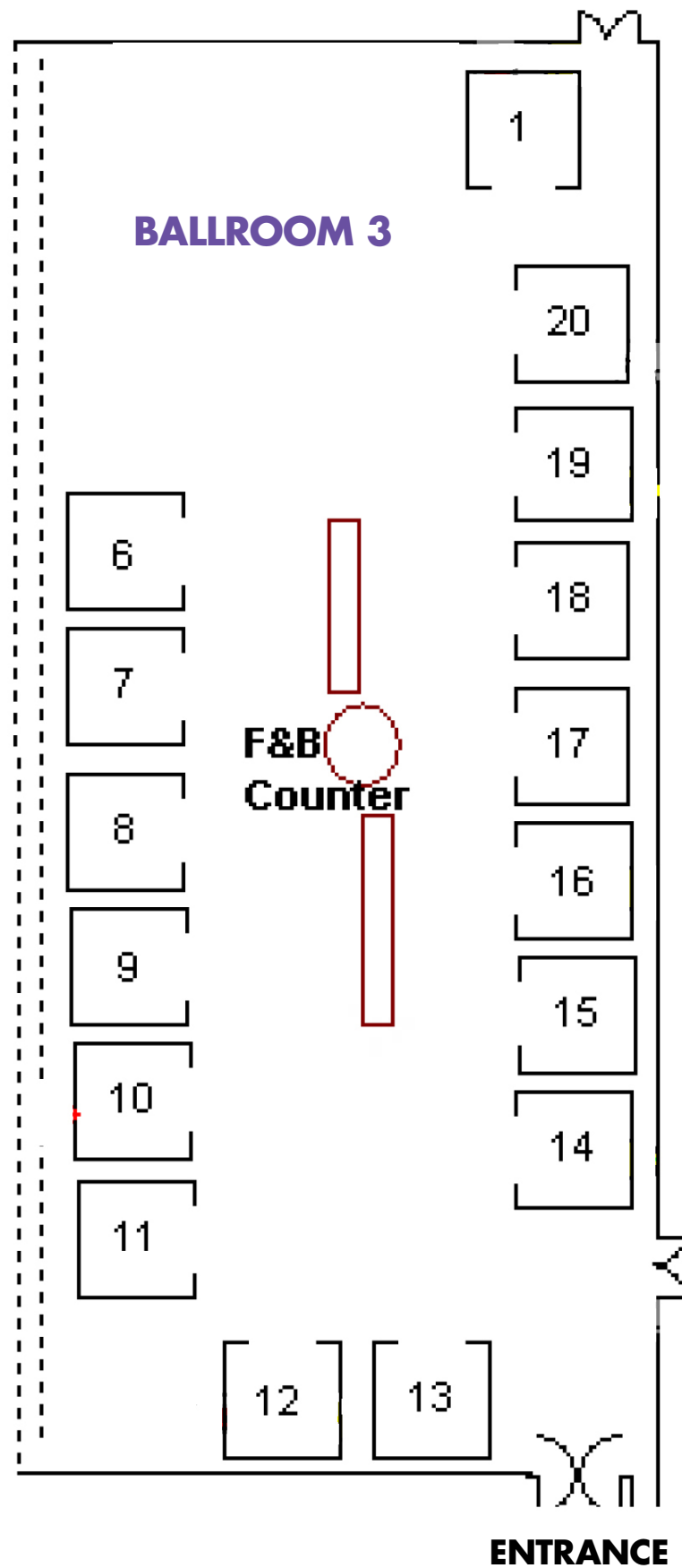
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Wendy Harbottle

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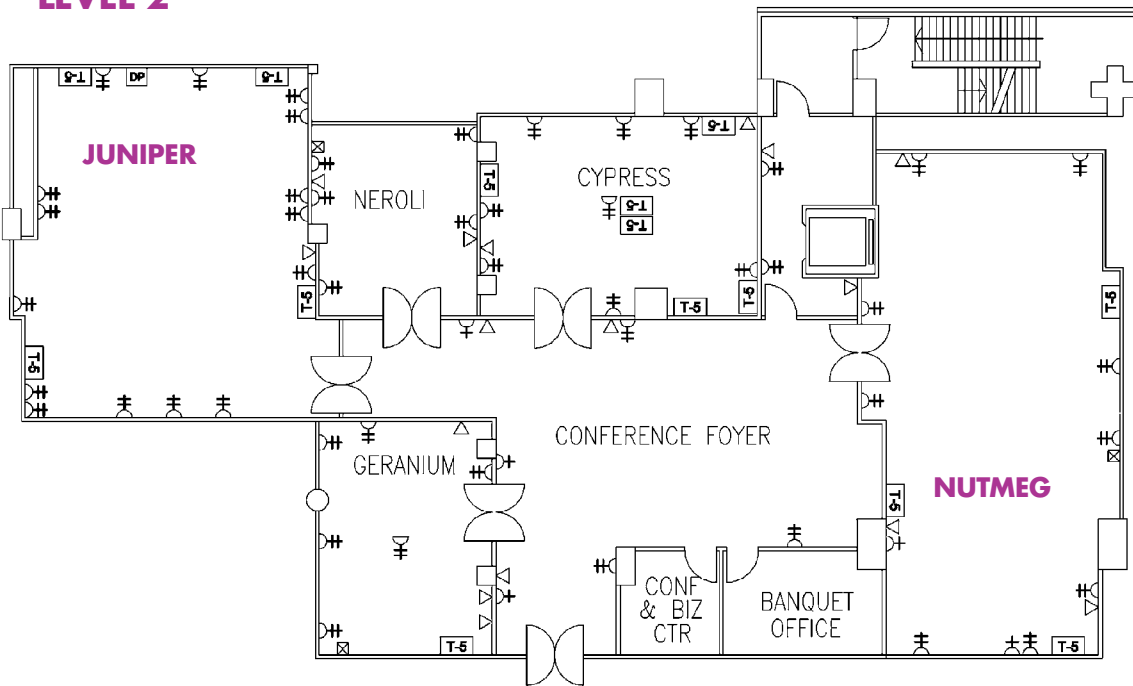
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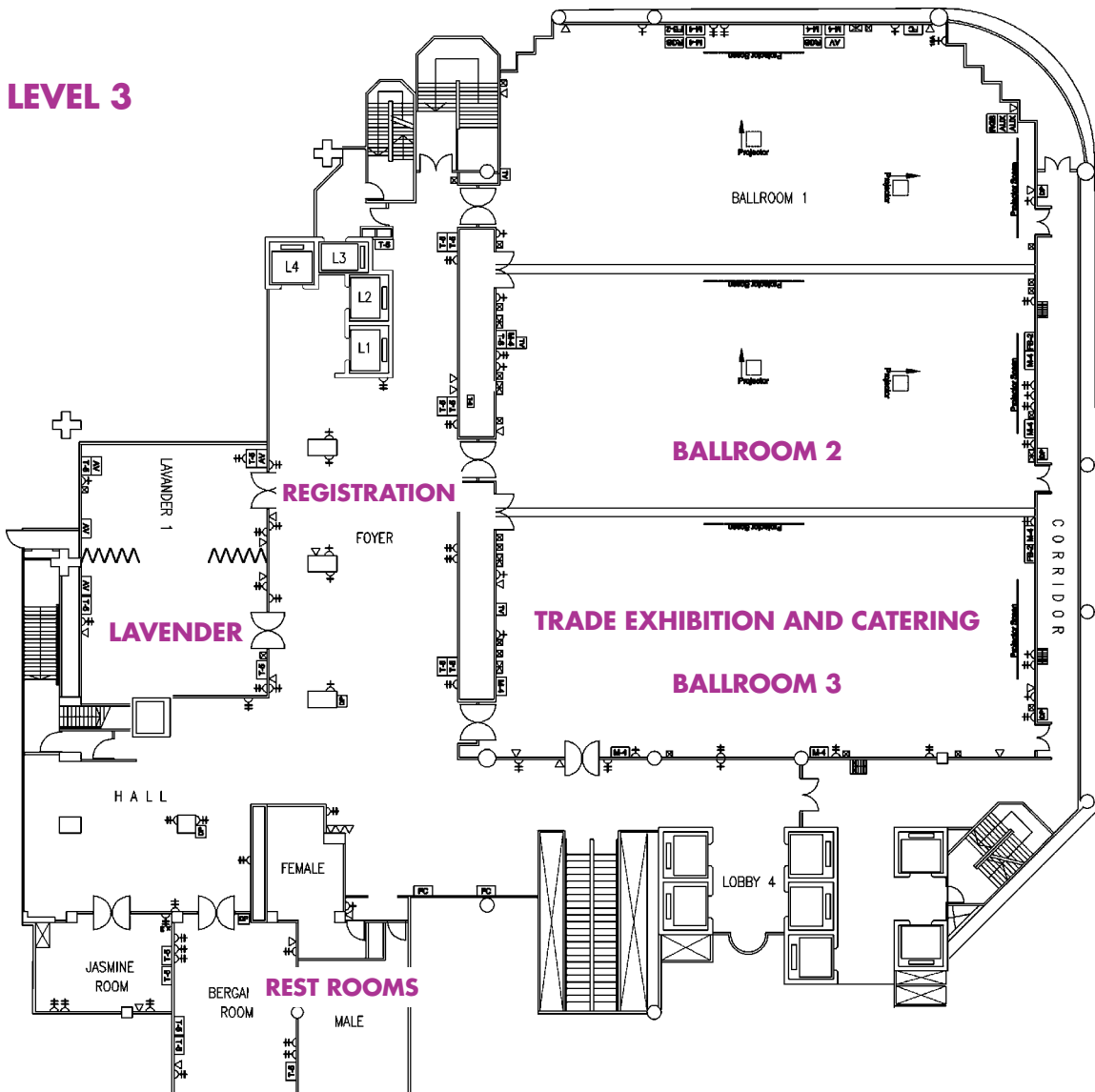


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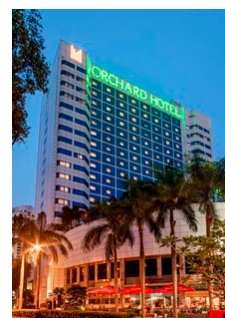
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P9: BUILDING AND MAINTAINING PARTNERSHIPS IN THE CANCER THERAPEUTICS CRC

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Lauren Scully, Research Office

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PROFESSIONAL DEVELOPMENT WORKSHOPS ABSTRACTS WEDNESDAY 30 SEPTEMBER 2015

B1: CREATING SUSTAINABLE INTERNATIONAL PROJECTS AND PARTNERSHIPS USING STRATEGIC THINKING AND A COLLABORATIVE SYSTEMS APPROACH

Dr Lewie Atkinson¹, Stephen Lin²

¹ Haines Centre for Strategic Management LLC, Australia,
² Haines Centre for Strategic Management LLC, Singapore

The term "Strategic Thinking" is used quite often in research management. And while being strategic in one's thinking is good, when combined with a "collaborative systems approach", good becomes better.

With today's Australasian research organizations facing fierce global competition, relentless demands from funders and philanthropists and disruptive changes in technology, institutions need strong leadership in order create and sustain competitive advantage.

Successful leaders not only think strategically, but they also understand how all the working pieces of the system fit together.

Systems thinking will give you a complete view of the construction of an organization in relation to its international environment. With the knowledge and understanding of how the components work together, one can develop strong strategies that can be implemented for growth and sustainability.

This workshop is a primer that will show you the key tools, tips and techniques. The workshop will feature a local case study that will feature *how to deal with different expectations*.

Participants who learn to apply these tools, tips and techniques will achieve:

- Better clarity of purpose for themselves and their team, resulting in greater self-motivation, stronger cohesiveness, sharper focus and consistently better results
- A longer term, more strategic outlook that translates to more productive and effective actions leading to more sustainable results in the long term
- Better decisions based on better logic and a more complete and holistic view
- Higher collaboration, less conflict in their teams with higher output
- Greater problem-solving ability

C1: STRENGTHENED EXPORT CONTROLS

Ian Harris¹, Kris Browne², Kerry Kahl¹, Claire Willette³

¹ The University of Queensland, Australia, ² Department of Industry and Science, Australia, ³ Department of Defence, Australia,

There are a number of international non-proliferation regimes and arrangements controlling international trade in defence and strategic dual-use goods and technologies, each regime maintaining its own export control list. The primary purpose of

these regimes is to ensure the non-proliferation of military goods or weapons of mass destruction componentry.

Australia is a member of several of the international regimes and, like most member nations, has its own export control scheme.

Australia's export control system is comprised of a number of different pieces of legislation of which the *Defence Trade Controls Act 2012* is the latest addition. The Act was amended in March 2015 to address a number of concerns and introduces new export controls on the intangible supply and publication of technology listed on the Defence and Strategic Goods List.

The Australian Defence Export Control Office and Department of Industry and Science have been developing implementation tools to support institutions establish compliance arrangements for the export controls which will come into force in March 2016.

This presentation will provide an overview of export controls and their impact on the higher education and research sectors together with up to date information on the implementation process being undertaken in relation to the amended DTCA from the perspective of the University of Queensland, the Defence Export Controls Office and the Department of Industry and Science.

This session will be most relevant for research management staff in central research offices and research support staff in areas most likely to be subject to export controls. Participants will gain an understanding of export controls, how they impact international research collaboration and how to best facilitate researcher compliance with export control requirements.

D1: HIGHER DEGREE RESEARCHER INTERNATIONAL MOBILITY AND ENGAGEMENT

Dr Ren Yi¹, Dr Helen Marsden²

¹ Macquarie University, Australia, ² University of Canberra, Australia

- Levels: Intermediate to Advanced research and research training managers

BACKGROUND

This workshop is based on Stage 1 of a project which is currently investigating international mobility and engagement during the candidature of higher degree researchers. Of specific interest are the motivations and experiences of postgraduate research candidates from Australian universities who either have already undertaken, or plan to undertake, an extended international experience during their higher research degree.

The project, undertaken by the Australian Council for Educational Research (ACER) in conjunction with the Australian Government Department of Education, hopes to be able to report on ways in which international in-candidature experiences enhance the outcomes for higher degree researchers in both the short and long terms.

The insights gained will be used to explain the value of international experiences and collaborations to prospective employers who frequently report difficulty in identifying why our PhD graduates will add value to their research enterprise.

THE WORKSHOP

The workshop will explore the development and the rationale for the project, looking in some depth at:

- Changes to expectations around external engagement of higher degree researchers
- Barriers to that engagement
- Current models around international HDR mobility

- Outcomes reported by higher degree researchers who have experienced international mobility during their candidature

Participants will have an opportunity to discuss and benchmark their own institutions' practices in supporting and facilitating external engagement and international experiences.

Outcomes of the focus group study which the Project undertook in eight Australian universities in early 2015 will be presented, and next steps for the project will be discussed.

LEARNING OUTCOMES:

1. Better understanding higher degree researcher mobility
2. Benchmarking best practice on managing higher degree researcher mobility
3. Influencing policy on supporting higher degree researcher mobility
4. Increasing international research training collaboration between institutions
5. Benchmarking international funding management for higher degree researcher mobility.

PRESENTERS AND AFFILIATIONS

Presenters: Dr Ren Yi (Macquarie University) and Dr Helen Marsden (University of Canberra) together with representatives drawn from the eight universities which participated in Stage 1 of the Project:

1. Macquarie University (NSW)
2. Queensland University of Technology (QLD)
3. University of Canberra (ACT)
4. The University of Newcastle (NSW)
5. The University of Western Australia
6. University of South Australia (SA)
7. University of Technology, Sydney (NSW)
8. University of Western Sydney (NSW)

E1: THE SECRETS OF FUNDING SUCCESS (HINT: IT IS MORE THAN JUST A GREAT APPLICATION)

Dr Lyn Airey, Kirsten Bartlett

The GrantEd Group, Australia

Winning a bucket of money for research starts well before an application is written and submitted. In fact, writing a compelling and well-crafted application is only the tip of the iceberg. The best chance of winning research funds comes from identifying the opportunities of greatest need early and understanding the art of planned, targeted collaboration and relationship building.

Participants at this workshop will take away practical knowledge and tools to help their researchers to:

1. Identify opportunities, including understanding research goals and partner needs and capabilities
2. Develop a brief, including aims and objectives, benefits and impact
3. Identify a research and relationship plan, including budget, resources, time and feasibility
4. Identify funding sources, including matching scheme objectives with a research brief and communicating with partners
5. Secure the funding, including writing winning proposals

This workshop is especially important for research administrators and managers whose resources are tight. They will walk away with a practical understanding of the whole funding continuum and be equipped with tools far beyond just 'how to write a funding application'.

F1: IMPLEMENTING RESEARCH METRICS: MAKING SENSE AND MAKING USE OF THE DATA WITHIN YOUR INSTITUTION

Catherine Chimes¹, Anne Harvey²

1 Altmetric, United Kingdom, 2 Digital Science, Australia

Content Levels: Introductory/beginners – suitable for anyone involved in research administration, evaluation, or the support of career development and funding proposals

Description: Institutions and researchers are facing increasing competition and pressures from management, funders, and governmental reviews to report on their research outputs and demonstrate the impact and engagement their work is achieving beyond academia.

Traditional methods, such as collating such data on a spreadsheet and relying only on metrics such as citation counts and the impact factor, provide little evidence or context to support this, and institutions are now looking to other tools to help them demonstrate the value of their academic output.

Data repositories, research information management systems, and alternative metrics are becoming increasingly widespread tools for gathering this insight, and it is important that all stakeholders within an institution understand how they can best evolve strategy and working practice to maximise the advantages that such initiatives can provide.

In this workshop we'll explore how institutions around the world have implemented these tools and workflows to better manage data within their organizations. We'll share case studies from UK and Australian institutions who have adopted such techniques, and explore the motivations they had for implementing such practices, including how this was integrated with existing Library research support and bibliometrics services.

We'll also look at the monitoring and reporting that takes place at the author, group, departmental and institutional level, and elaborate on their experiences of introducing management, faculty and professional staff to these new workflows.

The workshop will offer guidance on how the data can be used effectively to develop a better understanding of how research published by your institution is being received and put into practice, and is ideal for anyone who is keen to better support their researchers and learn about new ways of tracking and reporting on research output and engagement.

Delegates will have the opportunity to interact and participate in a brainstorming session for how they might align the opportunities that altmetrics present with their own existing institutional goals and objectives. They also get the chance to have a hands-on experience of using some of the software designed to cater to these objectives, and work through some step by step analysis of their own data.

