Industrial Transformation Research Program—Training Centres and Hubs

Centre Directors’ Forum
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Topics

• Welcome
• Observations: establishment of Research Hubs and Training Centres
  – Pre-award
  – Post-award
• Key Performance Indicators and Milestones
• Tips on industry collaboration and working Relationships
• Expectations on Outcomes
  – Return on Investment
  – Key changes to ITRP
Observations of Research Hubs and Training Centres establishment

Pre-award

- **The Proposal**—plan an integrated and cohesive Hub/Centre
  - How will each specified project contribute to the thematic area and overall aims?
- Discuss timing issues for starting students of the Hub/Centre with DVCR ahead of time
- Plan governance structure and reporting lines
- Networking with other ITRP
- Ensure new Hub/Centre has its own identity
- Manage relationships and expectations with Partner Organisations and Centre researchers
Observations of Research Hubs and Training Centres establishment

Post-award

- Issues
  - Managing Partner Organisation relationships and expectations realistic
  - Student Recruitment—issues
  - Industry Placements—diversity of options
  - Hubs and Centres have identity within Administering Organisation with appropriate reporting, budget control and support
Observations of Research Hubs and Training Centres establishment

Post-award

• Tips
  – Plan for delays in starting HDR students and for those who will not finish by the Hubs/Centre end
  – Include a wind down or continuation section in Strategic Plan
  – ARC stipend conversion for students
# Research Hubs and Training Centres establishment

## Post Award

Hub/Centre launches

<table>
<thead>
<tr>
<th>Round</th>
<th># successful Projects</th>
<th># launches to date</th>
</tr>
</thead>
<tbody>
<tr>
<td>IH12</td>
<td>4</td>
<td>2</td>
</tr>
<tr>
<td>IH13 Round 1</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>IH13 Round 2</td>
<td>7</td>
<td>0</td>
</tr>
<tr>
<td>IC13</td>
<td>4</td>
<td>2</td>
</tr>
<tr>
<td>IC14</td>
<td>7</td>
<td>4</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>25</strong></td>
<td><strong>11</strong></td>
</tr>
</tbody>
</table>
Key Performance Indicator vs Milestones

- Standard
- Project Specific
- Milestones

DEFINITION OF KEY PERFORMANCE INDICATORS (KPIs)
A set of quantifiable measures that a company or industry uses to gauge or compare performance in terms of meeting their strategic and operational goals.

http://www.investopedia.com/terms/k/kpi.asp

Events or milestones fail to give us good performance feedback because they only tell us whether or not we implemented the initiatives we chose to improve performance.

[Milestones] don’t tell us if those initiatives worked and actually did improve performance.

Stacey Barr
Performance Measure Specialist
Common Bugbears

• Emphasis on national and international benchmarking
• Understanding that outreach is very important
• Strategic planning and the role of Boards/Committees and partners within KPIs
• Mentoring and professional development of students, staff and end users
• Capacity building means people (not the profile of the centre’s research internationally)
Research planning for Impact (benefit)

- ITRP are clearly outcome focused
- Partners expect the research to make a difference
- Loosely translated as “Pathway to Impact”
- The Pathway to Impact Table can assist in understanding and constructing a plan.
## Research Impact Pathway*

<table>
<thead>
<tr>
<th>Inputs</th>
<th>Activities</th>
<th>Outputs</th>
<th>Outcomes</th>
<th>Benefits</th>
</tr>
</thead>
<tbody>
<tr>
<td>Research income</td>
<td>• Research Work and Training</td>
<td>• Publications including E-Publications</td>
<td>• Commercial Products, Licences and Revenue</td>
<td>• Economic, Health, Social, Cultural, National Security, Quality of Life, Public Policy or Services</td>
</tr>
<tr>
<td>Staff</td>
<td>• Workshop/Conference Organising</td>
<td>• Additions to National Collections</td>
<td>• New Companies – Spin offs, Start Ups or Joint Ventures</td>
<td>• Higher Quality Workforce</td>
</tr>
<tr>
<td>Background IP</td>
<td>• Facility Use</td>
<td>• New IP: Patents and Inventions</td>
<td>• Job Creation</td>
<td>• Job Creation</td>
</tr>
<tr>
<td>Infrastructure</td>
<td>• Membership of Learned Societies and Academies</td>
<td>• Policy Briefings</td>
<td>• Implementation of Programs and Policy</td>
<td>• Risk Reduction in Decision Making</td>
</tr>
<tr>
<td>Collections</td>
<td>• Community and Stakeholder Engagement</td>
<td>• Media</td>
<td>• Citations</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Integration into Policy</td>
<td></td>
</tr>
</tbody>
</table>

*Items listed above are high level examples that may assist with the development of a Research Plan and in understanding your Research Impact Pathway*

**Definition:** Research Impact means the demonstrable contribution that research makes to the economy, society, culture, national security, public policy or services, health, the environment, or quality of life, beyond contributions to academia.
Tips on Industry Collaboration and Working Relationships

• Be realistic. Shared goals.

• Be prepared for extensive negotiations and meetings with Partner Organisations

• Issues with securing industry finding—three (3) years or more

• Negotiating commercial activities and IP—access appropriate expertise and plan a strategy.

• Leveraging new funds and collaborations—how to manage success

• Industry engagement enables translation of research outcomes

Cont.
Tips on Industrial Collaboration and Working Relationships

• Student placements
  – supervision
  – suitable research activities
  – safety
  – remote locations
  – experience with differing placements (doing this well means better career prospects).
• Commitment to ITRP Hubs—75% cash issue with Partner Organisations.
Expectations on Outcomes

Return on Investment

• When applying for funds
• Setting KPIs for ROIs
• Adjusting to reality along the way
Key changes to ITRP

Research Hub 2014 and Training Centre 2015
• Funding for travel costs for $20 000 per year
• Funding for workshops, focus groups and conference costs

Changes to only Training Centre 2015
• Funding for four (4) or five (5) years
• Funding for Training Centre Manager
• Selection Criteria include 'value for money'
• Students starting date — any time in year one (1).
• HDR stipends must include a request for a six-month extension
• Contribution requirements have been simplified

Cont.
Key changes to ITRP

Additional ITRP Notes

• A researcher holding a Hub/Centre can apply for a Centre/Hub in the same research area.

• A researcher can only hold one ARC Director role but can be a Chief Investigator.
Thank You