



25 – 27 March 2019
Hilton Waikoloa Village

DISRUPTIVE TRENDS IN GLOBAL RESEARCH MANAGEMENT

SRAInternational
SOCIETY OF RESEARCH ADMINISTRATORS INTERNATIONAL

ARMS
Australasian Research Management Society

www.srai-arms-hawaii2019.com

MEETING WIFI
Network Name: SRAI-ARMS Password: TRAILBLAZER



WELCOME

We warmly welcome you to Waikoloa, Hawaii, for the inaugural SRAI-ARMS Meeting, a joint collaboration between the [Society of Research Administrators International](#) and the [Australasian Research Management Society](#) on "*Disruptive Trends in Global Research Management*".

In recent years, we have seen new measurement paradigms in research, a challenging of traditional publication modules under schemes such as Plan S and the introduction of AI techniques into Grants Offices. Research management support is changing rapidly as research itself changes and an engaging program on current Australian and US practice will cover this around the three meeting themes of: *New leadership approaches for an adapting world, Embracing technology and understanding data and Servicing new measurement paradigms.*

We have prepared a stimulating and thought provoking program featuring a range of pre-meeting workshops, keynote presentations from two internationally acclaimed speakers, panel sessions and a variety of concurrent sessions.

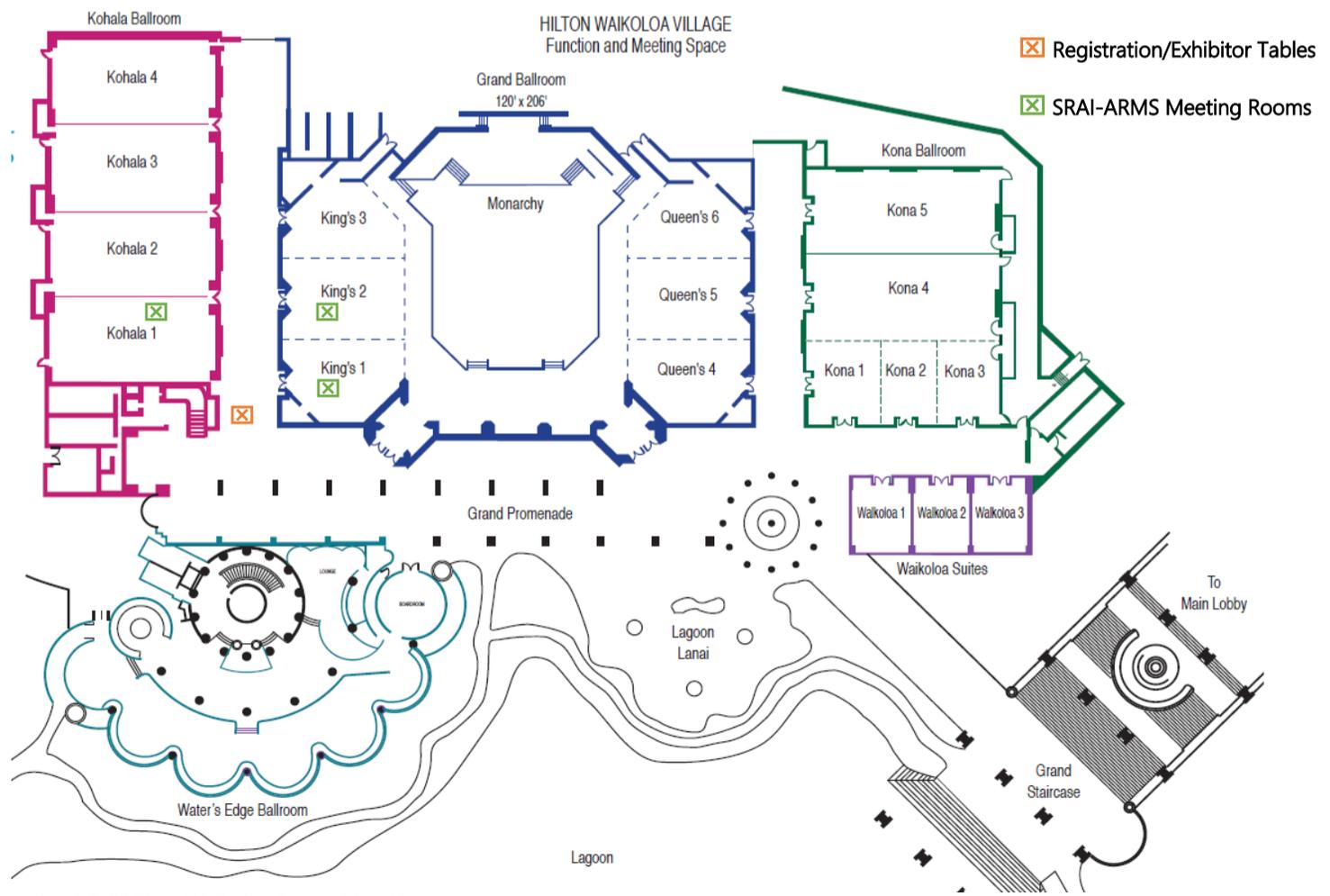
We trust you will use the opportunity to network extensively and form new professional friendships, and that you take some time in your busy schedule to enjoy all that Hawaii has to offer!

SRAI-ARMS Meeting Program Co-Chairs
Jennifer Freeman, Dr Mark Hochman and Dr Sianna Panagiotopoulos

EXHIBITORS



HILTON WAIKOLOA CONVENTION CENTER MAP



[Download Full Hilton Waikoloa Resort Map Here](#)



PROGRAM

*Please note this program is correct at the time of publishing, however is subject to change at the discretion of the organisers where necessary *

DAY ONE: MONDAY 25 MARCH 2019

8:00am – 9:00am	Workshop Registration Open Kohala Promenade	
9:00am – 12:30pm	MORNING WORKSHOPS	
	Workshop 1: Trailblazing Teambuilding: Techniques for Creating a Purpose-Driven Leadership Team Jodi Ogden, Yaw Frimpong and Laura Gatewood, Children’s Hospital Los Angeles, US <i>Short morning break: 10:30am – 11:00am</i> Kings 1	Workshop 2: Benchmarking, Metrics, KPIs, & Targets: Making an Impact on the Research Enterprise Dr Baron Wolf, University of Kentucky, US and Michelle Duryea, Edith Cowan University, AUS <i>Short morning break: 10:30am – 11:00am</i> Kings 2
12:30pm – 1:30pm	Lunch Break Lunch voucher only included if you are attending for two half day workshops	
1:30pm – 5:00pm	AFTERNOON WORKSHOPS	
	Workshop 3: Doing Better with Data: Data Driven Quality Improvement for Research Administration/Compliance Dr John Baumann, Indiana University, US and Kurt McMillen, University of Wisconsin, US <i>Short afternoon break: 3:00pm – 3:30pm</i> Kings 1	
Workshops on Monday 25 March are optional add-ons and are not included in the registration rate. Lunch voucher only included if you sign up for two half day workshops.		
6:30pm – 10:00pm	OPENING RECEPTION – Welcome Dinner Lagoon Lanai (see map page 2) Join us for a three-course plated welcome dinner featuring entertainment by a local Hawaiian duo! Opening Reception ticket included in the attendee Full Meeting Registration rate. Guest tickets available.	

