

EAS Response to the Nominated Review of Research – Action Plan
(Last update: 11 December 2006)

Rec. 1. That the Division of Education, Arts and Social Sciences re-focus its research planning, priorities and strategies around the immediate 2006 research priorities, and the medium-term priorities, as set out by the PVC (R&I).			
<i>Action</i>	<i>Responsible</i>	<i>Deadline</i>	<i>Status/comment</i>
<p>1. Refocus and restructure of DRC to enable more effective strategic planning.</p> <ul style="list-style-type: none"> • Short term focus: coordinating research strategies for the remainder of 2006 and initial aspects of RQF implementation. • Medium term focus: oversight, evaluation and where necessary coordination of research development across Division in consultation with parties responsible for research performance. 	<p>Dean: Research/ Research Portfolio Leaders (RPL)</p> <p>Dean: Research/PVC RPLs/HOS/Directors/</p>	<p>Oct 2006</p> <p>ongoing</p>	<p>Completed. Mid-term Review planned for early 2007</p> <p>An appropriate process has been put in place. To be reviewed in July 2007</p>
<p>2. Appoint Research Portfolio Leaders (RPLs) in each school.</p>	<p>Heads of School</p>	<p>May 2006</p>	<p>Completed. In one school the Head of School is acting as an interim RPL while an appointment is finalised.</p>
<p>3. Organise an open DRC Research Forum 2-3 times a year</p>	<p>Dean: Research</p>	<p>ongoing</p>	<p>The first forum was held in September 2006 and 2 forums are planned for 2007, in March and October.</p>
Rec. 2. That the Division develop a coherent strategy to achieve greater integration of research and research training.			
<p>4. The Deans Research & Research Education to share membership on their respective divisional committees (DRC, DRDC) and meet regularly.</p>	<p>Dean: Research/ Dean: Research Education</p>	<p>Oct 2006/ ongoing</p>	<p>In progress. The Deans meet regularly and a process requiring reciprocal attendance at DRC and DRDC is in place. The Deans also attend Division Executive regularly and have a formal commitment to meet after each of these meetings.</p>
<p>5. Appoint a Research Development Coordinator who will actively promote collaboration between the two areas.</p>	<p>Research Dev. Coordinator</p>	<p>ongoing</p>	<p>A Research Development Coordinator (Michelle Sced) was appointed in September 2006. The Coordinator will actively engage in bridging the two areas through regular consultation with the Deans and other Research Office staff.</p>
<p>6. Develop longer term plans for collaboration between Research and Research Education using the existing committees, DRC and DRDC</p>	<p>Dean: Research/ Dean: Research Education</p>	<p>Mid 2007</p>	

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Rec. 3. That the Division develop a strategy to collect better evidence regarding existing research collaborations and their impact; and work to develop stronger partnerships and to identify new potential external partners and clients, and promote research linkages by:			
7. Conduct customised presentations at each research concentration to promote strategic planning, target setting and the development of existing and new research relationships.	Dean: Research/Senior Business Development & Marketing Manager	ongoing	The Dean and SBDMM met with each HoS in the latter half of 2006 to promote planning and each School is preparing a research plan for 2007 with targets for pubs, completions and income. Each School Strategic Plan will include a section on developing new research relationships. The Dean and the SBDMM will conduct a round of customised presentations to each School to discuss KPI data, review targets, and discuss strategies to develop new research partnerships by March 2007. Similar meetings will be conducted with Institute Director(s) in early 2007.
8. Reports on a quarterly basis to Division Executive on the activities of the Business Unit. Discussion of these reports in centres, institutes and schools	SBDMM/RPLs/ Dir: Hawke/Research Centre Leaders	ongoing	In progress. Quarterly reports from the SBDMM are included in the schedule of Division Executive agenda items. A relevant item to be included on centre, institute and school committee agendas.
9. Design and development of improved financial reporting templates to better inform planning and review cycles.	SBDMM	ongoing	In progress. Existing reports, planning/review documentation and the forthcoming School Research Plans will be used as a basis for developing new templates and reports.
- increasing its consulting, and contract and collaborative research funded under the ARC Linkage Projects program			
10. Increase research income by implementing a more strategic grant submission process involving: significant investment in the preparation and assessment of applications prior to submission; a screening and selection process which identifies those grants with a reasonable likelihood of success	Dean: Research/ Dir: Hawke	Oct 2006	Completed. The divisional grant submission process has been revised and fully implemented as has that for HRISS. DRPF application development workshops will be held in 2007 prior to submission date. These will complement the R&I program for Category 1 grants.
11. Enhance the divisional grant process by supporting the ARC Discovery Grant Development Scheme and other grant programs developed by the PVC:R&I.	Dean: Research/ Dir: Hawke	Oct 2006	The Divisional ECR program will focus on preparing staff for the R&I programs utilising the revitalised DRPF support program. Successful applicants in the first round of the HRISS Research Development Grant scheme were announced in October 2006.
- developing a communication strategy to promote its capacity to undertake research of interest to external organisations			
12. Further promote and build on the Division's research success through the appointment of a part-time Publicist within the Business Development Unit.	SBDMM	Mar 2007	In Progress. The 0.4 FTE position of publicist has been factored into the 2007 budget of the Business Unit. An appointment will be made in February 2007.
13. Develop in consultation with MDU a divisional publicity plan to	EAS Publicist	Apr 2007	