LEARNING OUTCOMES:

- Have a good understanding of the research data and metrics landscape
- Be aware of some of the tools and strategies in place to maximize such data within an institution
- Have practiced some basic searching and data analysis
- Brainstorm and leave with ideas for how workflows could be implemented within their own organizations

B2: BUILDING AND SUSTAINING SUCCESSFUL RESEARCH PARTNERSHIPS WITH INDUSTRY – AN AUSTRALIAN PERSPECTIVE

Warwick Dawson¹, Tania Bezzobs², Ben Apted³

¹ The University of New South Wales, Australia, ² The University of Melbourne, Australia, ³ Strategic Project Partners, Australia

Workshop synopsis (what the workshop will cover, key learning outcomes)

This workshop will provide theory and practical tips and tools for the participants based on the presenters experience in the Australian and Asia-Pacific region. The workshop will focus on:

- Benefits for research organizations and industry from successful research partnerships
- Barriers to building partnerships and how to overcome them
- What a successful research partnership looks like
- How research managers/administrators can enable and facilitate successful industry-research partnerships

PARTICIPANT SKILLS/ EXPERIENCE LEVEL

2-3+ years experience to 7-10+ years experience

C2: RESEARCH INTEGRITY FORUM 2015: INTERNATIONAL INTEGRITY INTERACTIONS

Dr Paul Taylor¹, Dr Daniel Barr¹, Dr Ted Rohr², Bronwyn Greene², Dr Susan O'Brien³

¹ Office for Research Ethics and Integrity, The University of Melbourne, Australia, ² The University of New South Wales, Australia, ³ The University of Queensland, Australia

Research is now undoubtedly an international endeavor. The logistics of research collaborations involving international partners have perhaps never been easier to manage – data can be shared easily online, skypeing makes face-to-face discussions in real-time an easy to achieve feat. What hasn't changed are the external cultural factors that impact on the way we relate to each other. How do these differences in cultural backgrounds impact on research. What are some of the ethics and integrity challenges that arise through international research collaboration and how might we address them?

We have established an expert international panel of speakers to address these and other challenges posed by international research. Professor Ovid Tzeng from Academia Sinica in Taiwan and Zoë Hammatt, Director of the Division of Education and Integrity from the ORI (US) will present their views (we are working on one or 2 other international speakers – perhaps from Singapore and Hong Kong).

In the morning session we will look at some of the cultural and international 'specifics' that may impact on the way researchers work together. We will hear about differences in some national approaches to regulating or providing guidance in these areas. The afternoon will focus on review of case studies that focus on international challenges.

The Research Integrity Forum has been running at every ARMS conference since 2012. It is a joint production of the ARMS Ethics and Integrity SIG and the Go8 Research Integrity Group.

D2: PURPOSEFUL COMMUNICATION: ENGAGEMENT TO BUILD RELATIONSHIPS WITHIN YOUR RESEARCH ORGANISATION

Pam Smith, Dr Marina Delpin

Flinders University, Australia

Large and complex organisations, such as Universities and Research Institutes, often struggle to break down perceived or structural silos that prevent engagement across the disciplines, or between academic/research and professional/administrative staff. Each organisation has its own unique culture and sub-cultures that also can present challenges to engagement and relationship building within the organisation. Communication often underpins the strategies to improve engagement and relationships and this workshop will look at purposeful communication and how it can be employed to achieve engagement and build relationships.

The workshop has two aims; the first is to address engagement between professional/administrative staff within a Research Organisation. A case study of the Research Administrators and Developer Network at Flinders University, its aims, role and function in engaging professional staff in intra-organisation communication will be presented. A group discussion will be facilitated focusing on key questions about purposeful communication for engaging with peers in other parts of your organisation.

The second aim is to address engagement between professional/administrative staff and academics/researchers within a Research Organisation. A presentation will set the scene for a group discussion on key questions about purposeful communication and engagement between these groups, including cross-cultural considerations.

This workshop will provide an opportunity to share experiences, learn from others and will allow participants to take home good-practice ideas to strengthen relationships with colleagues and support research opportunities and collaborations in their own organisations.

E2: BUILDING AN EFFECTIVE RESEARCH OFFICE

Dr Mark Hochman

University of Tasmania, Australia

Content Level: All Levels

Description: A Research office can be a place of high stress, repetitive work and low morale. Or it can be the best place to work in institutional administration. This session will draw on the speaker's 21 years' experience as a research office manager/director and 4 years' experience as a consultant reviewing/working with 12 other research offices to highlight those factors which are essential to a high performing, good fun research office. These include developing office capacity, culture, consistency and communication. The role of the Director and senior staff in developing this environment will also be explored.

LEARNING OBJECTIVES:

1. Identify those factors which contribute to a highly functional research office.
2. Evaluate their own research office and the contribution they can make to build an effective office.

F2: PROTECTING AND ENHANCING INSTITUTIONAL REPUTATION WITH IMPROVED RESEARCH DATA MANAGEMENT PRACTICE

Dr Paul Wong, Dr Sarah Olesen

Australian National Data Service, Australia

Content Level: grant and ethics officers and managers, research program managers, institutional policy officers and managers

Description: The National Health and Medical Research Council (NHMRC) have recently released a statement on Data Sharing:

<http://www.nhmrc.gov.au/grants-funding/policy/nhmrc-statement-data-sharing>

"One of NHMRC's primary roles is to fund high quality health and medical research and ensure that the Australian community receives the health and economic benefits from that investment. An important part of this responsibility includes enabling researchers and members of the community to access the outputs of research....NHMRC encourages researchers to disseminate and share their research data through publicly accessible databases or repositories."

Explicit in the NHMRC's statement is the recognition that the data produced by research plays an increasingly important role in academic success and its measurement. Some international funding agencies now 'count' datasets as academic outputs equal to other publications and many more have begun to encourage or mandate data management plans and data publication. Some academic journals (e.g. *Scientific Data*) now accept peer-reviewed research data as a form of scholarly publications. Equally important, research data generated from a wide variety of disciplines, from both the sciences and the humanities, has value for sectors well beyond the traditional research sector (e.g. government, NGOs, business, industry, education, and the general public). These activities lead to better managed and higher-quality data being more discoverable, accessible and reusable widely. This in turn helps to protect and enhance an institution's integrity and reputation. In this workshop we will explore how research data can and does contribute to institutional outcomes by:

- Describing a framework for institutions to manage research data and the Research Offices' role within this framework; e.g., towards funding applications, tracking and monitoring of "uptakes" from end-users
- Examining the 'sticks', 'carrots', and 'sticky carrots' that are driving data management and publication in Australasian institutions – what are the drivers and barriers for you?
- Discussing case studies from a variety of disciplines to illustrate the impact of good and poor data management
- Investigating the relationships between data management and research ethics and integrity, and other positive outcomes for your institution
- Formulating practical applications – and working through barriers – to apply this knowledge to your institution

The workshop will be conducted through a mixture of presentations and group activities. A reading package will be emailed to participants in advance. Participants are strongly encouraged to actively contribute to their learning in the workshop.

Learning Outcomes: at the end of the workshop participants will be able to

- Describe an institutional research data management framework underpinning best practice for research data management
- Understand the role of the research office within such a framework
- Understand both the risks of poorly managed research data and the benefits of well managed research data, and how these can impact an institution
- Develop relevant and practical strategies and actions to improve research data management in their institution

CONFERENCE PRESENTATIONS ABSTRACTS

THURSDAY 1 OCTOBER 2015

PLENARY SESSION 1

NANYANG TECHNOLOGICAL UNIVERSITY, SINGAPORE: A FAST DRIVE TOWARDS EXCELLENCE IN RESEARCH

Professor Bertil Andersson

Nanyang Technological University, Singapore

Singapore is committed to becoming a truly leading knowledge-based economy and global R&D hub. On the back of generous funded Government strategic investments including to the universities, Singapore is well on the way to achieving this target. Nanyang Technological University (NTU) is an integral part of this strategy. As a young institution, less than 25 years old, it has achieved worldwide recognition through its commitment to excellence. This rapid advance (NTU is one of the fastest rising institutions in the world's top 50 and is now ranked 1st among young elite universities) is based both on generous Government funding and a commitment at all levels to the pursuit of excellence in both teaching and research. This is one of the best examples of Asia's rapid rise in higher education and contrasts with the situation in "the West" especially in Europe but also in North America where we have seen, at best, stagnation and even a diminution of investment.

STRENGTHENING RESEARCH INTEGRITY

Samantha Robertson

National Health and Medical Research Council, Australia

In Australia, over \$30 billion is spent on R&D annually by governments and industries. This investment depends, at least in part, on public support for research and on the strength of the systems in place to protect the integrity of that research. Australia has developed accepted standards, policies and processes for promoting good research practices and for the resolution of research misconduct allegations that emphasise due process and investigative rigour. These are embedded in documents such as the Australian Code for the Responsible Conduct of Research (the Code) and review bodies such as the Australian Research Integrity Committee. Although Australia has come some way in addressing issues around research integrity, we can and must do more.

The National Health and Medical Research Council has partnered with the Australian Research Council and Universities

Australia to review the Code. The review aims to distinguish obligatory standards from best practice and rethinks the handling of research misconduct matters, particularly given the devastating effects unproven allegations can have on a researcher's career. Whilst the revision of the Code will strengthen the culture of research integrity locally, research is disseminated globally and collaborative teams are no longer limited by national boundaries. This poses new risks and challenges that make it apparent that an international approach to research integrity is needed.

SUPPORTING RESEARCH AND RESEARCH TRAINING IN AUSTRALIA

Dr Laura Dan

Australian Research Council, Australia

The Australian Research Council supports the highest-quality fundamental and applied research and research training through national competition across all disciplines. It has been doing this since 1946 when the Commonwealth Universities Research Grants Committee was established. Almost 70 years on, in a world of increased international competition for PhD students and postdoctoral fellowships, very mobile workforce, increased interdisciplinarity, increased philanthropic and crowdfunding support for research activities, fluctuating levels of industry interest, national funding councils must ensure their support remains adequate and relevant.

PLENARY SESSION 2

THE CHANGING NATURE OF NATIONAL SCIENCE AND INNOVATION SYSTEMS: VIEW FROM NEW ZEALAND

Sir Peter Gluckman

Chief Science Advisor to the Prime Minister of New Zealand.

Science and innovation systems are under considerable pressure as a result in part of multiple factors intrinsic to the evolving nature of science and in part due to extrinsic factors relating to the changed relationship between science and society on one hand and changed expectations of governments on the role of science and innovation on the other. These pressures are leading to fundamental changes in the framing of national science and innovation policy and to the operation of national science systems. These changes will particularly affect small advanced economies. This presentation will discuss the factors in play and the types of policy and system response that are emerging and the challenges that remain.

BUILDING PARTNERSHIPS

1A1: RESEARCH CAREER MANAGEMENT: PRACTICES TO INFORM AND INFLUENCE PARTNERSHIP BUILDING FOR RESEARCHER-INDUSTRY COLLABORATION

Dr Marina Delpin¹ & 2

1 Professional Development Unit, Human Resources Division, Flinders University, Australia, 2 Research Services Office, Flinders University, Australia

This presentation will address three perspectives regarding how partnerships are being built between researchers and industry. (i) Building of intra-organisational partnerships focussed on career planning support for early- and mid-career researchers – what Flinders University is doing to address this need and a report on outcomes. (ii) The provision of programs to train and influence researchers – what is being delivered and has been reported to have had impact. (iii) Good-practice guidelines informed by research and by successful collaborators from research and industry.

1A2: FORMATION OF SOCIAL PARTNERSHIP FOR THE SOUND DEVELOPMENT OF SCIENCE: FROM SIBLING RIVALRIES TO KISSING COUSINS

Professor Ovid JL Tzeng

Chancellor of the University System of Taiwan, Chair Professor of Cognitive Neuroscience, National Chiao Tung University, Taiwan, Academician, Academia Sinica, Taiwan

In February 1, 2010, Professor Richard C. Levin, then the President of the Yale University, gave the following observation in his lecture at the Royal Society of London, "The leading countries of Asia are focused on an even more challenging goal: building universities that can compete with the finest in the world. The governments of China, India, Singapore, South Korea and (Taiwan) are explicitly seeking to elevate some of their universities to this exalted status because they recognize the important role that university-based scientific research has played in driving economic growth in the United States, Europe and Japan." The observation undoubtedly reflected the huge increase of national budget on R & D expenditure at the selected research universities in the Asian countries with rising economic power. The prosperous developments of scientific research in these financially well off Asian countries is to be expected because the conceptualization of science-technology power equals to national power (with respect to purchasing and living criteria) is rooted deeply in the socio-cultural values. The national goal of becoming a visible economic entity to be competitive in the world resulted in empowering many research universities as well as research institutes to publish increasing number of journal papers.

Cross-university and cross-disciplinary research across different countries has also enjoyed a healthy increase, even amid the unwelcome but seemingly emerging more and more cases of questionable research behaviors. In recent years, the implicit worries of corruptive and unscientific "scientific discoveries and

findings” had turned into actions and international conferences on research integrity were held at different parts of the world in which warning against scientific misconduct as well as strategic plans for fostering young scientists with respect to better sense of research integrity. I strongly believe that it is timely important for all universities and research institutions to join the effort, tighten the ethic codes in the laboratories and promote the educational programs on research integrity.

At the beginning of the 21st century, the post-industrial society is facing three big challenges in its advancing civilization, namely, speed, big data, and complexity. Traditional social values are threatened by the distorted mentality due to the failure to cope with the challenges. Isolated individual persons and isolated individual institutions are increasingly vulnerable to the incentive of immediate gains of fame, financial rewards and national recognition. Working for excellence is a virtue, but “excellence without a soul” (as Dean Harry Lewis of the Harvard University put it in 2007) is a dangerous sign of loosing humanity!

To guard against the threat of loosing humanity in the academic institutions, forming social partnership for the sound development of science among universities, where young students are educated and train to be the next generation scientists, becomes a necessity. Universities are competing for better rankings and bad consequences as noted above surfaced in recent decades due to ill-formed competitions. Universities and their researchers can benefit from one another when the competition is in a wealthier form. Forming better social partnership can turn the situation of sibling rivalry into the situation of kissing cousins. The theme of my presentation is to call for more in-depth analyses of the socio-psychological and cultural factors underlying the violation of research integrity in scientific research and hopefully come up with a way to transform the university competition from ill-form sibling rivalry to a better form of kissing cousins. In other word, universities should form a healthy social partnership in order to compete for excellence with a soul.

1A3: TOWARDS A METHOD OF BRINGING INDUSTRY PARTNERS AND RESEARCHERS TOGETHER

Lynanne McKenzie¹, Sara Branch², Denise Redfern³
1 Griffith University, Australia

Griffith University, like most universities, has an office of ‘external relations’ or ‘enterprise’ responsible for supporting staff to connect with external partners. Whilst the goal is the exchange of innovation and knowledge the intent is the creation of enterprise through commercialisation. Staff in these offices, are skilled to guide the process. They work closely with the academic researcher and their nominated external partners, to support the creation of consultancies and commercial research activities.

As support staff in the Griffith Institute for Educational Research (GIER) we aim to identify what is involved in connecting industry partners and researchers together.

What happens at the beginning of a potential partnership? How is a potential enterprising relationship, academic or industry partnership identified, acknowledged and established? How are such relationships maintained?

We will explore these questions from the position of the academic researcher, the external academic or industry partner and from the support staff within the Institute, the external relations and enterprise office perspective.

Home to over 350 researchers, GIER supports cross disciplinary and cross-sectoral research involving industry and systems that define research in education. The Institute’s research is structured into Special Interest Groups (SIGs) that identify inter-related themes and focus. Well funded and supported, the SIG model facilitates the development of partnerships through informal, non-prescriptive processes that enables the potential for partnerships based on shared interests that potentially leads to an enterprise development. SIGs are inclusive and collegial; industry people, academics from other institutions, adjunct members and higher degree research scholars are members and participate in the work of the SIG.

1A4: BRIDGING THE GAP – ACADEMIA AND EXTERNAL PARTNERS

Jan Shaddock, Dr Marie-Helene Rousseau
The Australian National University, Australia

In 2013, the Australian National University (ANU) managed over \$250 million of research funding, with more than two-thirds coming from funding sources other than Australian Research Council grants; as part of research collaborations with local, state and Commonwealth government agencies, international funders and industry partners. With the cost of research continuously rising and the significance of research measured partly by these relationships, the ANU is striving to increase the number and value of these partnerships. But how does the ANU initiate, manage and expand these connections with external partners? This presentation will show how this is achieved with two unique case studies exploring how bridging the gap between academics and external partners is addressed differently for natural sciences and social sciences.

To date, the most significant corporate collaborator at the ANU is one of its own, a company called Lithicon FEI, formed from an ANU/UNSW spinout. Selling for US\$68M, it is one of the most significant commercial outcomes of the ANU. From Lithicon’s inception to its sale and beyond, this presentation will explore the main factors that contribute to this successful relationship, and the potential for further collaborations to be created via this innovation pipeline. Collaborations and consultancies originate differently in the social science arena. This presentation will explore how external connections are created within the Crawford School of Public Policy, widely known as Asia and the Pacific’s leading graduate public policy school, and who is responsible for selling and showcasing its capabilities.

1A5: BUILDING SUCCESSFUL RELATIONSHIPS WITH MAORI: FROM ACADEMICS TO COMMUNITIES

Amanda-Jane (AJ) Woodhouse
University of Otago, New Zealand

Indigenous New Zealanders (Māori) have very strong connections to the land and the sea – indeed they are called tangata whenua (people of the land). It makes sense that researchers engage with Māori – but how this engagement occurs is critical. At the University of Otago, we have an Office of Māori Development and policies that help to underpin expectations around consultation with Māori. Research Offices can play a role in facilitating successful interactions.

The saying 'good things take time' is the mantra to have on repeat as you are developing relationships that are to be enduring. Māori are rightfully offended when they are sought out to be involved in a project just because it will add value to an application, this applies to both communities and the naming of a Māori researcher just to have a 'native on the team'. As with any relationship, the foundations are built on trust, Mātauranga Māori (that is, traditional Māori knowledge) is valued and not shared lightly. In a world where there is increasing recognition of Mātauranga Māori and increasing interest in the relationships between this and Western Science we must learn how to develop and nurture relationships to ensure successful outcomes.

Globally there is increasing awareness of the need to ensure the indigenous voice is heard. Research managers can play a role, ensuring that meaningful and authentic relationships are fostered in a manner that is not defined by a narrow academic need but instead paves the way for future projects.

1A6: RESEARCH ADMINISTRATION MANAGERS AND RESEARCH PROJECT MANAGERS – PLAYING A KEY ROLE IN ESTABLISHING AND MANAGING MULTI-INSTITUTIONAL COLLABORATIONS

Lisa Lavey^{1,2}, Dr Catherine Spooner^{3,4}, Dr Chilandu Mukuka⁵
1 Centre of Research Excellence in Rural and Remote Primary Health Care, Australia, 2 School of Rural Health, Monash University, Australia, 3 Centre for Obesity Management and Prevention Research Excellence in PHC, Australia, 4 The University of New South Wales, Australia, 5 Australian Primary Health Care Research Institute, Australia

Aims and rationale: The Australian Primary Health Care Research Institute funded nine multi-institution centres of research excellence (MICRE) to address knowledge gaps in primary health care. Anecdotal evidence suggested that these MICREs were experiencing common problems in their establishment and operation. The study aimed to document the challenges and lessons from the nine MICREs to inform future planning of MICREs.