DAY TWO: TUESDAY 26 MARCH 2019

8:30am – 9:30am	Registration Open <i>Continental Breakfast</i> Kohala Promenade
9:30am – 9:45am	WELCOME SRAI/ARMS Representatives Dr Campbell Thomson, ARMS President and Evan Roberts, Executive Director, SRA International Kohala 1 & 2
9:45am – 11:00am	OPENING GENERAL SESSION Keynote Speaker - David Sweeney, Executive Chair, Research England <i>Please note: this presentation is being remotely delivered by David Sweeney</i> ‘What is High-Quality Research in the 21st Century’ This presentation will look at the current challenges for the assessment of research quality. In an environment where government are looking ever harder at the case of investment in research and innovation against competition from health, the environment, and social imperatives we will look at academic impact and societal impact and different ways of recognising both. With the pressures on academics and their careers, and also at the importance of open access we will look at the implications of the San Francisco Declaration on Research Assessment and new Open Access initiatives such as Plan S. With the pressures on university budgets, we will look at the competition for investment between education and research. Kohala 1 & 2
11:00am – 11:30am	Morning Break Kohala Promenade
11:30am – 12:30pm	CONCURRENT SESSIONS

	Embracing Technology and Understanding Data <i>Kings 1</i>	New Leadership Approaches for an Adapting World <i>Kings 2</i>	Servicing New Measurement Paradigms <i>Kohala 1 & 2</i>
	1: Topics of Prominence: A New Method to Map and Understand the Global Research and Development Landscape. Daniel Calto, Elsevier, US 60 minutes	2: New leadership models in research management – working on the business or in the business? Dr Mark Hochman, Research Management Resources, AUS and Dr Evan Roberts, SRAI, US 60 minutes	3: Introducing eGOr (robotic process automation) into our grants office: benefits and lessons learnt Judy Alexander, University of Newcastle, AUS 60 minutes
12:30pm – 1:30pm	Lunch Lagoon Lanai (see map page 2)		
	CONCURRENT SESSIONS		
1:30pm – 3:00pm	Embracing Technology and Understanding Data <i>Kings 1</i> <i>Session Chair: TBA</i>	New Leadership Approaches for an Adapting World <i>Kings 2</i> <i>Session Chair: Jodieann Dawe, Flinders University, AUS</i>	Servicing New Measurement Paradigms <i>Kohala 1 & 2</i> <i>Session Chair: Michelle Duryea, Edith Cowan University, AUS</i>
1:30pm – 2:00pm	4: The Carrot or the Stick: Motivating Grantee Compliance with Open Access Policy at the University of California Tyler Martz, University of California, US 30 minutes	7: Supporting Women in STEM: The Leadership Role Opportunity for Research Administration Dr Gayle Morris, G Morris Consulting and Dr Alexandra Murray, Charles Darwin University, AUS 30 minutes	10: Challenging Tradition: Navigating the Complexities of Research Quality Assessment in the Humanities, Creative Arts and Social Sciences at UNSW Sydney Dr Vanessa Crosby and Jeremy Carr, UNSW Sydney, AUS 30 minutes
2:00pm – 2:30pm	5: Mitigating Technology Threats: Managing the Complex Regulatory Landscape Erika Stevens, Recherche Transformation Rapide, US 30 minutes	8: Beyond the Looking Glass: The Impact of Psychological Contract Theory and Generational Diversity on the Future of Leadership in Research Administration Princess White, University of Maryland, US 30 minutes	11: The yellow-brick road journey of the Oz (Australian) research engagement and impact assessment: Case studies, metrics and narratives – oh my! Michelle Duryea, Edith Cowan University, AUS 30 minutes
2:30pm – 3:00pm	6: Strategic Decision Making and Innovation Using Data Analytics and Business Intelligence within Research Administration to Drive Growth and Sustainability Dr Baron Wolf, University of Kentucky, US 30 minutes	9: Proactively Supporting our Research - Not just a tag line Jodieann Dawe, Flinders University, AUS 30 minutes	12: Applying best practice research impact methodologies to institutional socialisation and documentation of impact Dr Richard Cook, University of Wollongong, AUS 30 minutes
3:00pm – 3:30pm	Afternoon Break Kohala Promenade		
3:30pm – 4:30pm	PANEL SESSION Will the traditional publication model survive? The traditional journal publishing model is in turmoil with virtually every facet of the learned journal system under threat from peer review reliability, reliance and utility, mounting costs of publication and dissemination, open access models, predatory journals and conferences, fake journals and counterfeit websites. This panel session will provide a vibrant discussion about the future of the publications model and try to answer the question – will the traditional publication model survive. Facilitated by Dr Mark Hochman, SRAI-ARMS Meeting Program Co-Chair Panellists: <ul style="list-style-type: none"> • Daniel Calto, Director of Solution Services, Elsevier, US • Dr Campbell Thomson, ARMS President and Director, Office of Research Enterprise, The University of Western Australia, AUS • Laura Tucker, CEO, Vertigo Ventures, UK Kohala 1 & 2		