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promote research strengths and activity.			
- building capacity within the Division to meet the requirements of external partners and clients.			
14. Continue regular round table discussions with key industry partners.	SBDMM	ongoing	In 2006 a number of discussions with State Ministers took place involving the PVC EAS, the SBDMM and other key divisional stakeholders.
15. Offer workshops to enhance staff skills in responding to external bids	SBDMM/ Dean: Research	Aug 2007	In progress. Relevant workshops will be offered within the Divisional ECR Program (once a month over 10 months) and organised for research institute staff and non-aligned researchers.
16. Review support for academic staff in the Hawke Research Institute.	SBDMM	Oct 2006	Completed. The recommendations of the recent review of support in HRI have been approved and a managing change process initiated to implement the shift from pure administrative support to increased Research Assistant capability.
Rec. 4. That the Division develop new strategies for the collection of evidence related to esteem and impact flowing from collaborative research.			
Action to be managed by the R&I Portfolio			
Rec. 5. That, in developing appropriate policies and practices such as those recommended in this report, the Division support a system for ongoing collaboration between research and teaching portfolios at University, Division and School levels.			
17. Development of a teaching/research nexus to promote research culture and enhance research performance.			
<ul style="list-style-type: none"> Convene an Annual Retreat for Division Executive and research and T&L leaders from schools to discuss strategies for research and T&L and for integrating the two areas. 	PVC EAS	Aug 2006	Completed.
<ul style="list-style-type: none"> Convene a divisional Teaching and Research Nexus Working Party to develop and promote strategies for improving and expanding on the current interrelationship and report to the PVC EAS. 	Deans Research and T&L	Mid 2007	In Progress. The PVC and the Deans met in September 2006 to debrief on the outcomes of the Annual Retreat. The Deans will consult on the development of a draft proposal which will be submitted to Division Executive in early 2007. A review of best practice is being undertaken.

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Rec. 6. That the Division develop an internal communication and planning strategy to increase the level of 'RQF-awareness' within the Division.			
18. Support and promote the University RQF communication strategy.	Dean: Research	Sep 2006	Completed. A link to the University strategy has been included on the EAS research website. EAS specific information is also published on the website and in the divisional research newsletter.
19. Ensure internal communication and consultation with divisional research staff about the RQF.	RPLs	ongoing	In Progress. This responsibility is defined in the RPL position description. A number of school research plans and relevant reports are outstanding. A series of RQF presentations based on materials provided by the PVC R&I will be presented to all schools during December.
Rec. 7. That the Hawke Research Institute further clarify, tighten and focus its identity, mission and objectives.			
20. Develop greater coherence between established research concentrations through the development of synergistic innovation clusters across the Institute's research programs.	Dir: Hawke	Dec 2006	Existing research groups are reformulating themselves, and three potential innovation clusters have been identified to date. New Research Assistant positions (3.5FTE) are being created to work across the Institute's research concentrations.
21. Separate Hawke Research Institute membership into two levels: key researchers and emerging researchers	Dir: Hawke	Dec 2006	Completed. Membership has been reformulated into Key Researchers (31), Researchers (22) and Associate Researchers (18).
Rec. 8. That the Hawke Research Institute revise its Strategic Plan so that it 'drills-down' the Research Plans of the University and the Division, and ensures that its 'critical success factors' and its strategies reflect the University's profile in balancing the quality research with research that has beneficial impact in the broader community.			
<p>22. The Hawke Research Institute research plan to be framed in the context of University and Divisions' (BUE & EAS) priorities.</p> <ul style="list-style-type: none"> • Embed individual responsibility for the achievement of the Hawke Research Institute research plan as targets in the research performance plans of key and associated researchers. • In preparation for the RQF, revise the Institute's governance structure, redefine membership categories, establish a grant development timetable and restructure its budgetary framework. 	<p>Dir: Hawke</p> <p>Dir: Hawke</p> <p>Dir: Hawke</p>	<p>Mar 2007</p> <p>Dec 2006</p> <p>Dec 2006</p>	<p>A new streamlined Steering Committee was established in mid November 2006 to oversee this process.</p> <p>Three Deputy Directors have been appointed to assist the Director implement this for 2007 Plans.</p> <p>Completed.</p>