Methods: Qualitative interviews with the directors and managers of the nine MICREs and other key informants.

Findings: Challenges were experienced in the domains of administrative processes (e.g. budgeting, recruitment, partner agreements) and relationships (e.g. communication, investigator engagement, role clarification).

Two main issues were identified. 1) That most of the problems could have been prevented during grant preparation; and 2) That the research administration manager at each collaborating institution in the MICRE during grant preparation, and the appointment of a sufficiently experienced, skilled and resourced MICRE manager are critical to ensure efficient administrative processes during the life of the MICRE.

The lessons learned from this study have been incorporated into a 'tips' document which will be made available to assist researchers, research administration managers, and MICRE managers from inception to completion. This document also provides 'tips' to MICRE funding bodies for developing *Information for Applicants* documents.

Conclusion: MICREs are more complicated and vulnerable to establishment and management problems than single-institution

research centres. The contributions of the research administration manager (or equivalent at each collaborating institution), and the MICRE manager can facilitate the achievement of an efficient and effective research partnership.

MANAGING INTERNATIONAL PROJECTS AND PARTNERS

1B1: COORDINATING RESEARCH INTEGRITY, GOVERNANCE AND ETHICS EXPECTATIONS IN INTERNATIONAL RESEARCH COLLABORATIONS: PITFALLS AND SOLUTIONS

Dr Ted Rohr, Bronwyn Greene
The University of New South Wales, Australia

In international research settings research compliance expectations are complicated. Institutions and researchers need to understand, and have mechanisms in place to navigate through, the different research governance expectations of all countries involved in a collaboration; from the different legislative requirements, national and institutional research codes, as well as the sometimes conflicting funding conditions when single projects are funded from multiple international sources. Institutions and researchers are pretty good at covering off the standard terms of collaboration agreements such as funding, deliverables, project terms, IP ownership and the like. These contract terms are generally well understood and managed internationally. Where collaboration agreements have generally failed is in including clear terms related to the responsible conduct of research and in identifying, investigating, reporting and dealing with allegations of research misconduct. Expectations on the responsible conduct of research, such as responsible authorship, publication, and data management are encompassed in the Singapore Statement on Research Integrity but may conflict with local legislative expectations. In research involving humans or animals, there are significant cultural and legislative differences among countries and their funding bodies in expected review and monitoring mechanisms. Here, we collect and report on experiences from senior researchers and research administrators involved in international research collaborations and ask firstly 'what are the significant pitfalls' and secondly 'what are the solutions we can offer' to enable and embed expectations related to responsible conduct of research across borders.

1B2: INTERNATIONAL PROJECTS: MANAGING FOR SUCCESS

Dr Lynette Read

The University of Auckland, New Zealand

One effect of the globalization of the research environment is that international research collaboration is becoming increasingly significant both in terms of an increase in the number of research teams with international linkages and in international research funding. However, managing an international project involving partners from different institutional, regulatory and cultural backgrounds, who often have differing expectations, can be challenging. This presentation, based on my professional involvement with two related international research projects, will describe some of these challenges and explain how they were addressed.

The first of these projects was an International Research Staff Exchange Scheme funded by the European Commission and the New Zealand Ministry of Science and Innovation involving teams of researchers, research managers and administrators from NZ, UK and Denmark. The second project which resulted from this successful collaboration, and was jointly funded by the European Commission and NZ's Ministry of Business, Innovation and Employment, was an Initial Training Network programme led by Aarhus University. The team members comprised PhD students, their supervisors, postdoctoral fellows and workshop presenters from participating institutions around the world.

Both projects involved the organization of joint workshops and conferences in different international venues and a considerable amount of teamwork by the international partners. Aside from the logistical difficulties involved, the organizers encountered issues arising from differing expectations, and regulatory and cultural differences. The presentation will describe these issues and discuss how the strategies utilized to deal with them resulted in successful outcomes for both projects.

1B3: CONTRACTING CHALLENGES AND OPPORTUNITIES INTERNATIONALLY

Caroline Tate

Massey University, New Zealand

Contracting with international partners and managing international projects come with a number of opportunities and challenges. Throughout the process of contracting challenges may arise which need to be effectively managed, including the currency in which payments are made, governmental requirements in each country in respect of reporting, the different value placed on documents (such as Memoranda of Understanding) and the compliance requirements (such as a high level of verification needed to prove the type of legal entity).

Once a contract has been signed there are also regulatory challenges such as import and export controls over samples and restrictions of access to high risk countries for research. If selected, the presentation will cover a number of case studies in greater detail (with identifying information removed), what challenges were faced and how they were managed or overcome at both the contracting stage and also post contract signoff.

1B4: MANAGING TERRESTRIAL ENTERPRISE: THE GIANT MAGELLAN TELESCOPE – THE GIANT CHALLENGE

Dr Milica Symul

Research School of Astronomy and Astrophysics, The Australian National University, Australia

Australia, through The Australian National University and Australian Astronomy Ltd, is a founding partner in the Giant Magellan Telescope (GMT) project. The Australian Government has also invested \$88.4 million into the \$1 billion project. The GMT is being built by a consortium of institutions from the US, South Korea and Australia with funding from both private and public sources. The GMT partner institutions include the Carnegie Institution for Science, The Australian National University, Astronomy Australia Limited, Harvard University, the Korea Astronomy and Space Science Institute, The Smithsonian Institution, Texas A&M University, the University of Arizona, the University of Chicago, and the University of Texas at Austin.

To date 50% of the telescope's ultimate price tag has been committed and active fundraising is underway to secure the remaining funds.

The GMT is one of the biggest international scientific projects that Australia has been involved and that in itself presents a challenge.

The scope of this project is so large and diverse that it engages not only astronomical and engineering scientific community but also industries such as precision manufacturing and the steel industry.

The GMT project offers unique an opportunity not only for Australian Universities to be part of this prestigious consortium, but also gives an opportunity for Australian industry to engage and bid for the contracts to build components for this extraordinary piece of equipment. With construction started in 2015, the project is scheduled for completion in 2024.

This presentation will show-case how this international consortium is managed, what are the major management and financial challenges, including management of funding uncertainty and strategies for fund raising. It will also cover regulatory frameworks, compliance and management of partners' expectations and potential rivalry for contract bids and tenders.

1B5: MANAGING CHANGE IN INTERNATIONAL PARTNERSHIP PROGRAMMES

Dr John Kirkland

Association of Commonwealth Universities, United Kingdom

The "Development Research Uptake in Sub-Saharan Africa (DRUSSA)" programme is a large five-year project involving twenty-two universities and three non-university organisations, across thirteen countries, in both developed and developing country regions. The DRUSSA programme seeks to improve the capacity of universities to contribute research evidence that can inform development policy and drive innovation that is key to addressing a range of critical challenges.

Realising that the programme could benefit from more effective bridges between research producers and potential research users at the policymaking level, the project was expanded in its second year, to incorporate ministries and government departments (in select countries) – adding new jurisdictional and regulatory dimensions to the project.

Using the DRUSSA programme as an example, we will discuss best practice around responding to change, and managing projects for international cohorts of organisations, which share broadly similar goals, but which operate in quite different contexts.

1B6: MANAGING PEOPLE, EXPECTATIONS AND SCOPE IN A LARGE MULTI-SITE RESEARCH PROJECT IN INDIA

Robyn Goodwill^{1,2}, Dr Teresa Howard^{1,2}

¹ National Trauma Research Institute, Alfred Health, Australia,
² Central Clinical School, Monash University, Australia

In 2013 the Australian and Indian Governments announced their investment of over \$2.6 million through the Australia-India Strategic Research Fund Grand Challenge Scheme, to find the best ways of delivering much needed care to injured people in both countries. Still underway, the Australian-India Trauma Systems Collaboration (AITSC) strategically seeks to bring together governments, industry, clinicians and researchers to improve information and resources, and to pilot new systems of trauma care.

The Australian team located at the National Trauma Research Institute, Alfred Health and Monash University, enthusiastically commenced this project as they would any other project – with much time dedicated to careful research and outcome planning, scope refinement, budget and cash flow projections involving the researchers and project managers. However, during the first year the team learned that despite all that planning, projects conducted in countries other than Australia presented many unforeseen hurdles not necessarily connected with the research targets and learning to manage those hurdles effectively and efficiently, still whilst achieving significant results, has been a lesson for all.

This presentation will focus on the lessons learned in managing a large multi-site international research project where the people and expectations differ from ours that, together with scope creep, unless managed well, is a reality putting the whole project at risk of non-delivery.

1B7: COTUTELLE AND JOINT PHD PROGRAMS AT MACQUARIE UNIVERSITY: A CASE STUDY FOR INTERNATIONAL RESEARCH COLLABORATION

Dr Ren Yi

Macquarie University, Australia

Cotutelle and Joint PhD programmes have become increasingly popular among research-intensive institutions, as it is an important part of international research training collaboration. According to the French Embassy in Australia, Cotutelle means joint supervision of doctoral studies by two universities from different countries, if successful, the doctoral candidate will be awarded a joint or two separate doctoral testamur awarded by the two institutions (<http://www.ambafrance-au.org/-Cotutelle,154-> accessed 01 July 2015).

Macquarie University (MQ) is one of the research-intensive universities in Australia. The research conducted by the Higher

Degree Research (HDR) students forms a vital part of an institution's overall research effort. Macquarie University has the largest Cotutelle and Joint PhD programme in Australia. There are more than 225 PhD (accumulative) candidates in the programme with 100 institutions among 30 countries. This presentation will highlight the importance of the program for international research collaboration and mechanisms for managing the program.

COLLABORATING AND CAPITALISING ON RESEARCH OPPORTUNITIES IN ASIA-PACIFIC REGION

1C1: BUILDING RESEARCH COLLABORATION NETWORKS – AN INTERPERSONAL PERSPECTIVE FOR RESEARCH CAPACITY BUILDING

Dr David Junsong Huang

National Institute of Education, Singapore

While collaboration is increasingly recognized to be important for research, researchers' collaboration networks are still not adequately recognized as a form of research capacity in the literature. Research is a knowledge creation activity and interpersonal research collaboration networks are important for knowledge cross-fertilization and research productivity. By referring to social network theories, this paper argues that research collaboration networks are a form of research capacity at interpersonal level. It complements capacity building at individual, organizational and inter-organizational levels. However, building research collaborations can be challenging. Three key issues are raised for discussion. First, collaboration networks have nonlinear effect on research productivity. Second, fostering heterophilous communications and maintaining degrees of heterophily can be contradicting and thus challenging. Third, building research collaboration networks proactively requires shift of research management philosophy as well as invention of analytical tools for research management. Debates and solutions with regard to these issues may contribute to the advancement of theory and practice of research management.

1C2: PARTNERSHIPS WITH INDUSTRY FOR THE LONG HAUL

Ian Harris

The University of Queensland, Australia

Successful partnerships between universities and industry take many forms, including joint research and development centres, contracted research, licensing deals, scholarships, internships, graduate employment programs and philanthropic support. Whatever their shape, these linkages have a multitude of beneficiaries, because they help ensure that great research results are used by people locally, nationally and internationally. This is often referred to as 'research translation' or as we call it at The University of Queensland, 'excellence – plus' because it takes exemplary discoveries and turns them into products or services that have meaning and value in any language.

This presentation will provide an analysis of key success factors in long term partnerships with industry and discuss some initiatives that have underpinned UQ's achievements in this sphere.

1C3: RESEARCH CAPACITY BUILDING WITH A NEAR NEIGHBOUR, INDONESIA

Pam Smith

Flinders University, Australia

Sometimes relationships with international partners start from very small beginnings. This is the case with the relationship between the School of Nursing & Midwifery (SONM) at Flinders University and the Faculty of Nursing (FoN) at Universitas Airlangga. In 2010, a Universitas Airlangga staff member came to Flinders to complete a Master of Nursing, and envisioned a long-term relationship between the two institutions. After formal discussions, a Memorandum of Agreement was signed. A goal of the relationship is for SONM to support FoN improve the research skills of their academic staff. Since formalising the relationship there have been a range of activities undertaken including student and staff study tours, and participation by key SONM staff in the Universitas Airlangga Annual International Nursing Conference.

This presentation will report on a two-week research and education workshop conducted at Flinders University in 2014, which involved 28 senior Indonesian nursing, midwifery and medical academics and clinical educators. The program was funded by DFAT under the Australia Awards Fellowships program and supporting organisations.

The workshop provided inter-professional capacity building in research and clinical education to improve maternal, neonatal and child health outcomes in Indonesia. In the first week, focus was on developing research skills resulting in a proposal to complete on return to Indonesia. In the second week, theory and practice of clinical education and the use of low, medium and high fidelity simulation was explored and site visits conducted. This workshop has contributed to enhancing our partnership and developing research capacity of Indonesian healthcare professionals.

1C4: BUILDING RESEARCH PARTNERSHIPS IN THE SE ASIA-PACIFIC REGION: THE AUSTRALIAN INSTITUTE OF TROPICAL HEALTH AND MEDICINE

Dr Andrew Johnson

The Australian Institute of Tropical Health and Medicine, James Cook University, Australia

The Australian Institute of Tropical Health and Medicine (AITHM) is a newly established tropical health and medical research institute based at James Cook University (JCU) with key nodes in Townsville, Cairns, and the Torres Strait. With matching funding of A\$42 million each from Queensland state and the Australian federal government, AITHM has an ambitious agenda to build infrastructure and research capability in tropical health and medicine. Tropical Health is directly relevant to Asia and the Pacific. AITHM is collaborating directly with Australia's near neighbours such as PNG, on health epidemics such as Tuberculosis. However it is also working in close alignment with the Australian Government's northern development and trade agenda's. This paper focuses on AITHM's research engagement in tropical health and medicine in Asia and the Pacific, the countries and issues are explored alongside the mechanisms we have relied upon to build collaboration and value.

1C5: THE FLINDERS MODEL OF SUCCESSFUL AUSTRALIA-CHINA INDUSTRY RESEARCH COLLABORATIONS AND THE ANALYSIS OF FACTORS AND MARKET FUTURE

Raymond Tham

Flinders University, Australia

The Flinders University Centre for Marine Bioproducts Development has in the short space of just over 2 years developed with Chinese industry research collaborations in Australia worth more than \$3 million, producing technologies and relationships that resulted in a multi-million dollar investment into regional business, and a further commitment of \$20m for industry expansion. At the same time, the Chinese side has mirrored this with joint laboratories, a \$13m commercialisation award, and several blue economy summits.

Flinders University achieved this through a model of engaging Australian businesses, particularly SMEs, to provide innovation that would make them attractive to foreign investment and partnerships. We are now extending this model of engagement to other institutions and companies through collaborative platforms and a research society, with the belief that research opportunities in the Asia-Pacific are product driven.

However, working with the Chinese market is not without its challenges, which include legal and financial models in China that are acceptable to Australian institutions, the intricacies of Chinese incentive schemes and funding bodies, and the expectations and underlying strategic and cultural priorities of Chinese industry and institutional partners. The Chinese view on early versus late stage technology development, patents and technology adoption will also be discussed, as well as the pitfalls of non-delivery and the complexities of reporting.

At the same time, the Chinese experience challenges when working with Australian institutions, and these include government regulations, the types of collaborative platforms and cultural expectations of the scope and scale of engagement and leadership, in-kind contributions and student engagement, understanding of Australian funding schemes, community engagement, as well as the speed of technology translation to market.

The presenter's experience with commercialising technologies in ventures will also be discussed in the context of a changing face of China's economic governance and market, whether the Chinese market remains the 'middle kingdom' of opportunity, and what we must do to capitalise on it.

1C6: A 'NEW ZEALAND INC' APPROACH TO RESEARCH PARTNERSHIPS; LESSONS LEARNT IN THE ESTABLISHMENT OF RESEARCH COLLABORATIONS IN FOOD SCIENCE AND TECHNOLOGY

Dr Ross Holland, Professor Nigel French, Professor Richard Archer
Massey University, New Zealand

The New Zealand research landscape has changed significantly in recent years as the government directs increased amounts of research funding towards 'mission led' research, moving away from the more traditional 'fundamental' and 'applied' research approaches. This change in funding direction has occurred alongside a move to establish larger, more sustainable strategic projects, drawing together a 'best team' from across New Zealand

and capturing wider stakeholder support and engagement. Successful mission-led research programs of this type require strong partnering models between research providers and good links to the stakeholders and end users, as well as a relevant research management infrastructure. This partnership model must accommodate and maximise the benefits of contributor asymmetry, both in terms of project life cycle and stakeholder contributions, and optimise the engagement of end users and funders. Ideally, meaningful co-creation of a mission-led research program will ensure the alignment and involvement of all parties in the research and implementation of research outcomes as an integral part of the process.

The recent establishment of New Zealand-wide collaborative research partnerships in one of Massey University's key areas of specialisation, Food Innovation and Technology, will be described to provide examples of co-creation and the building of partnerships across research providers, government, funders and end users. Lessons learnt will be discussed, as well as key issues and how they were addressed, success factors, and what constitutes a successful research partnership in a modern context.

RESEARCH ADMINISTRATION PERFORMANCE

1D1: FROM DATA TO WISDOM

Grahame Pearson

The University of Sydney, Australia

Clifford Stoll an America astronomer once said "Data is not information, information is not knowledge, knowledge is not understanding, understanding is not wisdom". Currently at The University of Sydney (like all research institutions) our research performance is being measured and tested. There is an ever-increasing thirst for more data and comparisons to be made. Data presentation, visualisation and layout is important. Doing it right helps us to make better decisions as they relate to research performance, future trends and success, in our quest for better rankings,

With all technologies available, there are important underlying factors for consideration including cost, time, software, training, on-going support, under lying technology infrastructure, data availability and data quality, just to name a few. All of these factors influence and work differently depending on the size of the University, Medical Research Institutes or research agency.

Drawing on the experience of research performance reporting and having worked with 5 different research management systems over the last 15 years, this presentation looks to review tools and technologies that have been integrated and used successfully in small, mid-size and large scale universities. What has proven less than useful and what the future hold? From a simple matrix table to geospatial diagrams and use of network collaboration tools.

How do we best transform data into the VC/CEOs wisdom?