DAY THREE: WEDNESDAY 27 MARCH 2019

8:00am – 9:00am	Registration Open <i>Continental Breakfast</i> Kohala Promenade		
9:00am – 10:00am	OPENING GENERAL SESSION Keynote Speaker – Catherine Wood, Chief Executive Officer / Chief Investment Officer, ARK Invest 'Big Ideas: Technological Breakthroughs Investors Shouldn't Miss in 2019' Despite its potential, innovation typically needs time and maturity before gaining mass market adoption. Consequently, with a focus on benchmarks, sectors, and short-term performance, traditional investment managers often minimize or misunderstand its potential. So how do Investors identify the next transformative technology and what can we, as Research Managers, learn from them? What criteria are used to predict which transformative technologies will have a profound disruptive impact on our society and economy? Through an open research process that cuts across sectors, industries, and markets, ARK Invest seeks to identify innovation with dramatic cost declines, strong price elasticity of demand, and convergence which spawns further innovation. To illustrate the impact of innovation and excite investors about the opportunities, each year ARK publishes and presents "Big Ideas", a selection of its original research highlighting the technological breakthroughs ARK believes will advance significantly over the coming year. ARK believes these technologies are ready for prime time and hope you enjoy its Big Ideas of 2019! Kohala 1 & 2		
<i>Move to concurrent sessions</i>			
10:00am – 11:30am	CONCURRENT SESSIONS		
	New Leadership Approaches for an Adapting World <i>Kings 1</i>	Servicing New Measurement Paradigms <i>Kings 2</i> <i>Session Chair: Louise Francis, RMIT University, AUS</i>	Embracing Technology and Understanding Data <i>Kohala 1 & 2</i> <i>Session Chair: Rachel Galbraith, Fred Hutch, US</i>
10:00am – 10:30am	13: Challenging Disruption Through Empowering our People Alice Boland, David Parrish, RMIT University, AUS 60 minutes	14: Challenges of measuring the impact of university research: Engagement & Impact (EI) 2018 at University of Sydney Wendy Scott, University of Sydney, AUS 30 minutes	17: Think outside the "box", head in the "cloud" – Research Administration without physical space Roxana Damian, Memorial Sloan Kettering, US 30 minutes
10:30am – 11:00am		15: Broadening our competitiveness by establishing broader impacts policies - how can a research intensive institution capture metrics of success and societal impacts in a way that garners broader recognition? Denise Clark, Ann Holmes, Dennis Paffrath, University of Maryland, US 30 minutes	18: Cross-Functional Metrics, Research Management, and One Division's Quest to Find Meaningful Ways to Measure -- and Message - - Its Institutional Impact Jill Fraser, Memorial Sloan Kettering, US 30 minutes
11:00am – 11:30am		16: Showcasing value creation via large-scale industry engagement events – Engaging for Impact (case study) Louise Francis, RMIT University, AUS 30 minutes	19: Enabling Translational Research Efficiency by Mapping Data Flow and Linking Data Management Platforms Rachel Galbraith, Fred Hutch, US 30 minutes
11:30am – 12:00pm	Break Kohala Promenade		
12:00pm – 1:00pm	CONCURRENT SESSIONS		
	Embracing Technology and Understanding Data <i>Kings 1</i>	New Leadership Approaches for an Adapting World <i>Kings 2</i>	Embracing Technology and Understanding Data <i>Kohala 1 & 2</i>
	20: Process automation/AI in research administration? It's a reality! Halina Oswald, Helen Partridge, Lynn Miller, Monash University, AUS 60 minutes	21: The Promise of Diverse Scientific Teams: Tools for Launching High-Performance Research Collaborations Dr Barbara Endemaño Walker, University of California Santa Barbara, US 60 minutes	22: Using machine learning to understand research performance - tips, tricks and lessons learned. Dr Regina Magierowski, University of Tasmania, AUS 60 minutes
1:00pm – 2:00pm	Lunch Lagoon Lanai (see map page 2)		
2:00pm – 3:00pm	CONCURRENT SESSIONS		

	New Leadership Approaches for an Adapting World <i>Kings 1</i> <i>Session Chair: Dr Geof Hill, The Investigative Practitioner, UK</i>	Servicing New Measurement Paradigms <i>Kings 2</i> <i>Session Chair: TBA</i>	Embracing Technology and Understanding Data <i>Kohala 1 & 2</i>
2:00pm – 2:15pm	24: Postcards from an Institute Without Walls Platform for Accelerating Global Medical Innovation Mark Slater, Honorhealth Research Institute, US 30 minutes	26: Edging away from serendipitous impact - how to build strategic engagement purpose at different tiers of a research organisation. Scott McWhirter, University of Technology Sydney, AUS 15 minutes	29: It's Not Fantasy Football – Analytics and Competitive Intelligence for Research Administrators Dale Hess, Cynthia Gary and Debra Haring, University of Rochester, US 30 minutes
2:15pm – 2:30pm		27: Returning to the challenge of measuring return on investment in research: The development of The TAC ROI Framework Dr Jacqueline Woerner, Transport Accident Commission, AUS 15 minutes	
2:30pm – 3:00pm	25: Managing the new and revolutionary fronts Dr Geof Hill, The Investigative Practitioner, UK 30 minutes	28: Strategies for finding collaborators for funding opportunities Kelsey Rosell, Digital Science, US 30 minutes	
3:00pm – 3:30pm	Afternoon Break Kohala Promenade		
3:30pm – 4:30pm	PANEL SESSION Investing in disruptive innovation From which department will the next disruptive innovation come from in your research organisation? Robotics, IT or perhaps Genetics and Diagnostics? While there is some overlap between emergent and disruptive technologies, not all emergent technologies will become disruptive. What are the criteria that Investors and Businesses use to differentiate between emergent and disruptive technologies, and what can research managers learn from them in order to best support their researchers and entrepreneurs? How can you enhance your chances of being the disruptor rather than the disrupted? The panel, who have a diverse background, will tackle some of these questions. Facilitated by Dr Sianna Panagiotopoulos, SRAI-ARMS Meeting Program Co-Chair Panellists: <ul style="list-style-type: none"> • Catherine Wood, Chief Executive Officer / Chief Investment Officer, ARK Invest, US • Halina Oswald, Director, Monash Research Office, Monash University, AUS • Evan Roberts, Executive Director, SRA International, US • Jennifer Freeman, Director, Office of Research Services, University of Ontario Institute of Technology, CAN Kohala 1 & 2		
4:30pm – 4:45pm	CLOSING SESSION SRAI/ARMS Representatives Dr Campbell Thomson, ARMS President and Evan Roberts, Executive Director, SRA International Kohala 1 & 2		

ABSTRACTS

Please note abstracts are listed in concurrent session order and are printed as per presenter's original submissions. If you would like further information, we encourage you to network with presenters.

DAY ONE: MONDAY 25 MARCH 2019

9:00am – 12:30pm

MORNING WORKSHOPS

Workshop 1: Trailblazing Teambuilding: Techniques for Creating a Purpose-Driven Leadership Team

Room: Kings 1

The process of building a great team, with high team morale and strong engagement, begins with building a great leadership team. Developing an incredible leadership team doesn't have to break the budget but it does require a strong vision, excellent communication, a good deal of time and consistent effort. We will focus on connection, purpose, motivation, understanding, and accountability amongst your teams. The purpose of this workshop is to provide participants tools to develop a strong leadership team on any budget. A leadership team is most effective when there is a united front amongst its leaders and a unified, trusting, and high-performing leadership team WILL impact the individual contributors at the organization in a positive way. Leaders will behave in a way that employees will model and ROI for the organization is high. With a GREAT leadership team, the organization experiences better productivity and the strategic vision becomes the reality.