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Rec. 9. That, in consultation with the Senior Business Development Manager, the Advisory Board assist the Hawke Research Institute to strengthen links with industry, business, government, and the community and set 'stretch targets' for income generation.			
23. The Senior Business Development Manager to become a member of the Hawke Advisory Committee.	Dir: Hawke	Sep 2006	Completed.
24. Utilise Institute resources strategically to initiate and mentor research teams and partnerships which will generate major flows of external research income and result in substantial publications outcomes	Director & Deputy Directors Hawke/SBDMM	ongoing	The 2006 round of the new Hawke Research Development Grant scheme has been completed, and an external grant mentoring framework is being developed. The recommendations of the recent review of support in HRI have been approved and a managing change process initiated to implement the shift from pure administrative support to increased Research Assistant capability. (Rec. 3, action 16)
25. Consolidate links between the Hawke Research Institute and the Institute for Sustainable Systems and Technologies and other university institutes nationally and internationally to improve the Institute's alignment with University Strategic Plan.	Dir: Hawke	ongoing	Links to date: partnership in the Australia-India Council's Australian studies fellowships, the ATN's sustainability working group, the Desert Knowledge Cooperative Research Centre, and the Institute Director's appointment to DEST's Endeavour Programme selection panel. Collaborative research links are being consolidated with Jawaharlala Nehru University, Indira Gandhi National Open University, and the University of Madras.
26. Improved use of the Hawke Advisory Board to strengthen these links.	Dir; Hawke/Advisory Board members	ongoing	In Progress. An Advisory Board briefing took place in November 2006
Rec. 10. That the Division, Institute, schools and centres review their funding schemes and strategies to establish a coherent strategic set of mechanisms for meeting research targets and generating greater RQF 'readiness' through a more targeted directing of resources to areas of research strength and potential.			
27. Aligning of DRPF and Supported Researcher funding with the RQF	PVC R&I	2007	DRPF guidelines have been revised to align more closely with the emerging RQF. In addition, DRPF has assigned priority to applications seeking to enhance EAS RQF performance
28. Increase supplementary funding from Division over the next few years.	PVC EAS	From 2007	The feasibility of an internal 'venture capital' fund as a research funding mechanism is being investigated.
29. Improve overall RQF performance and mitigate a possible research performance 'divide' in EAS based on the impact of the RQF by developing initiatives and strategies which promote research culture, enhance future RQF performance and identify appropriate performance metrics for allocating	Deans Research and Research Education	Oct 2006	Completed. Substantial changes have been made to the DRPF criteria; USAPA scholarships using a matched funding model; EAS ECR program to increase the number of supported researchers.

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divisional research funds.			
Rec. 11. That the Division be proactive in anticipating appropriate indicators for quality, peer esteem and impact, noting that productivity measures will continue to provide useful baseline data.			
30. Ensure staff are trained by University Library staff on using citation indices	Research Development Coordinator	Jul 2006	In progress. A number of library workshops have been conducted in addition to a number of one-on-one training sessions.
31. Investigate in consultation with the PVC R&I proposals for the evaluation of non-text based research in the visual arts, design and architecture.	Dean: Research/HOS ART & ARC	Nov 2007	Completed. A stakeholder committee including the PVC R&I and Mark Hochmann has considered the proposals. There will be a broad alignment between the internal measures developed for the Supported Researcher program and the emerging RQF assessment panel process that will be defined in 2007.
32. Promote the University's on-line system for recording research outputs and activities of staff members. The system is being developed to provide information to RQF panels.	Dean: Research/ Research Development Coordinator	ongoing	
33. Identify discipline-specific portfolios of high impact journals, mean impact factors and citation counts. Establish alternative discipline-specific ratings for those disciplines where bibliometrics are not applicable.	Dean: Research/ Research Development Coordinator	Dec 2006	Initial findings were presented to Division Executive on 13 November. The Research Development Coordinator to consult with Library staff and RPLs in a follow up project.
Rec. 12. That the Division sets targets for its total income and income mix and communicates its funding sources, allocations and strategies clearly within the Division.			
See Rec. 3., actions 7, 8 & 9			
Rec. 13. That the Senior Business Development and Marketing Manager continue developing her role and assist the Division to implement the recommendations above.			
34. Continue to assist research concentrations to identify new industry and government partnerships and develop strategies to develop existing relationships and build new ones.	SBDMM	ongoing	See Rec. 3, Action 7
35. SBDMM to play a key role in contributing to the Division's annual strategic planning and review process.	SBDMM	ongoing	See also Rec. 3, Actions 7 8, & 9