1D2: INITIATIVE AND CHALLENGES ON ESTABLISHMENT OF ASEAN CITATION INDEX (ACI) DATABASE

Professor Dr Narongrit Sombatsompop

Head of Polymer Processing and Flow (P-PROF) Research Group,
Head of Thai-Journal Citation Index (TCI)

School of Energy, Environment and Materials, King Mongkut's
University of Technology Thonburi (KMUTT), Thailand

It has become critical for ASEAN higher education leaders to work collectively towards establishing strong online presence of local and regional research publications. In this respect, possible structural dimensions of National Citation Indexes (NCIs), and ASEAN Citation Index (ACI) are proposed. At the national level, each ASEAN countries should establish their own NCI. Each NCI should serve as the national database, and strive to become the most comprehensive source of bibliographic data for all locally published research either in English language or in the local language. The ACI on the other hand, will serve as an aggregator of bibliographic data for ASEAN journals published in English or at least those with English language abstracts. The ACI will also serve as a gateway for international researchers to access such ASEAN journals. By taking such an approach, we can better present the breadth and depth of ASEAN research in a more meaningful way to sustain interest of international researchers, and attract interest of potential collaborators. Another important function of the ACI is to act as the main channel in interacting with interested international publishers. In such capacity, ACI can help improving the overall effectiveness and accuracy of their evaluation of ASEAN journals by sharing with them local tacit knowledge and objective usage, citations, and publication history of these journals. Under such arrangement, more ASEAN journals can gain greater visibility once they are index in International databases. To sustain the viability and success of such initiative in the longer term, it is important for higher education leaders, government agencies from ASEAN to provide full supports in terms of human resource, funding, and endorsement. Since ACI is serving regional research interest, the entire issues of funding, staffing, managing, and hosting of this center can become a sensitive issue. However, it also presents a unique opportunity (or a challenge) for ASEAN higher education leaders to agree on a solution framework that can potentially serve as a showcase for the best of ASEAN collaborative spirit at work. To this end, only a collective efforts and mutual supports from all ASEAN research community can help us realize this common mission of establishing a regional citation index that will help us improve ASEAN research quality and researchers visibility.

1D3: SHARED MANAGEMENT AND ADMINISTRATION SERVICES: A CASE STUDY OF ADMINISTRATION EXCELLENCE IN TWO RESEARCH CENTRES

Melissa Roughley, David Cami

The University of New South Wales, Australia

In 2011 UNSW Australia Arts and Social Sciences conducted a Research Administration Review to determine the most effective structure for carrying out the administrative, management, and research support functions.

The review analysed existing administration structures, processes, management and compliance responsibilities, held consultations with academic and professional staff, and reviewed process and structure across UNSW Australia.

The review produced a large number of recommendations, including organising administrative and research support across the two largest research centres.

Following the departure of one Centre Manager, planning began to amalgamate the Centre Management and Administration teams across the two centres (collectively employing 101 Researchers and 10 Professional staff).

The Faculty worked collaboratively with staff to ensure the redesign and alignment of requirements across the centres was driven by the professional teams. Planning sessions revealed best-practice across both Centres, albeit in different areas. Areas of overlap were identified and a gap analysis conducted. All of this was mapped against the existing skills base, thereby identifying roles along with staff training requirements.

Having secured the support of the Centre Directors, the incumbent Centre Manager began the implementation process in 2013

Prior to the amalgamation, the administrative teams maintained separate identities, enabling the Manager to build trust whilst validating areas of strengths and weakness before working on small shared projects that resulted in a powerful dialogue relating to processes and the advantages of collaboration.

The highly successful implementation has produced significant benefits for the Centres researchers.

1D4: MAKING THE MOST OF “ALT METRICS”: USING PLATFORMS SUCH AS “THE CONVERSATION” TO MAXIMIZE THE REACH OF RESEARCHERS

Dr Natalie Mast

The University of Western Australia, Australia

This presentation will examine the usefulness of alternative metrics (alt metrics) in tracking the wider impact of traditional research and the interaction researchers have with the general community.

The presentation will use The Conversation (TC) as an example of the growing interest in potential cross platform metadata exchange, which university administrators can use to develop a more complete view of the reach of non-traditional methods of research.

Since its launch in 2011, TC has evolved from an experimental mechanism for academic communication with the public, to a platform from which over 14,000 sites are republishing content via creative commons. TC has a global audience of 2.5 million unique visitors onsite each month, and has expanded beyond Australia to include sites in the UK, US and Africa.

As TC has grown, its performance metrics have become increasingly sophisticated and administrators can now gather significant information as to the reach of authors.

The presentation will seek to foster a discussion amongst the audience as to the benefits of future enhancements to TC metrics and the possibility of integration with other data providers. This includes the recent addition of ORCID to TC and the possibility of including meta-data from Thomson Reuters Web of Science within Author profiles on TC.

Using UWA as a case study, the presentation will explore how universities can be proactive in generating alt metrics through the utilisation of online resources, including TC.

1D5: MANAGING MAJOR GRANT ROUNDS WITH EXCEPTIONAL SERVICE

Dr Anh Chau

Monash University, Australia

In 2014, the Monash Research Office Medical and Health Sciences Team submitted over 650 applications across 30 schemes to the National Health and Medical Research Council (NHMRC) and other Australian medical health funding bodies within a 4 month period. The largest submission number in one funding opportunity was for the NHMRC Project Grant scheme with 405 applications from Monash University.

Our role in the central Research Office is to ensure that every application is eligible, complete and compliant. Our aim is to give our researchers and the university the best chance to maintain our top ranking in funding rates and dollars. Each year, however, we are faced with the following challenges:

- Increasing numbers of submissions;
- A new team of compliance reviewers; and
- Ensuring we only provide value-added services.

This presentation will report on how the team manages major grant rounds and the data we collect to ensure we continue to provide exceptional service in peak periods. It will reveal how we administer high volumes of applications, train new staff, track and review proposals, and the feedback tools used to monitor and improve our pre-award administration performance. It will also detail the changes introduced in the 2015 grant round based on data collected from reviewers and applicants.

PLENARY SESSION 3

RESEARCH IN OUR REGION – MEETING GLOBAL CHALLENGES

Craig Roy

CSIRO, Australia

In an increasingly global research ecosystem, how are governments, corporations, universities, and publicly and privately funded research agencies adapting their strategies and roles to deliver positive change? Multidisciplinary collaboration is vital, but so too is choosing the right research challenges and developing and nurturing the capability required for success – not just within organisations but also at national and regional levels.

It is a multifaceted challenge and organisations need to be strategically adaptable and outward looking while managing their own sustainability and the expectations of governments, shareholders, funding bodies and the community.

Australia's CSIRO has just completed its 2015-19 Strategy which charts the organisations responses to these challenges. Mr Roy will draw on insights gained from the process to open a discussion on how well our regional research frameworks are positioned to respond to the challenges of the coming decades.

FRIDAY 2 OCTOBER 2015

PLENARY SESSION 4

THE FUTURE OF CROWD-FUNDING RESEARCH: CHALLENGES AND OPPORTUNITIES

Dr Ben McNeil

Thinkable.org

Crowd-funding for research provides a powerful new way for researchers to raise independent funds outside traditional government funding avenues. However applying all or nothing 'Kickstarter' based models for research suffer from low uptake and success rates that limit their potential. At thinkable.org, we have pioneered the development of 'open research competitions', which provides a new efficient and engaging model that empowers research organizations to host open grants, prizes & contests that allows wide public participation and support for their own researchers. With Thinkable competitions, researchers are required to create a simple 2-3minute summary of their research grant application, which allows the public to learn, vote, share and connect with research. We have found this to help both research organizations and researchers reach a wide audience to demonstrate public impact & innovation, drive partnerships and raise funding for their research. In this talk, I will outline the evolution & challenges of crowd-funding for research and the immense future opportunities to revolutionize how research engages with society, in particular by empowering research administrators to use technology to give their researchers a wide platform to showcase their work to the public.

PLENARY SESSION 5

STRATEGIES FOR DEVELOPING COLLABORATIONS AND PARTNERSHIPS

Professor James Best

Lee Kong Chian School of Medicine, Nanyang Technological University, Singapore

There is strong evidence that high impact medical research is enhanced by international collaborations. Opportunistic collaborations at individual researcher level can be successful but are generally limited in scope and impact, and dependent on stability of the research personnel at each site. An umbrella MoU between institutions can assist in creating opportunity for a wider and more sustainable collaboration but unless senior management maintains interest (and it usually doesn't), its value is very limited. Ideally, a partnership develops from initial contact either at senior management or researcher level, with ongoing commitment at both levels. Singapore and Australia have highly developed medical research capability involving universities, hospitals and research institutes, with common research interests, capacity to fund research and favourable geographic proximity. This paper will discuss opportunities and barriers to improving collaborations and partnerships in medical research.

RESEARCH IMPACT AND ANALYTICS

2A1: HOW TO MEASURE RESEARCH IMPACT: THE SUCCESSFUL EXAMPLE OF A \$30M CANCER RESEARCH FUNDING PROGRAM

Dr Caroline Miller^{1,2}, Jacqueline Bowden¹, Nicole Sargent¹, Greg Sharplin³, Professor Brenda Wilson³, Dr Marion Eckert³, Professor Steve Wesseling¹

1 South Australian Health and Medical Research Institute (SAHMRI), Australia, 2 The University of Adelaide, Australia, 3 Cancer Council SA, Australia

Background: The Cancer Council Beat Cancer Project (BCP) is a \$30M strategic cancer research partnership between Cancer Council SA, SA Health, all South Australian universities and the South Australian Health and Medical Research Institute (SAHMRI). Research translation and the impact beyond traditional measures of research excellence is a key focus of the BCP.

Aim: To develop and implement an evaluation methodology that is embedded within the current processes, and focuses on outputs of research excellence, societal and economic impact.

Methods: A multi-faceted evaluation was designed based on the Payback Framework (Brunel University London). Study 1 was a quantitative survey of all grant recipients during 2011–2014 (n=92; 88% participation rate). Study 2 was a bibliometric analysis of papers published in the peer-reviewed literature by chief investigators. Case-studies were also undertaken using purposive sampling.

Results: The BCP yielded strong 'payback' in benefits to future research and research use, with 110 higher degrees being awarded or expected and 53% of funded projects generating tools for future research. The BCP generated exceptional 'payback' for generating further research, with the BCP's investment (as at October 2014) of \$10.4M yielding \$26.3M in matched funding and additional funding. Other categories including benefits to policy, product development, health gain and broader economic benefits also showed promising results.

Conclusion: This is the first study of this kind using the Payback Framework in a general cancer research setting. The results compared favourably with a similar study conducted by the National Breast Cancer Foundation over a 17 year funding period.

2A2: FOR STRENGTHENING THE RESEARCH POWER OF A LARGE-SCALE UNIVERSITY – INTERNATIONAL STUDENT CIRCULATION AS AN INDICATOR

Dr Daichi Kohmoto

Kyoto University, Japan

Creating excellent research environments and systems to promote academic research is the main mission of all university research administrators in strengthening the research power of a university. Each university has various characteristics and many parameters that will change over time; therefore, research administrators must

continuously and accurately capture the status of their research via data-driven and human-powered analysis, and must also create and implement strategies for the university.

Recently, the number of conferences, workshops, summer/winter schools, and joint-degree programs has been increasing in the context of research promotion. Moreover, these occasions are planned internationally and are interdisciplinary in nature. Holding these occasions will surely promote the spread of researchers over national and institutional borders; in some cases, however, these occasions seem not to be planned accurately in accordance with their university's strategies. Therefore, measuring the effectiveness of these occasions and applying the results to future actions are not designed totally.

Moreover, exploring how to measure their effectiveness seems under-developed from our perspective as research administrators. Surely, people can capture the "old" status of research to a certain extent through bibliometric analysis, budgeting data, related SNS data, altmetrics, etc. On the other hand, research administrators often require nearly real-time information about academics' research; at present, communicating individually with each researcher seems to be the only way to achieve this purpose. In the case of large universities, this is a long-standing problem of research administration.

In this paper, we propose using a new key ingredient to analyze the research power of a university in real time: an international student circulation associated with an international research project. The dynamics of international student circulations seem to be deeply correlated with the research power of universities both in the global and local contexts. Furthermore, we focus on the analysis with respect to a research project of a researcher that contains much richer information than the research itself. This point of view might become a building block for possible solutions to the above-mentioned problems. We also provide some hypotheses, report some positive evidence for our hypotheses thus far, and discuss their possibilities for future university research administration.

2A3: OPPORTUNITIES AND CHALLENGES IN MEASURING THE RESEARCH ECOSYSTEM

Dr Paul Wong

Australian National Data Service, Australia

In recent years, we have seen an increasing interest from research institutions to demonstrate and track the social and economic impacts of their research. One key driver is the increase demand in accountability for publicly funded research. Yet another driver is the need to develop institutional and national policies for the effective realisation of benefits from research investment. In Australia, a number of studies were conducted in the last few years to tackle the challenge of measuring research impact:

- In 2012, twelve Australian universities completed a case-study based evaluation pilot of the impacts of Australian research. The *Excellence in Innovation for Australia (EIA)* trial collected 162 case studies which were assessed by seven expert panels made up of 75 volunteers from universities, industries, community organisations and government agencies. The final report is available at <https://go8.edu.au/sites/default/files/docs/atn-go8-report-web.pdf.pdf>
- In 2013, the University of Melbourne and the Australian National University jointly conducted a feasibility study - *the Australian Science, Technology, Research Assessment*

(ASTRA), which modelled after the STAR Metrics (Science and Technology for America's Reinvestment: Measuring the Effect of Research on Innovation, Competitiveness and Science) approach developed by the National Science Foundation, in using university administrative data to assess the proximal economic effects of research activities. The final report is available at http://melbourneinstitute.com/downloads/reports/ASTRA_Feasibility%20Study_FinalReport.pdf

- In early 2015, the Australian National Data Service released a commissioned report by Professor John Houghton and Dr Nicholas Gruen on the economic benefit of Australian research data: *The Open Research Data Report*. The estimated value of Australia's public research data is at least \$1.9 billion and possibly up to \$6 billion per annum. The final report is available at <http://www.and.s.org.au/resource/open-research-data-report.pdf>

While these are different approaches to measuring research impact, arguably, they are complementary methods. In this presentation, we will consider research impact assessment from two standpoints. Firstly, we will consider research in the context of a complex knowledge ecosystem – its complexity stems from many stakeholders in the system interacting in divergent ways across multiple time scales with different behavioural drivers. Secondly, we will consider why it is desirable to adopt methodological pluralism and why one-size does not really fit all. The moral for research administration is that the need for research impact assessment creates both opportunities and challenges for long term capacity building and capability development – in terms of data to be collected, information infrastructure to be established, and people skills and knowledge in the application and development of analytical methods and models. This is in contrast to the current state of the profession in Australia, which has largely been compliance and reporting focused.

2A4: HORSES FOR COURSES – PICKING YOUR WINNERS

Dr Amberyn Thomas

The University of Queensland, Australia

When it comes to measuring research quality and collaboration, be that at the institutional level, organisational unit level, or for individual researchers, global trends point to using citation metrics as valid and meaningful. Whilst there are a number of discipline specific citation databases, most often it is Web of Science, Scopus and Google Scholar which are used as data sources. In response to the widespread uptake of citation metrics for research evaluation purposes, easy-to-use tools such as SciVal (Elsevier) and Incites (Thomson Reuters) have been developed to provide easy access to some sophisticated metrics. However, ease of access does not necessarily translate to accurate, transparent and meaningful research evaluation and reporting.

In this presentation, the use of citation metrics in a research intensive university across all levels of the organisation will be discussed. The relative strengths as perceived by our use of the major citation databases, along with the reporting tools SciVal and Incites, will be presented. Specific examples and applications will be chosen to highlight the appropriate use of different indicators.

2A5: THE RESPONSIBLE USE OF RESEARCH METRICS IN A TEACHING FOCUSED UNIVERSITY

Sophie Holloway

University of Canberra, Australia

The use and misuse of bibliometrics in research evaluation and management is attracting increasing attention in recent years. With government funding and academic promotion tied to metrics, metrics can't be ignored. Leading bibliometricians have recently published "The Leiden Manifesto for research metrics" where they outline 10 principles for responsible use of bibliometrics in research evaluation. University of Canberra (UC) is a young teaching focused university with small but rapidly growing areas of research strength. UC is strategically investing in these areas of strength and measuring its performance within those areas. Performance indicators are being developed, and at an individual researcher level, benchmarking is being planned and bibliometrics are being used. In this paper I speak to the challenges for a small university trying to rapidly increase its research performance and track its growth, while also ensuring the metrics used are transparent and can withstand the level of scrutiny required by the "Leiden Manifesto". Using the "Leiden Manifesto" as a guide, I outline the strategies taken at UC to support the responsible use of research metrics while also developing a culture where improving research performance is measurable and valued.

2A6: RESEARCH IMPACT MULTI-TOOL – A ONE STOP DATABASE FOR MEASURING AND TRACKING RESEARCH OUTPUTS

Lisa Lavey^{1,2}

1 Centre of Research Excellence in Rural and Remote Primary Health Care, Australia, 2 School of Rural Health, Monash University, Australia

Increasingly in the modern era, researchers and research institutions are being required to demonstrate and track the academic, economic and societal impact of their research outcomes. Once research findings are published, it is important to ascertain what difference they make in solving important problems or whether they have much impact on the activities of end-users. Given the diverse and complex nature of research activities, it is vital that researchers have access to tools that can facilitate these tasks.

To assist this quest, investigators from the Centre of Research Excellence in Rural and Remote Primary Health Care (CRERRPHC) developed a framework¹ to monitor the impact of their research. This framework was used by the Centre's Project Manager to design a 'Research Impact Database' that records evidence of uptake and use of the research undertaken.

This database records details of journal articles, books, conference and stakeholder presentations, media coverage, research capacity building, evidence of uptake or use of research by end-users and much more. Evidence is categorised according to the broad area of impact such as research, policy, service activities or society at large; the key stakeholders, and whether the take-up of this evidence is 'producer' or 'user' initiated.

The database is already being utilised by institutions in the UK, USA and at various institutions/centres across Australia having

been adapted to suit the varying needs of the different research institutions.

The research impact database is easy-to-use, freely available² and ultimately an indispensable resource for measuring research impact and uptake of research evidence.

- 1 Buykx P, Humphreys JS, Wakeman J, Perkins D, Lyle D, McGrail M & Kinsman L (2012). "Making evidence count" – A framework to monitor the impact of health services research, *Australian Journal of Rural Health*, 20(2): 51–58.
- 2 The Research Impact Database is available free of charge from the Centre of Research Excellence in Rural and Remote Primary Health Care under a licence agreement with Monash University. To arrange a demonstration, please contact lisa.lavey@monash.edu

TRANSLATIONAL RESEARCH

2B1: RE-DRAWING BOUNDARIES: HOW TRANSLATION OF GEOLOGICAL RESEARCH HAS INFLUENCED ECONOMIC DEVELOPMENT OF CITIES AND COUNTRIES

Dr Chris Kroger

GNS Science, New Zealand

Our institute engages in geological research with relevance to New Zealand, but regional geology connects us to the wider Asia-Pacific region and beyond. Globally and locally we work closely with local authorities and communities implementing research outcomes with reliable impact. Thus, this talk will also make reference to research opportunities in the Asia-Pacific Region.

We will outline how our research outcomes have influenced policy and guidelines in three examples: (1) tsunami resilience in New Zealand and Samoa; (2) re-definition of Extended Economic Zones; and (3) underpinning mineral exploration. Translation of research is never an after-thought; we will show how we target uptake by stakeholders through early engagement and how we develop, and maintain, strategic engagement. Stakeholder engagement benefits from skilled support by research managers, who are often better placed to engage with stakeholders on a non-technical level.