Presenters: Jodi Ogden, Yaw Frimpong and Laura Gatewood, Children's Hospital Los Angeles, US

Workshop 2: Benchmarking, Metrics, KPIs, & Targets: Making an Impact on the Research Enterprise

Room: Kings 2

Where should we start when we begin to think about benchmarking against other institutions or departments? Do rankings really tell us much information, or do they simply report out data and information? This session will focus on the fundamental concepts of benchmarking, the use of KPIs and metrics and how to set targets to make an impact on your research enterprise. Measurement is useful at all levels of the institution—both at the organization level and in individual departments or units. The approach is much the same, just at a different scale. Attendees of this session will learn the fundamentals related to the science of benchmarking and comparing metrics. Participants will also leave the session with a tool-kit of metrics that can be used at their home institution. Both high-level institutional metrics and individual departmental KPIs. This session will ask for active participation by attendees to form useful metrics that can be used within each organization.

Presenters: Dr Baron Wolf, University of Kentucky, US and Michelle Duryea, Edith Cowan University, AUS

1:30pm – 5:00pm

AFTERNOON WORKSHOPS

Workshop 3: Doing Better with Data: Data Driven Quality Improvement for Research Administration/Compliance

Room: Kings 1

As leaders in research administration/compliance, we work with researchers but all too often fail to recognize a basic principle of research: data matters. A high functioning office not only maintains its operations with integrity and efficiency, it also undergoes continuous and evidence-based quality

improvement (QI). This session will present a discussion from a panel of speakers of how they have developed and implemented data-driven programs of QI in their institutions' research administration and research compliance offices. Specific topics will include methods for collecting, assessing and using data for: selection of QI areas on which to focus; implementing QI activities; and assessing programmatic outcomes of QI efforts.

Presenters: Dr John Baumann, Indiana University, US and Kurt McMillen, University of Wisconsin, US

DAY TWO: TUESDAY 26 MARCH 2019

9:45am – 11:00am

OPENING KEYNOTE SPEAKER

Room: Kohala 1 & 2

'What is High-Quality Research in the 21st Century'

David Sweeney, Executive Chair, Research England

This presentation will look at the current challenges for the assessment of research quality. In an environment where government are looking ever harder at the case of investment in research and innovation against competition from health, the environment, and social imperatives we will look at academic impact and societal impact and different ways of recognising both. With the pressures on academics and their careers, and also at the importance of open access we will look at the implications of the San Francisco Declaration on Research Assessment and new Open Access initiatives such as Plan S. With the pressures on university budgets, we will look at the competition for investment between education and research.

11:30am – 12:30pm

CONCURRENT SESSIONS

1: Topics of Prominence: A New Method to Map and Understand the Global Research and Development Landscape.

Room: Kings 1

Time: 11:30am – 12:30pm

This presentation will demonstrate recent advances in the use of metrics to model the global research landscape. Using a high-performance computing cluster analysis and direct citation links, this approach tracks over 8000 institutions' performance in approximately 100,000 individual research topics. The analysis utilizes all of the nearly 70M indexed papers in the Scopus database, which indexes 22,000 active scientific, social scientific, and A&H journals in all research topics. Because of computing limitations, previous analytical approaches were unable to model the entire global corpus of literature. This new analysis allows universities, industries, and government funding agencies and policymakers to closely understand and track their research strengths and weaknesses, as well as to identify research opportunities and competitive threats, and to benchmark their performance against peer institutions and other countries.

Insights gained from this analysis can be used for a variety of purposes, from tracking advances in critical technologies to determining the right academic or industrial partner to develop new technologies, products, and services. In addition, a method to calculate a topic's momentum, which is highly correlated with the overall level of funding available, will be explained and demonstrated.

The presentation itself will briefly present the data and methods used, the reasons why this new approach constitutes a breakthrough, and include example use cases and a short system demonstration, time permitting, focused on applied R&D and manufacturing-related topics of interest to universities and R&D-intensive firms alike. The session's

primary goal is to understand this method's applicability to university research.

Presenter: Daniel Calto, Elsevier, US

2: New leadership models in research management – working on the business or in the business?

Room: Kings 2

Time: 11:30am – 12:30pm

It is an oft repeated maxim that effective leaders have to work on the business more than in the business. The business of research administration has undergone many changes in recent years with directors and other leaders expected to understand many diverse areas including human resource management, IT systems, content details of grants programs, IRB/ethics, RCR, use of data to assess performance and strategy amongst others. At the same time disruptive trends in business models and management make it difficult for research administration leaders to rise above the day to day business. New leadership models are moving away from traditional hierarchical leadership paradigms and emphasising the main task of leaders as setting the right environment for teams to flourish, eg "team of teams," or agile approaches. This talk will draw on the experience of two experienced research administration leaders, one from the USA and the other from Australia, both of whom have provided consultancy services and reviews in the research administration sector for the last decade. The talk will draw out the changing research administration trends and draw on examples of how those in leadership positions can learn to maintain a strategic focus on the business.

Presenters: Dr Mark Hochman, Research Management Resources, AUS and Dr Evan Roberts, SRAI, US

3: Introducing eGOr (robotic process automation) into our grants office: benefits and lessons learnt

Room: Kohala 1 & 2

Time: 11:30am – 12:30pm

In 2018 the University of Newcastle (UON) Grant Office introduced Robotic Process Automation (RPA) into our processes. This has been a great success in transforming our daily application processing. Given our RPA works in systems like a person would, it is very easy for us to modify documents and information it accesses as part of this process.

It is important to note that this hasn't replaced but rather complements the back-end integration which we still use to upload the majority of application information into our database. As we gained more experience with RPA and understood the limitations we realised that there are good reasons for still using both approaches.

When people think of robotic process automation they can think that this will take jobs away from people. This hasn't been the concern by the grant staff who have welcomed this process and already looking for other opportunities to introduce RPA as they are already experiencing the benefits by freeing up time to work on more intelligent tasks. RPA has been so well accepted that it now known as eGOr (electronic Grants Officer research) and is fondly known as a member of the team. This adoption and acceptance by staff is critical to the success.

As the first unit at UON to introduce RPA, it was a learning experience for us as well as IT. This presentation aims to share some of the lessons we have learnt and the benefits and shortfalls of RPA.

Presenter: Judy Alexander, University of Newcastle, AUS

1:30pm – 3:00pm

CONCURRENT SESSIONS

4: The Carrot or the Stick: Motivating Grantee Compliance with Open Access Policy at the University of California

Room: Kings 1

Time: 1:30pm – 2:00pm

Background: Changes in the culture and practice of scientific research and publishing have moved toward transparency and open access, providing researchers, institutions, and funders the potential to allow free and unfettered access to the products of research. However, adoption of this potential is lagging.