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Rec. 14. That the Division review the position descriptions, work plans, accountabilities and key relationships of Deans, Heads of School, Director of Hawke Research Institute and research centres to ensure that they are complementary and coherent.			
36. Develop protocols to ensure relevant research leaders and HOS are consulted in negotiating performance management agreements with staff of a school whose research is conducted in a research centre or institute.	PVC EAS	Jun 2006	Completed
37. Consideration of the recommendation in making key appointments.	PVC EAS	Jun 2006	Completed
Rec. 15. That the Division prioritise the building of research capacity by: <ul style="list-style-type: none"> - developing a process of consultation between Heads of Schools, Deans and research concentration leaders when making academic staff appointments and developing work plans of early career researchers and key researchers. 			
38. Ensure the recruitment process requires HOS to consult with relevant research leaders in determining the position description and selection criteria for new positions.	EAS HR/HOS	Ongoing	Completed
39. Initiate discussions within each of the Schools on how best to promote collective responsibility for research activity and to identify and establish average expectations for staff at each academic level.	RPLs	Dec 2006	In progress. Discussions completed in 2 schools.
40. Implement a revised system for research performance management under which individual performance plans for all researchers will be developed through consultation between their direct supervisor and relevant research leader (e.g. Institute Director or Research Concentration Leader) where applicable.	HOS/Research Concentration Leaders	2007	Research Planning is incorporated in the performance management process in all schools. This will be further discussed at a senior staff meeting in early 2007.
<ul style="list-style-type: none"> - giving continued support to staff who are currently completing PhDs or equivalent doctorates 			
41. Continue current divisional practice of allocating some money from the Divisional Research Performance Fund for staff teaching release for the final semester of their PhD, by negotiation with the staff member's HOS.	Dean: Research	ongoing	Workload reviews and time allocation will be used as the primary means for supporting staff to complete doctorates.
<ul style="list-style-type: none"> - providing a policy whereby academic staff without a PhD can only be appointed with the specific approval of the Pro Vice Chancellor 			
Appointments of staff without doctorates at level B and above also require the approval of the Vice Chancellor			

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Rec. 16. That the close relationship between the Deans of Research and Research Degrees be reinforced by more cross-referenced membership and objectives of the Division's Research Committee and Research Degrees Committee.			
42. Develop closer links between research and research education at the School level through an increase in collaborative work between Research Portfolio Leaders and Research Degrees Co-ordinators with their respective Head of School.	HOS/RPLs/RDCs	Apr 2007	Most Schools have established a Research Management Committee made up of the RPL, RDC, research centre leaders and HoS (or nominated representative). The Deans will ensure that all Schools have a RMC in place by early 2007.
See also Rec. 2, Actions 4, 5 & 6			
Rec. 17. That the Division review the performance management process and consider a mechanism to incorporate input from research leaders and the Director: Hawke Research Institute in the performance management of staff's research performance.			
43. Embed research plans in performance management plans for regular review by line managers. 44.	Line Managers	2007	Heads of School will implement this in the next round of performance management where this has not previously been done.
45. Develop a cascading research performance management system with outputs clearly aligned with the RQF. Maintain accountability through consultation and sign-off at by relevant managers.	Dean: Research/HOS/ Research Concentration Leaders	Apr 2007	To be implemented in conjunction with the development of individual research portfolios.
46. Undertake a series of workshops directed towards helping each staff member to: <ul style="list-style-type: none"> - identify and document a research publication goal and strategy as part of developing their Research Performance Plan - develop Institute writing support groups to parallel the grant workshops proposed by the PVC (R&I) - work with a DRPF funded external academic coaching consultant to help staff achieve their Research Performance Plan goals. 	Dean: Research/ Dir: Hawke	Aug 2007	Professors Drew Dawson and Alan Mayne together with external academic coaches Hugh Kearns and Maria Gardiner will facilitate these workshops. The first two of these workshops have occurred. Funding for this initiative is also available through the DRFPF.
Rec. 18. That the University and Division review the existing Early Career Researcher Development Program to ensure it meets the needs of the Division's staff.			
This recommendation has been addressed by the PVC (R&I) through changes in the Early Career Researcher program that require the Head of School sponsoring the ECR to ensure appropriate workloads prior to staff commencing the program			