We will point out potential problems of translational research, and make suggestions for remedies through working both with scientists and stakeholders. One issue relates to the perceived lower track-record value of translational research, yet, a strong track record is required to maintain credibility with stakeholders. A further issue can arise from close engagement with stakeholders in contentious subjects, such as offshore petroleum geology, questioning the neutrality of science.

This talk will address how translational research has influenced policy and guidelines, how that occurred in a global context, and how research management can support such desired outcomes. The presenter is an experienced research manager who maintains strong connections with stakeholders, especially regarding research commercialisation.

2B2: HOW TO BUILD SUCCESSFUL BIOMEDICAL RESEARCH TEAMS: LESSONS LEARNT FROM USA, AUSTRALIA AND SINGAPORE

Professor Tien Yin Wong

Singapore National Eye Center, Singapore

Biomedical researchers often ask “How do we bring new understanding of disease mechanisms and better treatments to our patients?” In other words, is there a process whereby scientific discoveries are identified, assessed and adopted by physicians, healthcare providers and policy makers to ensure our patients benefit from these innovations? This “process” of scientific discovery to actual clinical application is known as translational medicine, and can be defined as a focused, purposeful method to apply knowledge gained from basic scientific research to clinical practice; it involves bridging new research findings, scientific discoveries and new techniques to approaches in the screening, prevention, diagnosis, treatment of disease.

Unfortunately, translational medicine is often long, tortuous and difficult and many bench discoveries do not actually get to patient care. For translational research to develop and thrive, three interlinking forces are needed. First, translational medicine requires a new model of working. Traditional models of scientific discoveries occurring in labs and clinicians picking up discoveries they read in journals and applying these in clinical practice does not work. Multidisciplinary collaboration across specialties, disciplines and industries is the key to driving translational research to success. This requires working models of teams of clinician, clinician scientists, scientists, nursing and allied health professionals. Second, a strong ecosystem and culture that sustains and rewards translational medicine is critical. It involves forging a close partnership between a hospital cluster and a university, the concept of the Academic Medical Center. The partnership must align the traditional divergent missions of healthcare and education, and the cultural differences between academic researchers and practicing doctors. These are challenging issues that must be dealt with upfront. Third, translational medicine requires a group of people who understand both science and medicine – clinician-scientists, who are “connectors” between scientists and doctors, and must speak both “languages”. To translate research, young clinician-scientists must be identified, trained, mentored and supported. Alongside a nurturing environment, supervision, guidance and advice from a sympathetic and wise mentor are essential.

2B3: RESEARCH FOR REGULATORY PURPOSES – PROVIDING AN EVIDENCE BASE FOR DECISION MAKING: MANAGEMENT OF A RESEARCH PROGRAMME WITHIN A GOVERNMENT DEPARTMENT

Andrew Pavitt

The Ministry for Primary Industries (MPI) is the New Zealand government department charged with overseeing, managing and regulating New Zealand's primary industries.

This presentation discusses the opportunities and challenges associated with the management of operational research programmes within MPI where MPI is the primary end user of the research.

These programmes (Food Safety, Biosecurity and Animal Welfare) provide MPI with a robust evidence base to support regulatory decisions. Basically science to help MPI staff do their jobs, this could include science to support the development of a food safety standard, an animal welfare code or a method for the detection of unwanted organisms at the border.

The fund is approximately \$4M p.a. which supports up to 50 projects per year. This presentation focuses on the issues relating to the management of research programmes that feed directly into a regulatory function whilst having to operate under specific government procurement guidelines.

2B4: THE HEALTHY BUILT ENVIRONMENTS PROGRAM: HOW PARTICIPATORY RESEARCH PROGRAMS CAN INFLUENCE POLICY

Joanna York

The University of New South Wales, Australia

The Healthy Built Environments Project (HBEP) is an example of how research can influence policy. Funded from 2009 to 2014 by the NSW Ministry of Health (MoH), the HBEP was driven by collaboration among academia, industry, government and NGOs in the health and planning sectors. While the Program was originally intended to target the three focus areas of ‘research’, ‘education and workforce development’, and ‘leadership and advocacy’, it ultimately resulted in the incorporation of health considerations into state and national planning policy documents. The participatory structure of the HBEP enabled input from the players essential to making a substantive contribution to policy discussions; researchers, educators, practitioners and the policymakers themselves. In this presentation I will explore how this form of collaboration, along with the interdisciplinary nature of the research performed, generated the discussions that lead to real impact through policy change. The various HBEP interventions, such as workforce training initiatives, were essential in identifying the issues faced by practitioners in their day-to-day work, and therefore the supportive role that researchers, educators and policy makers could play in alleviating such issues. I will also consider how the substantial buy-in from the MoH (AUD 1.5 million across five years) influenced the transformative nature of the Program, and whether the same contribution to policy change could have occurred otherwise. My paper will investigate the roles and contributions of the various participants and provide some elements to inform an ideal framework to maximise the policy contributions of research programs.

MANAGING INTERNATIONAL PROJECTS AND PARTNERS

2C1: THE FUTURES OF THE AUSTRALIAN CODE FOR THE RESPONSIBLE CONDUCT OF RESEARCH

Dr Paul Taylor, Dr Daniel Barr

Office for Research Ethics and Integrity, The University of Melbourne, Australia

Prime Minister Xenophon has just restored funding for the NHMARC (not a good acronym but there wasn't even money for marketing). The Cross Benchers, lead by Bronwyn Bishop

and Phillip Ruddock, were finally convinced that research could produce some good outcomes on occasion but needed to be assured that researchers and research institutions could be trusted. Fortunately, 10 years ago the NHMRC, ARC and UA revised the Australian Code for Responsible Conduct of Research...

The revision of the 2007 version of the Australian Code is about to get underway in earnest. The arguments we put forward and the choices we make today will impact for some time to come. What needs to change? What is working well?

There are competing calls and three positions forming; (i) the current version is good and only needs minor tweaking, (ii) there needs to be more prescription and (iii) there needs to be less prescription.

We will argue why a simplified, more-principled and less-prescribed version of the Australian Code is all that is needed to adequately guide research and research institutions. We will outline why the current version needs some serious revision and why further prescription is not the right direction to head. An alternate version of the Australian Code will be presented that builds on the strengths of the current version but makes it more broadly applicable and much simpler.

We believe that this is best presented as a Theme Leader presentation. It will provide an excellent starting place for other discussions about research integrity and should generate lots of discussion. Paul and Dan are very experienced speakers and educators and have presented internationally on research integrity.

2C2: MANAGING PARTNERSHIPS BETWEEN DEVELOPED AND DEVELOPING COUNTRY RESEARCH TEAMS

Dr John Kirkland

The Association of Commonwealth Universities, United Kingdom

The nature of research relationships between universities in developed and developing countries is changing. Increasingly, funding bodies want to see work involve genuine partnerships, rather than hierarchical relationships, and expect their programmes to have a capacity building element, as well as producing results in their own right. This session will consider the practical issues that arise in developing such relationships, and how these can be most effectively managed.

2C3: RESEARCH MANAGEMENT ASSOCIATIONS IN GLOBAL CONTEXT: COLLABORATION AND COMPETITION – ARMS, SRA INTERNATIONAL AND EARMA, THREE CASE STUDIES

Dr Ren Yi¹, Dr John Westene², Jan Andersen³

¹ Past President ARMS, President, Australia, ² SRA International, United States, ³ Board member, former Chair EARMA, Denmark

Research professional organisations including ARMS, SRA International and EARMA are an important part of research enterprise and are market leaders in roles on professionalisation of research management, influencing research related policies and governing research enterprise.

Representatives from the three associations will discuss three of the major challenges our associations are facing:

- Ethics and compliance: from control to service – to control
- Changing in the funding landscape

Research outcome, impact, innovation and documentation. The aim is to give a picture of trends and emerging hot topics our association is facing.

The Australasian Research Management Society (ARMS) is the professional society for specialists in management and administration of research. Since its founding in 1999, the ARMS network has grown to involve more than 1,700 people from universities, research agencies, research institutes and medical research institutes, R&D corporations, research centres, government departments, funding bodies, industrial R&D teams, service providers, commercialisation bodies and consultancies.

The Society of Research Administrators International (SRA International) is the premier global research management society providing education, professional development and the latest comprehensive information about research management to 4,500 members from over 40 countries.

European Association of Research Managers and Administrators (EARMA) represents the community of Research Managers and Administrators (RM&As) in Europe. Our members work in industry, academia and the public and private sectors. We work with the EU Commission as well as national and international funding agencies. EARMA provides a networking forum, learning platform and a place to share experiences and best practice among RM&As throughout EARMA and in the wider RM&A community.

2C4: GLOBALISING RESEARCH INTEGRITY: THE IMPACT OF THE SINGAPORE STATEMENT

Kim Gilliland, Dr Paul Taylor, Dr Daniel Barr

The University of Melbourne, Australia

Research integrity makes research trustworthy and excellent. A shared understanding of research integrity greatly enhances collaboration and partnership. The Singapore Statement on Research Integrity ('the Singapore Statement') is one of the most significant documents promoting a shared understanding of research integrity. Developed through international collaboration and agreement at the 2nd World Conference on Research Integrity, it articulates globally recognised principles and responsibilities for research. The Singapore Statement therefore has the potential to influence and underpin expectations of research integrity across international jurisdictions. But has the Singapore Statement realised its potential, and what impact has it had in the five years since development?

This presentation considers the effects of the Singapore Statement on research integrity policy internationally. We will consider its impact on the diverse research cultures in Asia, Africa, Europe and the Americas. We will examine in greater detail the particular experiences of two jurisdictions: Australia and Singapore. By considering national instruments regulating the responsible conduct of research in these countries, as well as those developed at the local and institutional-level, we critically evaluate the extent to which these documents have been influenced by or reflect the Singapore Statement.

Through this discussion we hope to gain insight into those areas of research practice where the Singapore Statement has been of most influence, as well as new approaches for enhancing its

global impact. Promoting the Singapore Statement will not only enhance international efforts to uphold research integrity, but will ensure that global research endeavours continue to produce the best research outcomes.

BUILDING PARTNERSHIPS

2D2: BUILDING STRATEGIC PARTNERSHIPS WITH INDUSTRY IN THE CONTEXT OF A DEVELOPING COUNTRY – THE CASE OF KMUTT

Professor Bundit Fungtammasan

Senior Vice President, Research & Innovation, King Mongkut's University of Technology Thonburi, Thailand

The aim of this presentation is to share a Thai university of technology's experiences in addressing the issue of "disconnect" between the university and industry in an environment where private sector R&D is just emerging. Approaches adopted in forming strategic partnerships with large industrial enterprises of different levels of readiness for technological innovation will be described. The mechanisms put in place to drive and sustain the partnerships, the range of activities under taken and the challenges faced will be presented. Finally the benefits and rewards to both parties will be described and the mechanisms being put in place for facilitating innovation in SMEs will be outlined.

2D3: SEVEN WAYS TO RESEARCH CAPACITY STRENGTHENING

Dr Garry Aslanyan

World Health Organization, Switzerland

Researchers in LMICs are best placed to identify and address health challenges in their countries but they face many challenges related to research environments. In order to reshape the North-South collaboration in line with the development agenda Post-2015, the ESSENCE on Health Research finalized a good practice document called *Seven principles for strengthening research capacity in LMICs: simple ideas in a complex world*. The advantage of the seven principles is that they are not prescriptive. They are developed to be used as a tool to generate discussion among anyone with a stake in improving research in LMICs, whether they are funders, researchers or policy makers. The document provides principles with illustrative examples and case studies that show how the principles have been used in practice, and identifies common barriers to their implementation, together with suggestions on how they can be addressed. Because the principles were developed from the experiences of funders, researchers and research institutes engaged in research capacity strengthening, there is something in it for everyone. Whether you are a project officer in a development agency, a research leader in a major international research funding organization, or a development director at an LMIC university, the good practice principles will help you to shape your programme goals and implementation plans. It also helps to realize that capacity building cannot be done by just one of the stakeholders and only when they all come together in a relatively harmonized manner that the institution, country or a region makes a jump in its research capacity.

2D4: ORGANISING FOR SUCCESS – A MODEL TO MANAGE AND MAINTAIN RESEARCH, GOVERNMENT AND INDUSTRY PARTNERSHIPS

Liz Skinner

Auckland UniServices Ltd is the largest research and development company of its kind in Australasia. During a period of rapid growth, the company's income has increased to over \$NZ135 million per annum, employing over 700 staff members working in 37 countries. In this context, the challenge for the organisation has been to simultaneously foster business growth while continuing to support the network of research partnerships on which the business relies. Addressing these sometimes competing interests has resulted in a period of organisational change and a new structure for our research and commercialisation management operations.

UniServices' response to organising for success is a unique and complex structure with specific relationship managers for the University (internal stakeholders) and clients (external stakeholders), arranged within a matrix of sector and specialist portfolios. Here we will briefly outline this structure, focussing on the division of responsibility between our Sector (client-facing teams) and our Operations team (largely internal-facing teams). We will demonstrate how this has been beneficial in building new, and strengthening existing, research relationships and partnerships. We also highlight the areas that continue to provide challenges to our business and briefly introduce some improvement strategies that we are employing. Overall, this presentation seeks to

showcase the key outcomes of the new structure and argues that the change will ultimately improve our ability to develop and sustain partnerships with potential and existing researchers, government and industry.

2D5: TOWARDS A COMMON VISION: THE SINGAPORE OPHTHALMOLOGY RESEARCH COLLABORATIVE NETWORK (SOPRaNo)

Sharmila Kannan, Dr Ting Zhou

Singapore Eye Research Institute, Singapore

The Singapore Eye Research Institute, SERI (www.seri.com.sg) is Singapore's national eye research institute. SERI is keenly cognizant of its national role, and thus actively collaborates with the various stakeholders, be it the local ophthalmic medical centres, research institutions, biotech start-ups and the Industry. This has ensured a high level of research competency & skills transfer. In an effort to further optimize the collaborative landscape among the ophthalmologist within the public sector hospitals, SERI conceptualized SOPRaNo, which stands for the Singapore Ophthalmology Research Collaborative Network. The intent was for SOPRaNo to serve as a platform to explore areas of synergy, and opportunities for collaborative research partnership, especially in the area of clinical research. Efforts were channelled into canvassing the various ophthalmology departments within the various public sector hospitals. While there were some challenges, the realization of a common vision to improve the lives of our patients served as the fundamental catalyst that resulted in the birth of SOPRaNo. SOPRaNo brings together like-minded ophthalmologists towards a shared mission to ensure that the Singapore ophthalmology clinical research enterprise remains vibrant, robust and collaborative. The network will facilitate the sharing of support infrastructure, and other resources, as well as increase the efficiency and quantum of research participant recruitment to clinical research. It will further reinforce Singapore's position as one of the global leaders in ophthalmology research, and be overall attractive to both Academic and Industry partners. The presentation will feature the rationale, the challenges and the journey of setting up the network.

2D6: IDENTIFYING AND BUILDING MUTUAL VALUE WITH PARTNERS, ADDRESSING GAPS IN TRADITIONAL ENGAGEMENT

Floris van der Leest

Victoria University, Australia

Universities are complex, value-rich service organisations which can unlock value by shifting from a transaction and product focus to a relationship and solution focus.

Relevance is critical to finding communities of interest, those where you are creating mutual value and everyone wants you to succeed. Relevance is determined by a number of factors including: location (industries in the local area); purpose (industries which share our vision); and capabilities (industries that can use and value our services). Are the research results going to be disruptive (i.e. leading to new businesses and business models) or will they ease in making the existing businesses more efficient or effective?

Providing a regular and varied range of industry engagement opportunities will maximise the chance of connecting at valuable moments. Measure the value of the project for the industry partner, for the university, and for the researcher. Relationships will only survive where all parties continue to see value.

"Talk a lot, get your hands dirty, ask for feedback, diversify, say Yes (more often), warm weak ties, give gifts, build trust, and listen to the singing canary."

PLENARY SESSION 6

RESEARCH INTEGRITY IN A GLOBAL CONTEXT: PERSPECTIVES FROM THE US OFFICE OF RESEARCH INTEGRITY

Zoë Hammatt, Raju Tamot

Office of Research Integrity, United States

The US Office of Research Integrity (ORI) is a federal agency that oversees research misconduct investigations involving research funded by the Public Health Service (PHS). About 5,000 institutions receive PHS research funds, about 300 of which are outside the US. Between 1992 and 2014, ORI opened and handled nearly 800 alleged cases of research misconduct and made nearly 300 public findings of misconduct. ORI data reveal that the real and perceived "causes" of research misconduct are multi-faceted and complex. Individual circumstances and psychology, poor mentorship, inadequate training, and competitive pressures often overlap with each other, and appear to play a contributory role in ORI closed cases of research misconduct. In an attempt to address some of the factors that contribute to misconduct and questionable research practices, ORI develops instructional materials for promoting the responsible conduct of research and seeks institutional support for research integrity at the highest levels. By partnering with international institutions and organizations, ORI strives to improve the handling of research misconduct allegations and share best practices in education and training to help foster an environment that promotes research integrity around the world.

COLLABORATING AND CAPITALISING ON RESEARCH OPPORTUNITIES

2E1: RESEARCH ADMINISTRATION ACROSS BORDERS: CHINA AND AUSTRALIA CASE STUDY

Warwick Dawson, Dr Yan Zhang

1 The University of New South Wales, Australia, 2 Peking University, China

The profession of research administration is now a worldwide phenomena as all countries seek to generate economic and social well being from research innovation and international collaboration. This requires sustained and professional management and administrative support and global sharing of best practice to maximise benefits and 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, professional development and regular visits. China is the new powerhouse of international research and research management and is a critical research and economic partner for Australia and the region in the 21st century. By working together to better understand each other both countries can take advantage of the significant opportunities available to promote stronger research collaboration and supporting administration.

Learning outcomes:

- Establishing and sustaining international research administration networks
- Benefits to research managers and administrators
- Opportunities for research administrators to collaborate with China

2E2: WHAT MAKES AN EFFECTIVE UNIVERSITY PARTNERSHIPS OFFICE? THE SECRET OF UNSW'S SUCCESS

Vinita Chanan, Warwick Dawson

The University of New South Wales, Australia

Doing business with a large university can be a daunting prospect even for a well-established external organisation, let alone a small business attempting to traverse the minefield of administrative units and faculties to reach the right contact. UNSW's Research Partnerships Unit was established in 2011, with a mandate to be a "one-stop shop" to:

- facilitate engagement between the University's research expertise and external organisations looking for that expertise; and
- coordinate relevant internal units involved in support of external research engagement, including legal, IP and tech transfer, grants administration, foundation/fund raising, finance, and Faculty/School administration.