Methods: The University of California (UC) Research Grants Program Office (RGPO) developed a set of interventions to increase compliance with our open access (OA) policy. Across a 1262 grantee cohort from four different funding groups we implemented three interventions and a control: incentives per publication upload, publicity for compliant publications, and compliance-contingent funding release. All groups received enhancements to UC's online publication management system. We compared the OA compliance rate (CR) of grantees at baseline to 12 months after the intervention in each intervention group to the control group using a difference-in-difference analysis.

Results: The baseline average CR (defined as the number of compliant publications as a function of the total number of claimed publications by a grantee) across all groups was 7.3% (range 2.4% - 10.1%). The compliance-contingent funding release group had a significantly higher CR at 12 months compared to the control group (8.1% increase, $p=.003$) as did the publicity group (5.9% increase, $p=0.04$). No other significant differences were observed.

Conclusions: In this grantee context, policy enforcement and highlighting compliant grantee's publications were effective interventions to increase grantee compliance with OA policies beyond use of our publication management system. RGPO is considering expanding these mechanisms to all funding groups once the intervention ends.

Presenter: Tyler Martz, University of California, US

5: Mitigating Technology Threats: Managing the Complex Regulatory Landscape

Room: Kings 1

Time: 2:00pm – 2:30pm

This session describes technology threats in research management, identifies processes for assessing technology risks, explores leading practice mitigation tips and defines strategies for alignment to regulatory requirements. Research management technology threats vary throughout institutions; risk mitigation is often managed through central administration, which theoretically results in less compliance issues. However, as pressure to improve turn-around time for research management increases, organizations are challenged to navigate technology solutions. The ability to deliver reliable, secure information with rapid response and comply with regulatory safeguards, such as HIPAA and GDPR, leaves many institutions with exposure.

The ability to identify and establish safeguards against technology threats in research management requires risk evaluation. Steps of the risk assessment include: 1) identifying risk; 2) developing a layered risk approach; 3) early security adoption; and 4) continued improvement in security posture.

Many institutions seek opportunities to implement technology process safeguards, improve efficiency and look to systematic approaches in research management. Benefits of an institution-wide technology risk management plan requires coordinated effort, business continuity and improved quality controls. Centralized and standardized research information security and compliance processes promote accountability while supporting institutional research efforts and researchers. Analyzing lessons learned, leading practices and implementation methods from a large health system case study will be addressed in this session.

Presenters: Erika Stevens, Recherche Transformation Rapide, US

6: Strategic Decision Making and Innovation Using Data Analytics and Business Intelligence within Research Administration to Drive Growth and Sustainability

Room: Kings 1

Time: 2:30pm – 3:00pm

Data and the use of analytics touches many parts of our lives. Advances in communication technologies along with rapid growth in digital data have brought about change in the use of Big Data and Business Intelligence platforms that are helping organizations make decisions¹. Using analytics in research administration can provide critical insights to the work within a research organization. Using data to inform how to strategically align resources, support innovative ideas, and create efficient processes gives staff and leadership the tools needed to feel more confident in their work. The use of data within research organizations is happening every day. In the most basic terms, research is the collection of data and information arranged to assess a proposed hypothesis. Just like a research scientist may use data related to a substance's impact on cancer cells to determine a better path for clinical outcomes, data from the research enterprise using analytics and metrics can be used throughout research administration. This can include collaborative network mapping, trend analysis & predictive analytics, bibliometric outcomes of research, and process flow analysis. The use of analytics can be a powerful tool for organizational leaders in making decisions. Research administration can use analytics and BI related to their work to impact operational efficiency, create innovative pathways to improve processes, and help lead the expansion of the research enterprise. This presentation will explore ways to use analytics and business intelligence to create innovation within the research infrastructure that will assist staff and researchers to drive growth and success. ¹Liang, T.P., & Liu, Y.H. (2018). Research Landscape of Business Intelligence and Big Data analytics: A bibliometrics study. *Expert Systems with Applications*, 111(30), 2-10.

Presenter: Baron Wolf, University of Kentucky, US

7: Supporting Women in STEM: The Leadership Role Opportunity for Research Administration

Room: Kings 2

Time: 1:30pm – 2:00pm

According to UNESCO Institute for Science data, less than 30% of the world's researchers are women. In Australian universities and research institutes, women comprise more than half of science PhD graduates and early career researchers however just 17% of senior academics. The loss of so many women scientists to academia is a significant waste of expertise, talent and investment. This presentation will discuss the future role opportunity that research administrators have to play in this important area.

To respond to this important area of concern, a number of initiatives at both federal government and institutional level have begun. The most recent Australian Government initiative involves the Australian Academy of Science and Australian Academy of Technology and Engineering partnering to develop a Women in STEM Decadal Plan. The purpose of the plan is to provide a 10-year roadmap for achieving sustained increases in women's STEM participation and retention from school through to careers.

At the institutional level, a number of programs including the Science in Australia Gender Equity (SAGE), and Women in STEM and Entrepreneurship (WISE) programs are under development. SAGE is an accreditation and improvement program focusing on gender equality in the STEM sector. WISE is designed to foster lifelong interest in STEM, encourage greater participation in STEM careers, and help female STEM professionals build entrepreneurial skills and networks.

Presenters: Dr Gayle Morris, G Morris Consulting and Dr Alexandra Murray, Charles Darwin University, AUS

8: Beyond the Looking Glass: The Impact of Psychological Contract Theory and Generational Diversity on the Future of Leadership in Research Administration

Room: Kings 2

Time: 2:00pm – 2:30pm

Melanie Hicks and Jorge Monroy-Paz (2015) explore the influence of generational cohort on the perceived mutual employment obligations that define the psychological contract of research administrators across the country. They researched how six areas of interest will differ by generation: organizational loyalty, job movement, career commitment, self-reliance, organizational commitment and organizational culture. Findings revealed that in research administration, generational differences will have a significant impact on the areas of organizational loyalty, job movement, and organizational culture.

This data is particularly relevant as research organizations are becoming more generationally diverse. The increasing popularity of degree and certificate programs in research administration has resulted in larger numbers of young professionals entering the industry; while more Americans aged 65 and older are working now than at any time since the turn of the century (Desilver, 2016). Thus, more research institutions are managing employees from different generational cohorts.

So, we've learned that the workplace is becoming more generationally diverse and we've learned that psychological contract in research administration is impacted by generational cohort. How, then, do we use this data to develop effective methods for leading across generations in research administration? This presentation will explore transformational leadership across generations in this evolving research administration paradigm.

Presenter: Princess White, University of Maryland, US

9: Proactively Supporting our Research - Not just a tag line

Room: Kings 2

Time: 2:30pm – 3:00pm

In 2016, Flinders University embarked on a significant path towards achieving its 2025 Agenda – Making a Difference, which encompasses a key vision of being "recognised as a world leader in research, an innovator in contemporary education, and the source of Australia's most enterprising graduates".