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<p>Rec. 19. That the Division provide an equivalent level of attachment, support and resourcing to postdoctoral fellows and early career researchers to further its objective to build on its research strengths and focus research activity.</p>			
<p>47. From 2007, the ECR and ECRL programs will be available to research only and academic staff partially funded by the PVC (R&I) and partially through the Division and staff member's School. The guidelines state an ECR/ECRL cohort member must be attached to a research Institute or concentration</p>	<p>Heads of School</p>	<p>Ongoing</p>	<p>The allocation of research time to ECRs and ECRLs will be implemented via the performance management process.</p>
<p>Rec. 20. That the Division identify and remove real and or perceived barriers for cross-school and cross-divisional supervision.</p>			
<p>48. Introduce guidelines for School Finance Officers outlining fees payable for cross-school supervision.</p> <p>49. Seek approval form RDC and SMG to apply similar guidelines across all divisions.</p>	<p>Dean: Research Education/ Division Accountant</p> <p>Dean: Research Education</p>	<p>Dec 2006</p> <p>Oct 2006</p>	<p>The Dean: Research Education liaised with the Division Accountant to develop uniform guidelines for the payment of an honorarium for supervision provided by academics from different Schools. The guidelines will be presented to Division Executive at its December meeting for implementation across the Division in 2007.</p> <p>The Dean: Research Education raised this issue with RDC in November for action. In principle support to be sought from SMG for the provision of an honorarium funding model for cross-school and cross division supervision</p>
<p>Rec. 21. That, as a matter of priority, the Division develop greater integration of research training and research through such mechanisms as locating postgraduates and postdoctoral fellows in research concentrations.</p>			
<p>50. Continue to promote HDR student membership of multiple research communities including those at the School, Division and Institute level.</p> <p>51. Continued negotiation of the physical location of HDR students by Schools, Institutes and research concentrations.</p>	<p>Dean: Research Education</p> <p>HOS/Research Concentration Leaders</p>	<p>ongoing</p> <p>ongoing</p>	<p>The Dean: Research Education will:</p> <ul style="list-style-type: none"> • Work closely and collaboratively with the Hawke Research Institute and its research concentrations to promote the development of a research culture in which high quality intellectual work can flourish • Continue the reinvigoration of the Annual Research Forum to increase candidate and supervisor participation • Encourage and fund the formation of micro-level HDR candidate small groups that promote social connectedness and intellectual engagement

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Rec. 22. That the Division review Divisional Research Education Support Activities to ensure that communication, supervision and resource support is even across the Division, and that more support and more effective forms of support are provided.			
52. Implement further Divisional Research Education Support Activities to complement the University RESA program.	Dean: Research Education	Feb 2007	The Division will provide 2 additional full day workshops (1 in SP 2 and 1 in SP 5) for HDR students that focus on the development of research skills. These workshops will complement the Autumn School and Research Forum, and add a practical, skills focussed dimension to the University-wide RESA program.
53. Review School communication processes with HDR students and develop Division guidelines and action flowcharts to ensure the consistent management of resource support, candidature issues, thesis proposals, student grievances, and student progress review processes	Dean: Research Education	Aug 2006	Completed. Division guidelines have been developed and implemented which require HOS signoff on the provision of minimum resources as stipulated in University policy. This has resulted in more consistent resource provision across the Division
Rec. 23. That the University establish a new institute through the amalgamation of the Centre for Applied Psychological Research and the Centre for Applied Behavioural Science.			
54. Continue to develop plans for this merger, through consultations with the Centres and the School of Psychology, for submission to Research Policy Committee as part of the approval process for new institutes.	Centre Leaders/PVC EAS/HOS PSY	End 2007	An interim Institute Board and Director are currently under discussion. A draft plan is with the School Board and the commencement of the new Institute is envisaged during 2007.
Rec. 24. That the Division now begin to undertake benchmarking activities of groups within the Division rather than the Division as a whole; and that these benchmarks have regard to the new quality and impact criteria of the RQF.			
See also Rec. 17, Actions 43, 44 & 45			
55. Develop and implement benchmarking activities to enable internal and external benchmarking.	Research Development Coordinator	Aug 2007	New software is being installed to enable the Division to benchmark both internally and against national and international benchmarks.