The presentation will outline the rationale for a university research partnerships office in the context of Australia's changing tertiary sector, and economic and government policy changes. It will explain how UNSW's Research Partnerships Unit works effectively to deliver services to its internal and external stakeholders through an appropriate structure, a cohesive internal network and human resources. The presentation will include case studies of recent successful partnerships managed through the Unit and conclude with key lessons for research managers to build successful research partnerships.

2E3: EMERGING RESEARCH INSTITUTION WLTM INTERNATIONAL RESEARCH COLLABORATORS: A TINDER ALTERNATIVE?

Dr Elizabeth Asbury

Whitireia New Zealand, New Zealand

International collaborative research is the gold standard to which many New Zealand research organizations aspire. By forming such collaborations, partner institutions may gain from each other's expertise to increase research capacity and capability. However, for emerging research institutions, establishing successful, reciprocal, collaborative relationships is difficult enough within the domestic research environment, let alone on the international stage. Links may be forged initially on the basis of education:

the hunt for lucrative international students and the creation of partner institutions in developing nations. Such relationships may provide a wealth of opportunities for teaching and learning initiatives, but the step towards applied, collaborative research may prove illusive. Whitireia New Zealand is a successful ITP with an emerging research culture, which is in the process of developing international research collaborations within the fields of nursing, business and the Arts. Through a process of trial and error, we have identified a number of strategies for successfully laying the foundations for international collaborative research. Such strategies may guide other emerging research institutions to develop links and forge opportunities in the global research environment.

2E4: SUCCESSFUL PARTNERSHIP MODELS FOR INTERNATIONAL COLLABORATIONS

Dr Michael Millan¹, Professor Brigid Heywood¹, Dr Peter Jolly², Lachlan McIntyre², Dr Joanna McKenzie², Professor Emeritus Roger Morris³

¹ Massey University, New Zealand ² Massey University, International Development Group, New Zealand

It is well recognised that research is a collaborative process; in the current international theatre collaborative research is driven by the need for multidisciplinary expertise, access to different populations / regions / countries, access to facilities and the need to manage an increasing diversity of cultural practices and norms, and affected by the requirements for critical mass to receive funding, the level of direction provided by research funders and an emphasis on 'mission' versus 'discovery' research, etc. The effective design and management of these multi-dimensional and multi-national partnerships offers a number of challenges to ensure the contracting and delivery of a successful partnership. New instruments and models of partnership management are required to facilitate these processes so that costs, risk and outcomes are all effectively managed.

This presentation will look at the key components and critical success factors of new research partnership models underpinning effective large scale international research programmes undertaken at Massey University, including examples taken from European Union funded and World Bank sponsored research programmes.

The presentation will consider the following:

- How partnership models can be developed during the initiation phase to embrace different cultures, in-country structures and variable project benefits;
- Monitoring and management of the collaboration during project life cycle;
- Collaboration models which successfully manage increasing complexity of potential interactions when research programs involve more parties (e.g. stakeholders / end users);
- How partnership models can support knowledge sharing the effective delivery of research outcomes;
- Variations in the core collaboration model for different types of partner-supported research programs.

2E5: RESEARCH DATA MANAGEMENT IN EDUCATIONAL CONTEXTS IN SINGAPORE: PARTNERSHIPS, PRACTICES, POLICIES

Dr Rita Elaine Silver, Dr Dennis Beng Kiat Kwek, Galya Kogut

National Institute of Education, Nanyang Technological University, Singapore

Educational research is time and personnel intensive as it generally requires data collection and analysis with, by and from human subjects and researchers. Given the costs involved as well as fundamental research concerns such as comparability of data (across contexts), shelf-life (how long data can remain viable), and reliability (which, in educational contexts, generally requires multiple views and viewers of data), it is not surprising that building partnerships for maximum impact of research data is a topic of interest. Building effective partnerships requires effective research management, but educational researchers are typically trained in research methodology rather than research management practices. In addition university policies (e.g. research integrity, budgeting, grant policies) and national policies (e.g., Singapore's recently initiated Personal Data Protection Act) impinge on how research is managed. How can educational researchers/institutions work toward effective research data management with partners?

In this presentation, we discuss our recent efforts to determine university-based researcher perceived needs as creators and users of data (primary and secondary) and to establish a model that facilitates local and international partnerships through data sharing in efficient, effective and ethical ways. We discuss our findings from analyses of practices and policies at one local academic institution, in relation to local (Singaporean) government policies (e.g. Personal Data Protection Act), and from focus group discussions and individual interviews with researchers and key affiliated personnel involved in research management (e.g., administrators). Our focus is on aspects of educational research and systems that make partnerships for data management difficult, possible, and necessary.

2E6: INNOVATIVE PARTNERSHIPS IN CHALLENGING TIMES

Professor Sushila Chang, Vanessa Lao, Yvette Baxter
Griffith University, Australia

The author of the proverbial saying 'necessity is the mother of invention' is unknown but it does appear in translations of Plato's Republic. The Australian tertiary education landscape has been through many drastic changes creating the need to be more creative and collaborative to achieve the demands of academia. Funding for research, operation and development is also diminishing therefore hither academia???

Griffith University's potency in these times would be its international partnerships with the Asia Pacific especially China, S Asia and SEAsia. Joint academic programs are indeed a way forwards to manage local budget constraints. Teaching and learning partnerships with elite partners can result in excellent graduate attributes and research. Collaborative research programs are the rigour for research survival and joining forces with overseas partners to engage in joint research laboratories/centres offers great opportunities. One size does not fit all and

every country is different in its needs, its expectations, the policies and regulations and overall education mindset.

We will discuss some of the strategies and our learning journey in identifying effective platforms for engagement with our Asian research partners: albeit the challenges the outcomes have been win win for all.

RESEARCH MANAGEMENT SYSTEMS

2F1: BUILDING GLOBAL PARTNERSHIPS THROUGH KYOTO UNIVERSITY RESEARCH ADMINISTRATION SYSTEM

Dr Seitaro Mutoh, Dr Taro Sonobe

Kyoto University Research Administration Office, Kyoto University, Japan

Global challenges and local responses in research universities become one of the trends responding to a rapidly evolving global academic environment in the world. 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 towards tackling the above trends.

Kyoto University established the research administration system as one of the model universities in Japan. The Kyoto University Research Administration Office (KURA) was launched in April 2012 as an organization to provide support for planning of research projects, obtaining of research funds, project execution, and public relations. In addition to the KURA members, Kyoto University strategically hired further research administrators at the departments and the several research support organizations in 2013 and 2014, respectively, to reinforce the URA network and promote research activities throughout the university. KURA plays a central role in Kyoto University's URA network.

At the same time, KURA supports building international and local partnerships in the university through 3 key measures; such as providing the internal seed-funds for supporting program for interaction-based initiative team studies to promote interdisciplinary and international research collaborations, managing two overseas centers in ASEAN and Europe, and coordinating university level international symposia between the partner universities. In this presentation, we would like to share and exchange our experiences with the participants in ARMS 2015.

2F2: A NOVEL APPROACH FOR THE ALLOCATION OF RESEARCH EQUIPMENT BUDGETS IN DIVERSE R&D ORGANISATIONS

Dr Xanthe Wells¹, Nigel Foster¹, Adam Finch¹, Ian Elsum²

¹ CSIRO, Australia, ² The Australian National University, Australia

Sufficient and state-of-the-art research equipment is one component required to maintain the research competitiveness of an organisation. This presentation describes an approach to allow more optimal allocation of equipment expenditure levels in a large and diverse R&D organisation, such as CSIRO.

CSIRO is Australia's national science agency and conducts research across many disciplines. It has considered how much it should be spending on research equipment as a whole and how to allocate these funds to its individual research units. CSIRO's research equipment allocations have been to some extent based on both previous years expenditures and current operating performance. The method to be discussed is based on benchmarking the organisation and this is the foundation of the allocation process. It also considers variation in equipment needs across different science areas.

R&D equipment expenditure patterns across disciplines are available for USA academic institutions and levels differ between disciplines. For example, in the Biological Sciences equipment expenditure is 3% of total R&D expenditure, whereas in Physics it is 3-fold greater. Using research publication subject classifications, discipline profiles were constructed for the entire CSIRO and each of its units. Publication subject categories were also mapped to the research fields used by the USA source. These datasets were combined to determine an overall benchmark value for CSIRO and each unit. It varied by a factor of 2.2 fold across CSIRO units. Actual expenditure was compared to the benchmark and some units were below the calculated benchmark values and a few were close to or above.

2F3: HOW CAN RESEARCH OFFICES DO MORE WITH LESS? A NEW APPROACH FOR IMPROVING RESOURCE EFFICIENCY AND PROPOSAL COMPLIANCE DURING MAJOR GRANT ROUNDS

Dr Thorsten Kostulski

University of Technology, Sydney, Australia

During application rounds for major government grants, such as ARC Discovery Projects and NHMRC Project Grants in Australia, Research Offices typically require significant, additional resources to cope with checking a large number of proposals for compliance, often last-minute. Conversely, researchers are commonly faced with having to meet very early, internal submission deadlines, while Research Office staff struggle to clear a backlog of applications submitted for checking.

Over the past 2 years, UTS has trialled the idea of 'rolling deadlines' through a customised booking system, recently complemented by a triage approach to individual applications. Researchers can choose their own submission deadline, and the applicant's need for support and prospect of success determines the level of development support offered by Research Office staff. This has resulted in a more efficient allocation of resources where they have the most impact, while providing better service overall – in addition to a standard compliance check.

This talk will present interesting performance metrics of the new approach from the DP15 and DP16 rounds, including adoption of and engagement in the process by researchers and faculties. In particular, it shows how the 'rolling deadline' approach has not only minimised the need for additional resources, but also resulted in better services to applicants. We will also present feedback from the University's research community, our own learnings and future improvement plans.

Other institutions globally may be interested in learning about the process, because it is flexible enough to be scaled up or down according to numbers, i.e. it can be applied to highly centralised

universities, to much smaller, faculty-based processes, and in fact to most major grant application processes internationally.

2FA: CREATING THE MATER RESEARCH HUB: AN INTEGRATED RESEARCH ADMINISTRATION MANAGEMENT SYSTEM FOR A HOSPITAL-BASED RESEARCH INSTITUTE

A/Professor Kristen Gibbons¹, Yanlin Liu¹, Lisa Richardson¹, Jasmine Teoh², Paul Benfield², Andrew Newton²

¹ Mater Research Office, Mater Research, Australia, ² Software Development, Information and Infrastructure Division, Mater Health Serv, Australia

A comprehensive, efficient and integrated research administration system is crucial to the success of undertaking high-quality research. At present, there is a dearth of commercially available systems to meet this need, particularly for hospital-based medical research institutes, such as ours, who also have strong links with a university. The Mater Research Hub (MRH) has been developed in line with the strategic direction of both Mater Health Services (MHS) and Mater Research (including Mater Research Institute – The University of Queensland) as a solution to collect, link and collate data on all Mater research activity, subsequently enabling efficient reporting to also assist in guiding the direction of research.

Following an intense period of requirement gathering, Phase 1 of the MRH has been launched, with additional modules under development. Phase 1 contains modules for researcher profiles (including management of online researcher public profiles), research projects and dynamic graphical reporting tools. Presently, the MRH contains more than 350 research projects and 450 researcher profiles. Future phases will include modules for management of human research governance applications (including online submission of site-specific assessment applications with electronic approvals), research outputs (publications, presentations and translation activities), research students, funding (both external and internal funding rounds) and legal agreements. Ongoing monitoring is occurring to increase the awareness and utility of the MRH, determine its effect on researcher collaboration, and its usefulness in supporting informed strategic decisions on research priorities and resource management.

2F6: ENHANCING THE EFFECTIVENESS OF DOCTORAL TRAINING USING ONLINE TRAINING

Dr David Lefevre

Imperial College London/ Epigeum, United Kingdom

Dr Lefevre will discuss the role of online training in doctoral education, arguing that in almost all cases it can increase quality, reduce cost and increase flexibility. This will involve a discussion of Dr Lefevre's own experience completing a PhD in Instructional Systems at Imperial College London, and how his experiences there led to the formation of Epigeum. Epigeum started as a spin-out from Imperial College London initially focusing on providing online skills training for researchers. The first course was on Intellectual Property and had dramatic results. The number of students at the college being trained in Intellectual Property increased from 30 to 300, with overall student satisfaction rates

of 4/4.5. Existing workshops were adapted to the online format and courses were adopted by nine other universities. The course was created in collaboration with many universities and this remains the model that Epigeum use today. To date, Epigeum have 18 online courses that have been created this way and enjoy international success, used by over 250 institutions across 28 different countries. A big focus for Dr Lefevre in terms of the effectiveness of doctoral training is the implementation of such online training materials and he will share examples of universities who have done so successfully.

2F7: ORCID: CONNECTING RESEARCH AND RESEARCHERS

Laurel Haak

ORCID, United States

ORCID is a non-profit community-driven organization, whose mission it is to provide an open registry for researchers to obtain a unique and persistent digital name. ORCID works with the community to ensure these digital names are collected in workflows where a researcher shares their name, including grant application, article submission, and thesis completion. This presentation will provide a brief overview of ORCID, how digital names are being used by the research community, with a particular focus on university adoption. In addition, current efforts to adopt and implement ORCID at regional and national adoption in the Asia-Pacific Region will be described.

TRANSLATIONAL RESEARCH

2G1: TRANSFORMING LIVES: RESEARCH INFLUENCING POLICY

Dr Tracey Swift¹, Dr Campbell Thomson²

¹ The University of Auckland, New Zealand, ² The University of Western Australia, Australia

As the conscience and critics of society, universities have a civic responsibility to define our collective future by generating fresh research perspectives that produce policy recommendations for the benefit of society. This goes beyond simply producing research and disseminating results, which is why it is often hard to measure, but is increasingly seen as a measure of impact and relevance where public retrenchment of funding is common. Responsibility for policy making can often be devolved from federal to state and even city levels which makes establishing and maintaining such relationships complex and diffuse. Many times, universities alone cannot change policy and third parties like industry or professional practice organisations are needed as collaborators over a sustained period of time. Using Australian and New Zealand examples and case studies from areas as diverse as population health, maritime law, geothermal drilling, marine science, education and environment we will explore how relationships between researchers and policy makers are initiated, sustained and progress. We will also explore how research managers and administrators can facilitate implementation pathways to assist researchers to form partnerships and consider very early on the potential policy outcomes when they submit their applications.

2G3: BUILDING BIOMEDICAL ENGINEERING PARTNERSHIP IN VICTORIA: A RESEARCH DIRECTORATE'S VIEW

Dr Tam Nguyen^{1,2}, Dr Megan Robertson¹

¹ Research Directorate, St Vincent's Hospital, Melbourne, Australia, ² Faculty of Medicine, Dentistry and Health Sciences, The University of Melbourne, Australia

Building on Victoria's leading role in medical research, education and industry development, the ACMD (Aikenhead Centre for Medical Discovery) partnership represents Australia's first biomedical engineering research and education hub. Including some of Australia's leading and internationally recognised researchers, it is a partnership between St Vincent's Hospital Melbourne (SVHM), the St Vincent's Institute, The University of Melbourne, the University of Wollongong, Australian Catholic University, Swinburne University, RMIT University, the O'Brien Institute and the Bionics Institute. A key feature is that it is embedded in a major hospital, at St Vincent's in Melbourne, and it will cement Victoria as an internationally competitive developer of medical technology.

This workshop session will outline SVHM's Research Directorate role in developing and supporting research activities across the SVHM campuses and partners in the following areas:

- Research Strategy Development
- Research Promotion and Advocacy
- Research Training and Education
- Research Support Service including Research Business Development

2G4: RESEARCH COLLABORATION IN THE GLOBAL MINING INDUSTRY

Joe Cucuzza

AMIRA International Limited, Melbourne, Australia

The Australian mining industry has had a long history of collaboration. It all started with a key business innovation back in 1959 when the Australian Minerals Industry Research Association was created. The purpose of the association was to promote and facilitate in every possible way a research and development service for the mineral and associated industries of Australia and elsewhere. Since then the association, now known globally as AMIRA International, has developed and managed close to 700 research projects. Originally focussed solely on working with Australian researchers, AMIRA International has extended its reach as the mining industry globalised and now works with researchers around the world.

In the 1950s the top Australian mining companies realised that they shared many technical challenges and quickly recognised that these challenges are best tackled collaboratively and by engaging the best researchers and if necessary by building research capacity in local institutions. These challenges tended to be pre-competitive in nature but nevertheless important enough for individual companies to co-fund, leverage off their investment, and share the risks and the rewards from the successful delivery of project outcomes. Since 1959 the mining industry's attitude towards R&D has undergone considerable change. Starting with little or no internal research capacity, over time many of the larger companies developed significant internal research infrastructure and capability, but after capitalising on this research capability for a while they began, over the last decade or so, to slowly

dismantle much of this internal capability. During these various progressive developments the nature of the industry - universities engagement also underwent change.

In working in the collaborative space AMIRA International has had to develop systems and processes to identify the common industry challenges, validate the ideas, prepare proposals, and ultimately secure the necessary industry support. Critical to successful delivery is of course identifying the best researchers around the world to partner with and working with them and the company champions to design a research program that will deliver the relevant solutions. The latter is of course also dependent on managing the project to a successful conclusion. Projects have become more inter-disciplinary, and globally focussed, bringing a whole new set of challenges for AMIRA as the world's leading minerals R&D broker, facilitator and manager.

The paper will discuss these challenges and why, now more than ever, effective collaboration between academia and industry is essential. It examines the challenges around building partnerships, and the increasingly complex global collaborative projects.

2G5: VISION MĀTAURANGA POLICY AND ITS IMPACT IN TRANSLATIONAL RESEARCH

Dr Lina Gonzalez

The University of Auckland, New Zealand

The Vision Mātauranga (VM) policy aims to unlock the science and innovation potential of Māori knowledge, resources and people for the benefit of New Zealand. This presentation will explore the VM policy that is integrated within all science funding tools in New Zealand. Particular attention will be given to the four themes that the policy intends to address (indigenous innovation, taiao/environment, hauora/health, and mātauranga/indigenous knowledge) in order to translate research into benefits for New Zealand community. The presentation will also address the University of Auckland offerings to support researchers to identify whether their research may have implications for Māori communities and Mātauranga Māori (Māori knowledge), and receive the appropriate advice when commenting on Māori responsiveness.

2G6: ASSESSING RESEARCH PERFORMANCE: ALIGNING RESEARCHERS' INTERESTS WITH FUNDERS' EXPECTATIONS AND ORGANISATIONAL GOALS

Dr Laura Dan

Australian Research Council, Australia

Academia is a very competitive world. Research performance data is constantly being collected, thoroughly analysed, and comparisons drawn on a variety of metrics: at individual level, discipline level, faculty level, and ultimately university level. The quest for outstanding research performance will often bring along collateral damage: academic leaving the academic world, funders not happy with the results of the research they funded, organisations not satisfied with their overall research performance and, consequently, their research income. This talk looks at ways in which grant application data can be used to drive strategic planning (and corrective measures) and improvements in research administration performance.