A key driver for change was to optimise service delivery, reduce system and process inefficiencies including duplication of effort, fragmentation of services and inconsistency of approach in research management and administration. With a target of improving end-to-end service supply model, the Research Development and Support Team has established a strong service culture and has undergone a significant rethink in the way in which intrinsic research support and service are provided to Flinders researchers and external partners.

This presentation provides an overview of the change journey so far. The challenges and rewards in establishing a matrix organisational structure for research development and support, the pathways for engagement with a myriad of time poor stakeholders, including researchers, to enable the evaluation and refinement of business systems and process and an overview on the change management program to introducing new software tools and methodologies that underpin the delivery of shared research management and administration in a lean environment. But most importantly, how the cultural transformation of the RDS team is ensuring that "Proactively supporting our research" is not just our brand but is at the heart of the everything we do.

Presenter: Jodieann Dawe, Flinders University, AUS

10: Challenging Tradition: Navigating the Complexities of Research Quality Assessment in the Humanities, Creative Arts and Social Sciences at UNSW Sydney

Room: Kohala 1 & 2

Time: 1:30pm – 2:00pm

The use of quantitative bibliometrics in research performance evaluation is a pervasive feature of the higher education sector

and the limitations of such measures for assessing and rewarding research in the creative arts, humanities and social sciences is well documented. Recognising the lack of appropriate tools and metrics in these fields, UNSW Sydney undertook a project in 2018 to develop and implement discipline-appropriate measures, underpinned by rigorous, peer review, to incentivise and enhance the quality of research for practice-based researchers, and address institutional reporting and evaluation needs. The project's aim was to harness existing research management systems to establish an assessment process for non-traditional research outputs based on global best practice in research performance measurement as set out in the Leiden Manifesto and the San Francisco Declaration (DORA). This paper will outline the challenges of securing executive buy-in, building cross-disciplinary consensus in a University-wide set of guidelines for assessing research quality, and implementing a pilot assessment exercise as a collaboration between the Faculties of Business, Art & Design and Arts & Social Sciences, UNSW Library and the Division of Research. Drawing on the assessment outcomes and qualitative data from participants, the paper examines the effectiveness of the exercise in providing rigorous, transparent indicators based on qualitative, peer assessment of portfolios of work. It argues for formative assessment processes, embedded in existing research information management systems, to build and reward excellence in practice-based research and challenge the omnipresence of bibliometrics as the sole measure of quality.

Presenters: Dr Vanessa Crosby and Jeremy Carr, UNSW Sydney, AUS

11: The yellow-brick road journey of the Oz (Australian) research engagement and impact assessment: Case studies, metrics and narratives – oh my!

Room: Kohala 1 & 2 Time: 2:00pm – 2:30pm

In late 2015, following over 10 years of debate, the Australian Government announced its intention to introduce a research impact and engagement assessment as part of a broader National Innovation and Science Agenda. The new assessment was tasked with examining how Australian universities translate their research into economic, social and other benefits and to encourage greater collaboration between universities, industries and other “end-users” of research.

Engagement and Impact (EI) was introduced in late 2017 and undertaken as a companion exercise in 2018 to ERA (Excellence in Research for Australia), which assesses the quality of research. Given the short time frame between when the final model was released and submissions were due, research managers responsible for preparing the requisite information could be compared with Dorothy in the Wizard of Oz attempting to follow the yellow-brick road; hesitatingly unsure of where the path may lead, caught off guard by unexpected hurdles along the way and lacking confidence that the journey would get us to the desired destination.

EI introduced a suite of new research performance assessment metrics and indicators. The presenter will discuss the evolutionary history of the final EI assessment model, the structure of required submissions by higher education institutions, and the resultant indicators considered as part of the assessment methodology. And with assessment ratings due for release in early 2019, and the looming threat of future rounds informing block grant funding, the presenter will consider whether “there’s no place like home” when it comes to the approach introduced in Australia.

Presenter: Michelle Duryea, Edith Cowan University, AUS

12: Applying best practice research impact methodologies to institutional socialisation and documentation of impact

Room: Kohala 1 & 2 Time: 2:30pm – 3:00pm

One of the core principles emerging from scholarship of research impact and engagement is the need to incorporate the perspectives and needs of stakeholders and affected communities early in project planning and research design. As

universities socialise and implement the impact agenda in our own academic communities we should be equally cognizant of the perspectives of our researchers and external stakeholders.

In this talk we will outline our collaborative approach to developing a university definition of impact and we will describe how co-design and critique have informed the ongoing development of our own system for researchers to document and promote their research impact. By adapting our online researcher profiles (UOW Scholars) to include impact stories we have enabled the simultaneous documentation and promotion of impact and provided an avenue to explore how researchers conceptualise their impact. We will describe how feedback from our researchers, alumni and donors has influenced the way we are defining and communicating research impact and we will draw attention to some of the challenges in implementing research impact assessment in a responsible manner.

Presenter: Dr Richard Cook, University of Wollongong, AUS

DAY THREE: WEDNESDAY 27 MARCH 2019

9:00am – 10:00am

OPENING KEYNOTE SPEAKER

Room: Kohala 1 & 2

'Big Ideas: Technological Breakthroughs Investors Shouldn't Miss in 2019'

Catherine Wood, Chief Executive Officer / Chief Investment Officer, ARK INVEST

Despite its potential, innovation typically needs time and maturity before gaining mass market adoption. Consequently, with a focus on benchmarks, sectors, and short-term performance, traditional investment managers often minimize or misunderstand its potential.

So how do Investors identify the next transformative technology and what can we, as Research Managers, learn from them? What criteria are used to predict which transformative technologies will have a profound disruptive impact on our society and economy?

Through an open research process that cuts across sectors, industries, and markets, ARK Invest seeks to identify innovation with dramatic cost declines, strong price elasticity of demand, and convergence which spawns further innovation. To illustrate the impact of innovation and excite investors about the opportunities, each year ARK publishes and presents “Big Ideas”, a selection of its original research highlighting the technological breakthroughs ARK believes will advance significantly over the coming year. ARK believes these technologies are ready for prime time and hope you enjoy its Big Ideas of 2019!

10:00am – 11:30am

CONCURRENT SESSIONS

13: Challenging Disruption Through Empowering our People

Room: Kings 1

Time: 10:00am – 10:30am

Disruption is often associated with the introduction of technology with people being the mere recipients of technology-induced change. In the research and innovation enterprise, those who administer or support the research endeavour must prepare for and adapt to the inexorable advances of technology. Agency is reversed – people are in the service of technology, which is leading us into a brave new future. This presentation directly challenges the sources of disruption and re-emphasises our people as the primary change agents, empowered to challenge and co-create the future in new and cross-functional ways.