METRICS AND REPORTING

2H1: IMPROVING MEASUREMENT AND REPORTING BY INTEGRATING RESEARCH INFORMATION GLOBALLY

Dr Paul Wong

Australian National Data Service, Australia

Over the last decade, we have seen a proliferation of metrics for measuring research quality and different aspects of the research ecosystem. Journals such as *Scientometrics* (ISSN 0138-9130 Print, 1588-2861 Online) and *Journal of Informetrics* (ISSN 1751-1577) are routinely publishing research articles on the development of new research metrics. A key driver for this proliferation is an increase demand for research assessment from funding agencies, institutional reviews, and international benchmarkings. At the same time statutory reporting requirements has also been on the raise in Australia. PhilipsKPA's *Review of Reporting Requirements for Universities* estimates that across the 18 sets of reporting requirements for both education and research, a "typical" Australian university applied over 2,000 staff days and spend between \$800K-\$900K to meet these requirements in 2011. The total sectorwide effort amounted to 66,000 staff days and \$26 million. A common experience of Australian universities is the need to "do more with less".

For research managers who have worked through these challenges, it is amply clear that a precondition for effective and efficient research assessment and reporting is the availability of high quality research information. However, quality comes with a cost. The way in which research information has been collected and managed a decade ago is clearly not sustainable and scaleable into the future. There are now concerted efforts globally from key stakeholders to move towards more efficient and integrated solutions in the collection and management of research information. Of particular importance in these efforts is the use of unique identifiers over a range of entities in the research ecosystem; they include, for examples:

- Grant IDs: identifiers issued by funding agencies to track funded research projects;
- Researcher IDs: identifiers to enable correct attribution of authorship and contribution to research effort;
- Digital Object Identifiers: identifiers to enable *actionable, interoperable, persistent* links to entities (physical, digital, or abstract);
- ISSN / ISBN: identifiers for periodicals and commercially published books;
- Patent Numbers: identifiers for patents and inventions

Undoubtedly, there are more. While many of these identifiers have been in use (e.g. ISSN/ISBN) for decades, the idea that they should be linked and integrated across different organisations, systems, and national boundaries in the context of research management is a relatively new initiative. We will consider the rationale and potential benefits in taking such a radically global and cross-institutional approach in building an information infrastructure for the future. We argue that in the broader context, researchers, research offices, university libraries, funding agencies, and commercial publishers all have important stakes in adopting more effective and efficient research management processes.

2H2: ORCID APPLICATION IN RESEARCH EVALUATION WORKFLOW

Nobuko Miyairi

ORCID, Japan

Evaluation of research requires an understanding of research outputs and explicit relationships with contributors, funders, and research organizations. Increasingly, persistent identifiers for people, organizations, and objects are being embedded in research workflows to enable trusted connections. Evaluators are starting to use these identifiers to collect data, and are experiencing reductions in data processing time and improvements in data quality. ORCID (orcid.org) is a non-profit organization that maintains an open registry of persistent and unique identifiers for researchers. This talk will overview how the research community is adopting ORCID iDs so that researchers receive credit they deserve, and how ORCID serves as “plumbing” in the research information infrastructure.

2H3: TOWARDS A BETTER SOLUTION FOR AN ERA COMPILATION SYSTEM

Dr Neale Yates, Samara Neilson

Research Information Services, Swinburne University of Technology, Australia

The Australian research assessment system, Excellence in Research for Australia (ERA), presents a significant logistical challenge for Australian universities. A complex suite of business rules overlays the compilation of many thousands of publications, along with research income, applied and esteem measures, assigning this data across 168 field of research (FoR) areas. Typically universities use a set of expert discipline panels to advise on the allocation of material to FoR codes. However managing the flow of data to, and especially from, these disciplines panels is non-trivial. Additionally discipline panels need to understand the effect of their assignment choices on the ERA outcomes.

For ERA 2015, Swinburne implemented a sophisticated, highly interactive tool to facilitate the information flow to and from discipline panels. This web-based tool used a MySQL database, and a Javascript /PHP coded interface. Key features of the tool were a highly flexible search capability, drag and drop functionality for sorting publications, data visualisation tools, and a multidimensional dashboard. A key concept in the design was the idea of being able to rapidly create a group of publications and in real-time, assess the expected rating of the publication set.

The Swinburne system was largely successful in its aims of facilitating the interchange of data with discipline panels and providing an environment in which panels were able to efficiently sort data and understand the effect of choices made. We think many of the tools implemented in the ERA system may have applications in other facets of research management information systems.

2H4: ENGINEERING RESEARCH PERFORMANCE STANDARDS; THE JOURNEY AND THE DESTINATION

Reeta Kumar

Monash University, Australia

The Research Performance Standards constitute a benchmarking tool that allows individual academic staff and their supervisors to assess research output, quality and impact.

This presentation outlines how the qualitative and quantitative research standards were set in the Faculty of Engineering at Monash University. The steps involved engagement with the stakeholders, investigating measures used in the international rankings and analysing strong evidence based reports to set new standards for the faculty.

The Research Performance Standards at Engineering consists of both quantitative and qualitative metrics.

The quantitative research indicators were based on the historical research performance of a cohort or peers at the same Teaching and Research academic salary level within the faculty over three year or year period based on the indicator. Minimum indicators were set close to the 25th percentile of the cohort performance and aspirational indicators close to the 75th percentile. Researchers can thus gauge their own performance against these minimum and aspirational goals and/or the cohort mean. These indicators include 6 key performance indicators in the research income, publications and postgraduate supervision.

The qualitative impact descriptions have been set to enable individuals to highlight, in their own words, their research impact in their particular research field, the impact of their research on their profession or practice, and the impact of their research upon the Monash research environment.

The combination of quantitative research indicators and qualitative research impact will provide a broad assessment of a researcher's performance and impact.

2H5: DATA AND TRANSPARENCY: A TALE OF TAUTOLOGY AND RESEARCH ANALYTICS

Samara Neilson, Dr Neale Yates

Research Information Services, Swinburne University of Technology, Australia

It is a truth universally acknowledged that management will always highlight data quality issues to the widest possible audience. Uneventful live demos will often prove as elusive as certain sub-Antarctic species of cetacean. New functionality is always requested a minute too late, never three hours in advance; and no one will appreciate how beautiful the visualisations are if the numbers aren't what they expected.

This is the story of Swinburne Research Analytics (SRA).

SRA is a research analytics platform developed by Swinburne Research – Research Information Services with the intention of making our research performance data open and transparent. Open to research leaders and administrators with the intention of reducing the burden of ad-hoc report requests, and transparent to academics who, for the first time, are able to see a complete picture of their centrally managed performance data.

While we are very proud of the SRA story, the pathway to the successful launch of the system was paved with compromise, hindsight, questions, lessons learned, wins, and occasionally answers.

In this age of data-driven decision making, business intelligence is becoming a key driver across all areas of research management. While our experiences creating, maintaining, managing, upgrading, promoting and engaging with our bespoke system has afforded us a better understanding of the role research performance data plays on the central office stage, if you wish to engage the wider academic audience to take ownership of their data, hook it up to the web profile system first.

2H6: OVERVIEW OF BALANCED SCORECARD TESTED IN JAPANESE UNIVERSITIES AND OUR APPROACH OF MEASURING ORGANIZATION-WISE PERFORMANCE

Shogo Kurihara

Research Administration Office, University of Tsukuba, Japan

Japanese government plans to categorize domestic universities into 1) institutes gaining world-class recognition, 2) institutes renowned for a specific field, and 3) institutes vitalizing areas where they are located. To achieve the categorization, the government will require universities to propose an appropriate set of measures of their performance. In addition to already used measures of research/education performance, some universities have been test-driving performance measures of research supporters and supporting organizations. We will overview such efforts using balanced scorecard and discuss effectiveness such measures in Japanese universities with a special attention to cultural difference between Japan and western nations where a balanced scorecard has been already common. Building upon thus-recognized status of performance measurement in Japanese universities, we will discuss our approach of developing our own measure of organization-wise performance for our university.

PLENARY SESSION 7

FROM IDEA TO IMPACT: THE TRANSLATION JOURNEY

Dr Deborah Kuchler

Innovation Management Australia Pty Ltd, Australia

The creation of knowledge through research outputs, does not itself lead to an impact in the commercial marketplace. It is only through translation that research findings are converted to a product or service that has value for the consumer.

The translation task begins with first identifying a valuable research finding which can potentially be protected and then converted into a product or service for market consumption. The definition of a valuable research finding is relatively easy but the identification of intellectual property and an economically viable translation model is harder depending on the nature of the intellectual property and the marketplace into which it fits.

A process of discrete, generalized steps traditionally describes translation. These steps are overly simplistic for a process that involves building an economic model, estimating and monitoring risk, creating value and assets, strategy and systems building and a tightly watched and constantly evolving execution plan. The dynamic nature of these processes, which are all underpinned by risk, will be compared to the nature of research where the translation journey began. Outlined will be a process for identification and the protection of the intellectual property and the strategies and techniques used to map out an investment, development and commercialization plan. The IP protection plan becomes critical as the translation process matures as it is often when intellectual property gains commercial traction that IP defense mechanisms come into play.

Different types of translation journeys will be outlined. The chosen translation journey depends on the nature of the IP, how it is protected, the channel to market and the nature of the consumer markets themselves. The translation journey can be short or long depending on the commercialization plan and the commercial vehicles used.

POSTER PRESENTATIONS ABSTRACTS

P1: Poster withdrawn

P2: FROM APPLICATION TO EVALUATION: AN ONLINE TOOL THAT STREAMLINES THE ENTIRE RESEARCH GRANTS CYCLE

Dr Casilda Black, Dr Selena Costa-Pinto, Dr Tania Wilmann, Dr Mark Potter, Professor Ross Coppel

Faculty of Medicine, Nursing and Health Sciences, Monash University, Australia

This poster will examine the transformation of a paper-based grants application scheme to an online system at Monash University. It will highlight development issues and explore the significant benefits provided to stakeholders.

The Faculty of Medicine, Nursing and Health Sciences' Strategic Grants Scheme (SGS) is a \$2M p.a. research funding program. Since 2005, SGS applications have increased in both number and complexity. Compliance checking and reviewer ranking became unwieldy and time consuming. In 2014, the Faculty Research Office began to explore options for electronic processing of applications. Initial online application forms similar to existing University forms were not 'smart' enough for the complexities of research grants. Researchers struggled and administrators were frustrated because the forms still required manual handling.

A more sophisticated, fully online system was needed, and after an environmental scan, FluidReview, based in Canada, was selected. Significant time was invested in setting up the application process for the SGS round in 2014. This poster will focus on change management processes, including applicants' readiness to adopt the system and queries about confidentiality, data security, technical support and time zone differences.

FluidSurveys was used to report on and evaluate the outcomes of previous SGS rounds. The collected data provided intelligent insights into the key research performance indicators resulting from the seed funding, and informed strategic decision-making.

Main benefits of the change:

- User-friendly interface and worldwide access
- Application tracking, compliance checking and reporting functions
- Automation of routine and repetitive tasks
- Data archiving and retrieval of granting history
- Transparency and accountability

P3: STRENGTHENING PARTNERSHIPS BEYOND ORGANISATIONAL BOUNDARIES

Dr Rozanne Blok, Dimity Evans, Monique O'Callaghan, Barbara Slattery, Dr Bryony Wakefield
The University of Melbourne, Australia

The biomedical precinct in Melbourne is an exemplar in which a university, medical research institutes and public teaching hospitals are either co-located on the one campus or within close proximity. The University of Melbourne's Faculty of Medicine, Dentistry and Health Sciences has been a key partner, forging strategic collaborations between these organisations leading to key appointments to complement research priorities, the construction of state of the art facilities, and research, research training and clinical translation activities which cross traditional organisational boundaries.

The Faculty utilises a disciplinary-based approach for the analysis of its research to foster greater visibility of discipline-specific research activity, drive focused interactions and to develop potential collaborations. Through the extensive use of research metrics for the identification of research excellence and areas of growth and significant impact, targeted organisational support can be provided, with the collective goal being to expand the capacity for successful outcomes in basic and translated research and research training.

We will illustrate internal processes and analysis methodologies to demonstrate how partnerships have been strengthened beyond organisational boundaries, particularly as they pertain to identifying, fostering and consolidating disciplinary synergies and strengths within the precinct.

P4: PREPARING THE GROUND, SOWING THE SEED AND NURTURING RESEARCH PARTNERSHIPS

Alice Boland¹, Adriaan Adolph², Helen Edwards¹, Melinda Heron¹, Leah Mount¹, Monique O'Callaghan¹, Dr Melanie Willingham¹

¹ The University of Melbourne, Australia ² Peter MacCallum Cancer Centre, Australia

Solving complex challenges in contemporary society cannot occur without cross-border and cross-disciplinary collaborations. Research partnerships are utilised when developing the solutions to social, economic, environmental, scientific and health problems. Institutions cultivate high-level domestic and international links to make an impact. The increasing drive to diversify research income and the push from funding bodies to engage in collaborative research, places greater pressure on universities to nurture their research partnerships to maximise their potential.

The importance and role of research administrators in managing the sometimes complex administrative and relationship issues that accompany partnerships will be investigated, as well as how to best use communication tools and innovative systems to efficiently manage partnerships as they evolve.

With models emerging for building and maintaining partnerships, this poster will examine and evaluate the multifaceted approaches and mechanisms available to promote and build such partnerships, from seed funding to Institutional agreements to establishment of Precincts.

P5: UNDER THE MICROSCOPE: USING ASSESSOR COMMENTS FROM PAST ARC PROPOSALS IN SCIENTIFIC DISCIPLINES TO ENHANCE QUALITY OF FUTURE APPLICATIONS

Dr Anne Brocklebank Proud, Dr Anne Drake
Deakin University, Australia

By the time ARC Discovery or Linkage outcomes are announced planning and preparation for the next round of applications is well underway. This leaves little time to analyse outcomes and provide feedback to prospective applicants which may improve the quality of proposals before submission.

External assessments are made available at the rejoinder stage, some months before outcomes are announced. While individual researchers read their own confidential assessments in preparation for the rejoinder and future resubmission, they are not necessarily privy to feedback relevant to the organisation or discipline as a whole. This study proposes that a wider review of these assessments, in a de-identified fashion, may provide crucial information to assist with preparation of future proposals at a much earlier stage.

This study provides a framework for assessor report review which identifies frequently occurring issues across proposals for each of the selection criteria. Rather than provide overly negative feedback to prospective applicants, possible remedies for these issues can be discussed more positively. As the review is conducted at the rejoinder stage there is sufficient time to provide this feedback to prospective applicants before the expression of interest is due for the next round. The feedback may be provided in a number of forms; for example in workshops, as a checklist during application preparation, or during grantsmanship checks. This study includes a review of assessor reports in the Science and Health disciplines at Deakin University over the last 5 years to identify recurring and perhaps changing trends.

P6: FROM 'LETTING ALL FLOWERS BLOOM' TO THE DEVELOPMENT OF A FACULTY RESEARCH STRATEGY – THE ROLE OF ACADEMIC PERFORMANCE STANDARDS

Trudi Brunton
Faculty of Education, Monash University, Australia

In a Faculty of Education, where the academic staff profile is predominantly made up of former teachers, the culture has always been to 'see the best in every child', to try to support all research staff equally and to promote externally all areas of research. This

poster examines how the development of discipline – specific, academic level – appropriate research performance standards can act as a starting point to help identify opportunities and challenges. It demonstrates how the data can be used over time, by Faculty Research Managers, in targeting more strategic research capacity-building activities which aim to improve the Faculty's research performance.

P7: IS ONE COMPLIANCE CHECK FOR GRANT APPLICATIONS ENOUGH?

Dr Anh Chau

Monash University, Australia

The Medical and Health Sciences Team at the Monash Research Office administered 405 applications on behalf of Monash University for the 2014 National Health and Medical Research Council (NHMRC) Project Grant round. In previous years, applications that were received at our central Research Office for review would have undergone two compliance checks prior to submission to the NHMRC. Due to increasing submission numbers and limited resources, the team developed a One Check Policy.

At the conclusion of the NHMRC assessment process, 78 applications were approved for funding. Of the funded applications, we identified 15 that would have been at risk of being ruled ineligible if an off-record second compliance check was not performed prior to submission to the NHMRC. Within this group of applications, we observed three behaviours:

1. Applicants who did not correct the eligibility issue identified in the first check;
2. Those who had issues arise due to changes made after the first check; and
3. Those who did not request a compliance check.

Using this information, we implemented a number of initiatives to the 2015 grant round with the aim of improving the feedback provided, our pre-submission process and the applicant's awareness of the service provided.

This presentation will report on what impact the One Check Policy would have had on the eligibility of applications and the university funded rate but more importantly what information was extracted in this experience that helped the team improve our pre-award grant administration performance.

P8: BEST PRACTICES IN RESEARCH ADMINISTRATION: WHAT A STREAMLINED WORKFLOW MEANS FOR ADMINISTRATIVE PERFORMANCE

Mr Jean-François Desvignes-Hicks², Mr Martin Jagerhorn¹

¹ Thomson Reuters, Germany, ¹ Thomson Reuters, Australia

Grant proposals were transported physically across offices, and piled up on the desk for another approval stamp. Performance metrics such as citations counts, papers published or patents filed were manually entered or searched in a number of databases for more than thousand faculties, and updated to a spreadsheet with tens of tabs. While for many organizations, frontier research in multiple disciplines have been conducted, too many research management processes are carried out in an old fashion way, consuming large portion of time for faculties and administrators.

With the aim to increase efficiency and effectiveness, research management practices in recent years are experiencing a transformation towards automation and integration. In this talk, we will share several case studies of the pioneer initiatives of integrated and automated research management in universities in regions of the world where we can draw best practices from, and how such journeys of exploration of streamlined processes relates to universities' administrative performance. The results demonstrated a more effective management of the whole innovation cycle and substantial reduction of faculties' and administrators' burden, which in turn leads to higher return on investment.

Further to the best practice of automated research management systems implemented globally, the talk will address the following topics: 1) what types of data are collected, and how the data is reused and analyzed to gain insights and enable better research; 2) how the research management system can synergize existing research benchmarking tools and multi-dimensional indicators beyond bibliometrics to provide a holistic view of individual and organizational performance.

P9: BUILDING AND MAINTAINING PARTNERSHIPS IN THE CANCER THERAPEUTICS CRC

Dr Catherine Drinkwater, Paul Reeve

Cancer Therapeutics CRC, Australia

Cooperative Research Centres (CRCs) consist of multidisciplinary teams from sectors including Academia, Government, Research Institutes, Health providers, Industry and Consumers who conduct end user-driven research.

Established in 2007, the Cancer Therapeutics CRC (CTx) comprises several partners from different geographical locations who, together, create a unique interdisciplinary organisation able to conduct cancer drug discovery and to develop new paradigms for clinical development. The wide range of skills provided by our partners ensure that CTx is ideally positioned to bridge the so-called "valley of death" between discovery research, such as that funded by NHMRC and ARC grants, and development of the commercialisation-ready clinical drug candidates that are required by Industry.

Since CTx is so geographically diverse, a number of platforms have been utilised to monitor resources, outcomes and achievements, to manage our Research Projects, for Governance and to maintain our internal and external relationships. Fuelled by greater need for collaboration, innovation and information sharing across its highly distributed, email-locked, IP-sensitive workforce, CTx is looking towards enterprise social media models, technologies and culture change to help unlock latent productivity and performance.

In this poster, we will present the impact and barriers of this approach on employee engagement, our working community, knowledge sharing and innovation.

P10: BEYOND JOURNAL OUTPUT AND CITATIONS – CASE STUDIES AND BEST PRACTICES IN SHOWCASING SOCIETAL-ECONOMIC IMPACT OF RESEARCH

Dr Anders Karlsson¹, Mr Alexander Servellen², Dr Lisa Colledge³

¹ Elsevier, Japan, ² Elsevier, Singapore, ³ Elsevier, The Netherlands

In the UK via the Research Excellence Framework (REF), in Australia via the Excellence of Research Australia (ERA), in Hong Kong, the United States, throughout Europe, basically everywhere, there is an increased demand for universities to showcase the societal-economic impact of their research. This can be seen either as part of accountability of the good investment of taxpayers money, or an expression of the keen interest and indeed hope from the public that science will help to solve small and grand societal challenges.

How to best showcase the value of research? How to highlight universities as beacons of learning, sources of ideas that changes the world or leads to innovative products? How to capture these activities in quantitative manner?

From the perspective as a global information solution provider we are both as supporting universities with the analytics and tools that support research and research strategy, as well as the funding agencies and investors of research in their assessment of the research performance. In the theme-leader presentation we will present inspiring examples of how universities showcase impact. As have been captured in the framework of the Snowball metrics program, we will discuss established as well as emerging indicators of impact, e.g. Altimetrics. Furthermore, we will discuss recent work to showcase the role universities play in the knowledge economy on a city or regional level. Beyond case studies, these novel ways to capture the interaction between universities and society, we argue, will become of increasing value for universities, funders and society in general.

P11: REF2014 IMPACT CASE STUDIES: A RICH AND OPEN FULL TEXT DATA SOURCE ON THE IMPACT OF UK

Tamar Loach, Dr Jonathan Adams, Dr Martin Szomszor
Digital Science, United Kingdom

The UK research base has a cyclical research assessment process, launched in 1986. This developed into a structured Research Assessment Exercise in 1992 and was reformed in 2014 as the Research Excellence Framework with the introduction of Impact Case Studies.

Some 6,500 Case Studies were submitted by around 150 HEIs. Each describes the societal, economic or political impact of research carried out within the last two decades in one of 36 subject categories. Each is a four-page document of five sections: summary of impact; description of the underpinning research; references to this research; details of the claimed impact; and sources of validating evidence.

Digital Science created a searchable, online database of this content, using Lucene search technology and supplementing this with additional tags through supervised learning, natural

language processing, and manual curation approaches. This is the first time such data have been systematically collated, normalised, analysed and made publicly available.

This poster describes the approach taken in decorating the impact case studies with metadata, such as the geographical location of impact and categorisation of fine-grained subject areas. Data visualisations show the global reach of submissions and reveal research diversity and interdisciplinarity. Further analyses and graphics, demonstrating the analytical richness of this full text data source are a similarity network (created from Latent Semantic analysis of text describing impact-underpinning research) and details of online-attention associated with academic references to the research. The relevance and benefits of this approach for wider policy development are highlighted.

P12: THE RIPPLE EFFECT – IS IT REALLY POSSIBLE TO TRACK THE SCOPE OF RESEARCH ON THOSE DIRECTLY AND INDIRECTLY INVOLVED?

Wendy May
Monash University, Australia

Many funded research projects in the Australian higher education sector today are required to demonstrate that the impact of their research is significant, ongoing and sustainable, and that the 'reach' of this impact extends beyond the academic community.

By using a current Australian Research Council funded project as a case study, I examine what role project administrators and project managers can play in gathering data throughout the lifecycle of a project that can be used to demonstrate the scope of academic, economic and societal impact of the research.

The presentation also addresses the possibility of developing frameworks that can be embedded into project design to monitor research impact as a regular part of the role of the project administrator.

P13: COMMUNICATING RESEARCH STRENGTHS AND IMPROVING VISIBILITY TO POTENTIAL INDUSTRY PARTNERS THROUGH THE PROMOTION OF KEY RESEARCH THEMES

Sarah Akikusa, Angela McKeegan
The Australian National University, Australia

"What kind of research does your College do?"

A question often asked by industry, government and research funding bodies.

Responses must be concise and engaging, articulating research focus and key strengths in a few simple sentences with the overall aim of uncovering common ground, so a relationship may develop.

The College aimed at identifying important societal challenges where our researchers could make a difference. Over the course of almost a year, four central themes & sub themes emerged.

The College now has a suite of communication collaterals and a series of descriptive diagrams capturing the essence of each theme. The framework provides a platform for communicating our research excellence and for industry partners to identify the area

of overlap between their organisation's work and the work that our researchers do. Though not yet in final form, the framework has already been used to discuss potential projects with industry, attract new staff and communicate the strengths of the research environment in research funding applications.

Through continuous engagement with academic staff, professional staff, industry and government it is expected that our themes will evolve over time, but the method and strategy supporting the endeavour will remain.

Our ambassador would welcome the opportunity to present this approach as well as the benefits the College has experienced from this venture so far.

P14: SEEKING PARTNER, WILLING AND ABLE TO COLLABORATE IN THE VUCA WORLD

Jodi McLean, Lina Bozinovska, Katie Hickey
The University of Newcastle, Australia

Working today in the modern knowledge era, research institutions are operating in a continual environment of constant and rapid change. The world is becoming increasingly volatile, uncertain, complex and ambiguous (VUCA) and this presents ongoing challenging situations and conditions that must be faced. This modern VUCA world is described as "Hey, it's crazy out there" by Bennett and Lemoine (2014)[1]. In the 1990's, the military was the first to use the term VUCA and to apply this to their strategic planning for combat situations. The consideration and application of VUCA has now spread and is increasingly being applied to all business, education and government organisations. When facing challenges, such as identification of potential industry and academic partners, it is important to be able to identify the four different VUCA categories that may occur and then be able to respond to them appropriately. Living in a constantly evolving academic and business environments, failing to include VUCA into organisational strategic planning with the aim of implementing changes has the potential to make all of this hard work rapidly become undone as preparations to become 'combat ready' are omitted. In order to build successful partnerships by identifying industry and academic partners, research managers need to be 'aware and ready'. In fact, in Zulu language, the word VUCA means "to wake up" (Wisdom at Work, 20152). Suggestions are presented to enable research managers and administrators to become comfortable and successful at identifying worthwhile relationships while living in a VUCA world.

P15: CONSUMER ENGAGEMENT

Dr Caroline Miller^{1,2}, Kathy Mott¹, Michael Cousins³, Stephanie Miller³, Tony Lawson³, Professor Steve Wesselingh¹

1 South Australian Health and Medical Research Institute (SAHMRI), Australia, 2 The University of Adelaide, Australia, 3 Health Consumers Alliance of SA, Australia

Background: The active involvement of consumers and community in health, medical and biomedical research has become increasingly central to the research policy agenda of Australia, and other countries.

Aim: The South Australian Health and Medical Research Institute's (SAHMRI) vision is to transform research into health. SAHMRI identified early in its development the opportunity to integrate consumer and community engagement into its research and operations. The broad range of research themes within SAHMRI cover areas where consumer and community participation

has been negligible (bench science) through to those where participation has been a strong feature (Aboriginal health, cancer and mental health).

Methods: SAHMRI partnered with local peak agency (Health Consumers Alliance of SA) and health consumers to develop an evidence-based strategy. A mixed-method qualitative study was undertaken to identify the evidence to support the development of a consumer and community engagement framework for health and medical research. This was coupled with meaningful consumer researcher engagement.

Results: The strategy has four dimensions: Leadership and culture; Capacity Building; Governance; Infrastructure, and 17 operational elements. KPIs are being set to measure consumer engagement across the research themes and the institute as a whole.

Conclusion: The framework was developed with researchers and consumers for a research organisation. It may be highly relevant for other research organisations to consider this process, the resultant principals and processes for consumer and community engagement.

P16: GET THE GRANTS YOU DESERVE: PLUMX AND MODERN METRICS

Marianne Parkhill, Mike MacKinnon
Plum Analytics, United States

In the era of networked communication, the opportunities to discover and share research are almost limitless. With these new technologies come new ways to understand what is going on with research output that reach far beyond print-based metrics such as Journal Impact Factor, or other article citation-based metrics. PlumX from Plum Analytics is a modern impact dashboard you can use to discover and tell the stories of your research output. This poster will show you what PlumX is, the types of metrics and output it tracks and what you can do with the metrics. For example, metrics can be used to showcase work for follow-on grant opportunities before it has time to gather citations. Metrics can be used to determine the best opportunities for single-source grants.

P17: I'M A SENSITIVE SOUL: LEGAL AND ETHICAL PUBLICATION OF HEALTH AND SENSITIVE RESEARCH DATA

Dr Sarah Olesen
Australian National Data Service, Australia

Data from research with humans has previously been excluded from discussions about data publication and sharing. But as more funding agencies, including the ARC and NHMRC, encourage and incentivise researchers to publish these data, more are seeking to do so. Human data often include personal and sensitive information that makes them subject to privacy laws and the human research ethics standards that govern Australasian institutions. Publishing these data thus requires navigation of additional regulations that do not arise in other disciplines that routinely publish data. In many cases, human data can be publishing and shared safely and ethically with great success when it is planned for, participants are informed, and privacy is maintained by confidentialising the data. This presentation will discuss the legal, ethical and practical issues faced by institutions who plan to publish human data. It will provide practice guidance

and resources about how these can be navigated safely and successfully in the context of funding rules, and to reap the benefits of data publication such as citations and opportunities for collaboration.

P18: INTEGRATING AN INDEPENDENT MEDICAL RESEARCH INSTITUTE INTO A TERTIARY EDUCATION INSTITUTION – THE CHALLENGES FACING RESEARCH ADMINISTRATORS

Joanne Preston, A/Prof Kristen Gibbons
Mater Research Office, Australia

Mater Medical Research Institute (MMRI) was established in 1998, becoming an NHMRC accredited Independent Medical Research Institute in 2006. While MMRI (now known as Mater Research (MR)) and The University of Queensland (UQ) have always had a strong relationship, in 2014 an official alliance was established with the formation of Mater Research Institute – University of Queensland (MRI-UQ). This was an opportunity to provide improved research and financial stability for the Institute, and enhance the research performance of the University. However, this alliance has not been without its challenges.

A primary reportable metric is number and quality of publications. With the addition of University reporting requirements (e.g. HERDC), streamlining processes to accurately reflect our publication data as well as engaging and educating researchers is essential. The UQ publication database (eSpace), containing information for mandatory reporting to external bodies for publication outputs, is a key component of the solution; MR Development Team recently uploaded 5 years of publications for 168 researchers into eSpace. However, many Mater clinician researchers do not have a University affiliation therefore eSpace is not our whole solution. A framework to capture both clinical and biomedical outputs that integrates eSpace and in-house databases for the collation of non-University publications, has therefore been developed. Components of this solution include using systems where data is already entered; for example Researcher ID, ORCID and performing searches utilising Scopus and PubMed, maintenance of the MR EndNote Library, and integration of these two systems using the Mater Research Hub.

P19: THE BUILDING BLOCKS FOR RESEARCH PARTNERSHIP SUCCESS AND SUSTAINABILITY

Lauren Scully¹, Research Office²

¹ Research Office, The University of Auckland, New Zealand, ² The University of Auckland, New Zealand

In an increasingly competitive global funding landscape the identification, development and cultivation of strategic research partnerships is crucial to success in winning public and private good funding. The University of Auckland, like all leading research-led universities, is focussed on providing the optimal organisational structure and services, within available resources, to support such activity.

This poster provides an overview of the 'International Research Team Development Awards Programme' (IRTDA) pilot study, led by The University of Auckland's Research Office between 2010 and 2013 inclusive.

While the primary rationale of the programme was to increase research funding (public good) it was recognised that success in the above context required a broader set of goals to guide programme development and measure success, including:

1. Enhanced international profile and reputation of already successful research teams both nationally and internationally
2. Enhanced international links and active collaborations
3. Increased flow of funds (public good) to support global class research

Support for set objectives came in the form of dedicated International Research Developers and mobility funding.

This poster presents the IRTDAs as an example of one innovative support programme established at an institutional level. It outlines how the awards were used to: identify strategic academic partners; build and support partnership development internationally, and gain public good funding to produce high quality research and research outcomes. It also covers how the learnings of the pilot translated into business-as-usual and were the catalyst for the creation of a permanent strategic partnership development team within the University's Research Office.

P20: RESEARCH ADMINISTRATION IN PURE

Alexander Van Servellen, Wee Li Lim
1 Elsevier, Singapore

The poster will be about specific challenges which academic institutions face with regard to research management, and how those challenges are addressed by Elsevier's Pure Research Management System. Overall the poster and session are designed to give insight into why Pure was developed and which needs of academic institutions it meets.

P21: DO GREAT ENDINGS START AT THE BEGINNING? GRANT ACQUITTING PROCESSES FOR MAXIMUM IMPACT

Susie Walsh
The ACE Consultancy, Australia

Background

The acquittal of grants are often seen as a 'nuisance' task, and therefore treated as an afterthought. Aside from requesting final reports from researchers to be lodged with the funding body, what if any other 'value-adding' do research managers provide in the acquittal process? What opportunities are being missed to promote the results of research?

Methods

Through a series of interviews and process analysis with senior research centre staff and researchers in the ARMS network a picture can be built up on the rationale for and best practice in acquitting grants for funding bodies such as:

- ARC
- NHMRC
- The Australia Council
- DFAT
- Department of Agriculture

Presentation of Results

In poster format for the ARMS 2015 Conference, and then post-conference as an in-depth analysis on the higher education blog *The Professional Academic*.

P22: ALTMETRICS TOOLS: WHAT'S OUT THERE AND WHAT THEY CAN DO FOR YOU

Yew Boon Chia, Joan Wee

Nanyang Technological University, Singapore

In the last two years, many publishers have jumped on the altmetrics bandwagon with several high profile acquisitions and the introduction of new services. From these activities, two major altmetric providers have emerged. Though they have different strengths and weaknesses, particularly in the depth of their coverage of different subject domains, there is also a considerable amount of overlap in their sources. To select the "right" altmetric provider for your institution, it is important to understand the types of research output generated by the institution, the nature of social interactions for the different subjects and the integration of altmetrics with existing systems to communicate and disseminate your research to a wider audience. From our literature review and extensive evaluation of the altmetric providers, we have identified several key issues for the implementation of altmetrics. Besides offering an evaluation of the two major altmetric providers, our poster shares a framework to identify altmetrics that work well for different subject domains and research output.

P23: BUILDING PARTNERSHIPS: THINK GLOBAL, ACT LOCAL – A FRAMEWORK FOR FACULTY BASED RESEARCH DEVELOPMENT

David Wiseman

Research Support Office, QUT Business School, Queensland University of Technology, Australia

Research Development has been described as "...a set of strategic, proactive, catalytic, and capacity-building activities designed to facilitate individual faculty members, teams of researchers, and central research administrations in attracting extramural research funding, creating relationships, and developing and implementing strategies that increase institutional competitiveness." (National Organisation of Research Development Professionals, http://www.nordp.org/index.php?option=com_content&view=article&id=29&Itemid=118 accessed 25/08/2015)

That's quite a definition, and it goes on to describe how the work undertaken by Research Development professionals can vary both within and across institutions.

When an opportunity arose to restructure the Research Development team within the QUT Business School Research Support Office we took a view that at the heart of Research Development was *researcher* development. As a faculty support office our key role was to know, understand and support the research aspirations of our academic cohort.

The simple plan was to establish informal meetings with individual academics to explore their research interests/expertise, their short to long term research goals and brainstorm possible avenues to achieve those goals.

This process would not only address the need for our office to be more aware of our academic cohort, but for the academic cohort to become more aware of how our office could support them. In essence, it would build partnerships between our academic and professional staff.

The poster provides information on a framework for Research Development support - developed to guide our actions and help explain our approach to the academic cohort – and suggests three key aspects that must align to capitalize on funding opportunities – Capability, Capacity and Compatibility.

P24: IMPLEMENTATION OF A CENTRALIZED DATABASE SYSTEM FOR RESEARCH MANAGEMENT AND SUPPORT

Jun Tian Wu¹, He Xiang Ng¹, Dr Sean Lam¹, Professor Julian Thumboo², Chelsia Chong⁶, Dr Jenny Low⁴, Dr Ting Hway Wong⁵, A/Professor Marcus Ong³

1 Health Services Research Unit, Division of Research, Singapore General Hospital, Singapore, 2 Department of Rheumatology and Immunology, Singapore General Hospital, Singapore, 3 Department of Emergency Medicine, Singapore General Hospital, Singapore, 4 Department of Infectious Diseases, Singapore General Hospital, Singapore, 5 Department of General Surgery, Singapore General Hospital, Singapore, 6 Ngee Ann Polytechnic, Singapore,

In many large healthcare organizations, quality and effectiveness of data collection for medical research are hampered by a lack of direct access to relevant clinical, operational and financial databases. Data collection often relies on tedious manual case review or expensive ad hoc requests to the IT vendors. In order to facilitate healthcare research, Singapore General Hospital (SGH) has implemented a centralized research Electronic Data Capture (EDC) system called Research Electronic Data Capture (REDCap) which enables researchers with basic IT expertise to collect and extract quality research data independently. Coupled with the Business Intelligence (BI) system based on Oracle Business Intelligence Enterprise Edition (OBIEE), the SGH research database system is able to link existing legacy clinical/operational databases with research data for supporting advanced analytics and data-mining needs. Since deployment in 2012, 112 research projects have been set up in SGH REDCap with 122,378 patient cases entered. Being the first public hospital to adopt REDCap in Singapore, the implementation of SGH REDCap is instrumental in providing a one-size-fits-all approach to biomedical and clinical research. In the meantime, the well-established research environment also promotes collaborative research among academic medical centres. Currently, 4 other public healthcare institutions have also joined the domestic consortium and they have contributed to 166 research projects and 108,384 patient cases in total. We believe that the meta-data driven REDCap-OBIEE system can help to transform large data into knowledge which is paramount in today's clinical service, research and education.

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Research Management in a Connected World



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Australasian Research Management Society
PO Box 576
Crows Nest NSW 1585 Australia
Phone +61 2 9431 8680
Fax +61 2 9431 8677
Email ARMS@researchmanagement.org.au