RMIT is reimagining our ways of working, with the Research and Innovation Portfolio positioning itself at the leading edge of the wave. Traditional approaches to planning have been supplanted by collaborative, iterative and responsive ways - encouraging uncomfortable conversations, group accountability and decision-making, cutting through hierarchy and siloes. Although Agile methodologies provide inspiration, in essence we are emulating research practice itself: experimentation, design, testing and rework. This process is the platform upon which tacit knowledge and expertise unite, to create a shared future.

The presenters will share examples of implementing these new ways of working with these guiding questions:

- What are the (unconventional) capabilities, mindsets and leadership practices to embed and grow in our workforce?
- How do we support our staff to add value to the research endeavour – moving from support to guidance?
- What can we learn from Indigenous Australian knowledge systems and ways of knowing?
- Are we ready to reward collective experimentation and accept learning through failure?

Presenters: Alice Boland, David Parrish, RMIT University, AUS

14: Challenges of measuring the impact of university research: Engagement & Impact (EI) 2018 at University of Sydney

Room: Kings 2 **Time:** 10:00am – 10:30am

In 2018 the first national EI assessment was completed across Australian institutions, and was a companion exercise to Excellence in Research for Australia. The national EI assessment will showcase the impact of Australian research and provide insights on the return on investment from research funding. Nonetheless, one of the largest challenges throughout the exercise was the retrospective collection of information that, for many institutions had not been systematically collated nor stored over the impact reference periods.

The University of Sydney used a top down-bottom up approach and identified 188 potential impact case studies. Each potential case study was assessed for eligibility (i.e., whether the impact fell within the reference period, or if the research was carried out at the University). In addition, the breadth of the impact and whether the level of impact appeared as emerging or mature was reviewed. While archival bibliometric and institutional records were a useful starting point, the impact team conducted face to face interviews with over 50 research champions to collate further information on the depth of the research, identifying key activities, data sources, end-users and key stakeholders in order to collect testimonials.

The holistic approach used by the University of Sydney to prepare the EI2018 submission will be presented, highlighting variations in the systematic capture and coverage of information across disciplines and how these challenges were overcome. Including how the University aims to embed EI into business as usual and the tools that have been selected to support EI.

Presenter: Wendy Scott, University of Sydney, AUS

15: Broadening our competitiveness by establishing broader impacts policies - how can a research intensive institution capture metrics of success and societal impacts in a way that garners broader recognition?

Room: Kings 2 **Time:** 10:30am – 11:00am

Globally, international partners are increasingly focused on broader impacts as a policy to justify investments in sponsored research and sustain national and international rankings. Broader Impacts describe the potential of the proposed research to benefit society and contribute to the achievement of specific societal outcomes. With technology ever changing, the tools, means and methods of capturing and showcasing results opens up a whole new world for communicating

research endeavors. How do we know what metrics and/or results have the data integrity we need as research institutions?

Guiding principles around these means of measurements of success include understanding, promoting, and communicating the broader impacts of externally sponsored research as part of the University's research continuum by describing research results as they impact within and beyond the research enterprise. This session will explore, in an interactive setting, how to capture and utilize means and measurements if success related to our research enterprise.

Learning Objectives:

Participants will recognize the need to start exploring institutional broader impacts plans

Participants will conceptualize the aspects of understanding awareness and attitudes surrounding broader impacts.

Presenters: Denise Clark, Ann Holmes, Dennis Paffrath, University of Maryland, US

16: Showcasing value creation via large-scale industry engagement events – Engaging for Impact (case study)

Room: Kings 2 **Time:** 11:00am – 11:30am

Demonstrating relevance, embedding cultural change plus articulating research translation and impact readiness in a constrained resource environment were just some of the challenges RMIT University sought to overcome by developing a signature engagement event for the Research & Innovation Portfolio. Held annually over three days on our CBD campus, Engaging for Impact (EFI) has quickly gained attention and traction in the communities we serve, with more than 1400 participants at the 2018 event. As one of the major moments on RMIT's calendar, it continues to generate valuable networks and collaborations well beyond the event and catalyses the research and innovation narrative for the remainder of each year. The 2019 experience was designed using a very flat and lean structure, co-designed across the whole organisation via cloud-based tools to support achievement of KPIs. Come and leverage the development and delivery experience of the EFI Project lead in this session with fresh learnings from the event delivered in February 2019. Hear how we subtly integrated our research expertise into the delegate experience, created value for key accounts by embedding them across the core program, enabled course-credited integrated learning opportunities for students, integrated meaningful opportunity for First Nation engagement across the event – and delivered it on time, under budget with a minimal waste footprint.

Presenters: Louise Francis, RMIT University, AUS

17: Think outside the "box", head in the "cloud" – Research Administration without physical space

Room: Kohala 1 & 2 **Time:** 10:00am – 10:30am

We have recently started to manage a group called Computational Oncology and have encountered challenges along the way and started asking ourselves:

How can we better support researchers in this technology world: cloud computing, staff working remotely, intercontinental agreements and multidirectional transmission of data? Is our institution prepared to respond to the new ways of doing business without compromising on other important aspects like research integrity? How do we reduce the turnaround time of all these agreements our researchers participate in and how do we process these purchasing requests without using the "rush" stamp or requiring extra approvals?

We found a lack of flexibility to adapt to new situations, fear of making decisions in an unknown environment. We asked our counterparts in the central office what would help them better understand our Pls' needs and communicate them up the ladder to change institutional policies from within. We have

some ideas. However, the purpose of this workshop is to gather more data.

We will explore how breaking specialization for a moment, learning from others and understanding a small amount of science will help us get our job done.

We are going to propose establishing cross functional teams in the central office to mimic our departmental team: pre and post award, admin/recruitment, financial reporting and clinical research compliance experts working together.

Whether we are clinicians/researchers or administrators, we need to work collaboratively towards the same goal: advancing science.

Presenter: Roxana Damian, Memorial Sloan Kettering, US

18: Cross-Functional Metrics, Research Management, and One Division's Quest to Find Meaningful Ways to Measure -- and Message -- Its Institutional Impact

Room: Kohala 1 & 2 **Time: 10:30am – 11:00am**

MSK's Research & Technology Management Division has carried out a major expansion, after assuming responsibility for Clinical Research Administration. This has included planning and implementing a significant restructuring effort aimed at improving patient access, efficiencies, and quality; throughout this process, we have capitalized upon best practices and collaborative input from our other major Offices, all of which have either been created or restructured during the past 5-10 years.

During 2018, I have served as Project Leader on an initiative to develop a metrics-based approach to evaluating and communicating about our Division's overall impact on MSK through support of clinical and laboratory research. The objective was to focus on high-impact metrics, presented succinctly and within meaningful contexts. With plans to present this metrics report on the MSK intranet (launch date: December 2018), its audience ranges from MSK's Senior Leadership to – potentially – every single employee.

My presentation will take my audience through what has been a valuable learning curve, as a Division that already relies upon metrics-oriented management has pushed itself to find new ways to develop and use metrics to tell the story of Research Management's impact on Memorial Sloan Kettering. In many cases, the metrics we highlight are new or different from what we have previously reported on – and, when disclosed together, these tell a powerful tale of collaborative, cross-functional, value-added support for our institution's research community.

Research administrators will gain insights through this presentation's discussion of the strategic objectives, process followed, lessons learned, and metrics choices that have driven this project to a successful outcome.

Presenter: Jill Fraser, Memorial Sloan Kettering, US

19: Enabling Translational Research Efficiency by Mapping Data Flow and Linking Data Management Platforms

Room: Kohala 1 & 2 **Time: 11:00am – 11:30am**

Seattle Translational Tumor Research (STTR) aims to build an environment tailored to researchers and clinicians to accelerate scientific discovery and translate research advances into cures by identifying barriers to progress and developing targeted activities to address them. Through the activities outlined below, STTR has become a nexus for investigators across the spectrum of translational research seeking advice relating to data access and management.

Infrastructure development by STTR facilitates access to clinical data, specimens, specimen-associated data, data management systems, and development of biotools to facilitate large-scale data analysis and visualization. Mapping available data sources, management tools, and use of data in downstream research

enabled STTR to identify bottle necks, gaps, and opportunities for streamlining and efficiencies. Using this information, STTR built program and organizational level strategy around data access and management. This process was then used to create tailored data flow maps for each of 15 tumor-specific research programs. STTR also started working groups engaging researchers with diverse interests to develop and share best practices. As a result of these activities, STTR was able to spearhead projects related to specimen management (data model development and tool selection) and partner with IT to tackle challenges cross Fred Hutch. In addition, STTR has clearer understanding of research needs which inform internal biotool development, and importantly, there is increased dialogue around, and understanding of the importance of data access and management in research.

This framework is extensible to other research organization to help others optimize and improve access to tools to facilitate translational research.

Presenter: Rachel Galbraith, Fred Hutch, US

12:00pm – 1:00pm

CONCURRENT SESSIONS

20: Process automation/AI in research administration? It's a reality!

Room: Kings 1

Time: 12:00pm – 1:00pm

Problem/challenge

In the beginning, there was research, then came regulatory requirements, adherence, audit and consequences. Research administration complexity has kept pace with these changes, moving from minor to essential; unregulated to highly regulated; trivial to burdensome; which ultimately has led to the outsourcing of it from the researcher to...us!

Our profession exists to ensure research and researcher activity complies to the various regulations, guidelines, policies and laws. And to find ways to finance them to discover vast new knowledge and solve complex world challenges. To help us do this well, we put in place a variety of processes and procedures to manage, monitor, review and improve our support. The trouble is, our profession is highly reliant on human capital and memory, which is expensive, inherently flawed, and means we are somewhat stymied in being able make big leaps forward in our practice.

Solutions

In this presentation, we look at what our Research Office did to get on board with the digital/artificial intelligence (AI) revolution. We showcase two new tools:

1. GRACE - A software tool that automates the review of ARC applications for compliance and eligibility issues.
2. REFORM – A software tool that harness multiple data sources to match funding opportunities to research capability and capacity.

Review

Finally, we'll show you our journey with these products and discuss how they fit into our new vision of the research administration world

Presenters: Halina Oswald, Helen Partridge, Lynn Miller, Monash University, AUS

21: The Promise of Diverse Scientific Teams: Tools for Launching High-Performance Research Collaborations

Room: Kings 2

Time: 12:00pm – 1:00pm

Research has begun to illustrate the benefits of diverse collaborative research teams, revealing that the inclusion of gender and racial-ethnic diversity in scientific teams increases citation impact. Other studies show that interdisciplinary collaboration boosts funding, innovation, and productivity. However, there are many barriers to collaboration, including scientific language barriers, balancing team cohesion among

diverse participants within an innovation environment, as well as promotion and tenure norms that do not always reward interdisciplinary research or middle authorship on publications. To overcome these barriers, effective leadership of the research enterprise requires new ways of integrating institutional research agendas with faculty professional development, and aligning recognition and rewards with science teaming. This presentation will describe best practices and strategic tools for training faculty and institutional leaders in developing, promoting, executing, and supporting high-performance scientific teams. Learning outcomes include familiarity with the literature on diversity and science teaming, knowledge of a variety of institutional strategies to catalyze a culture of interdisciplinary collaboration, and a logic model worksheet to determine how your institution can harness the creative capacity and collective intelligence of diverse collaborators.

Presenter: Dr Barbara Endemaño Walker, University of California Santa Barbara, US

22: Using machine learning to understand research performance - tips, tricks and lessons learned

Room: Kohala 1 & 2 Time: 12:00pm – 1:00pm

Machine learning techniques are useful when the pattern in a data set is not known or easily described using conventional mathematics. They can handle multiple, interacting variables and identify subtle patterns, giving them considerable potential for understanding research performance. Despite the complex mathematics behind machine learning there is a surprising array of tools available for use.

This talk will provide a brief non-technical introduction to some of the tools available but will focus on the biggest challenge to using machine learning techniques, data availability. While we live in an age of big data, access to the fine-scale institutional level data required to understand research and researcher performance is often limited. The more complicated the relationship the more data will be required as model performance will depend on the extent to which the training data capture the pattern being sought. There are, however, a few tips and tricks that will improve your chances of successful model training and prediction.

The presentation will cover how multiple research output metrics and Boosted Regression Trees were used to identify a performing cohort of researchers across disciplines and academic levels at the University of Tasmania. Several other pattern recognition examples (Neural Networks, CART) will also be provided to illustrate some of the strategies you can employ to train models on small datasets.

Presenter: Dr Regina Magierowski, University of Tasmania, AUS, contributor Dr Angela McGuire, AUS

2:00pm – 3:00pm

CONCURRENT SESSIONS

24 : Postcards from an Institute Without Walls Platform for Accelerating Global Medical Innovation

Room: Kings 1 Time: 2:00pm – 2:30pm

This presentation will describe our model, experience and lessons learned developing the HonorHealth Research Institute (HRI), a novel academic/community hybrid for accelerating global medical innovation that has become a leader in early drug/device development and personalized/precision medicine. The HRI approach to removing barriers and leveraging collaboration has attracted patients from all 50 states and 28 countries for first in human trials, collaborations from leading international academic and industry partners, and significant federal, private and philanthropic funding for research. The presentation will emphasize examples of and processes for effective collaboration bridges between community care sites, academic institutions, international partners and sponsors for accelerating medical innovation development.

Presenter: Mark Slater, Honorhealth Research Institute, US

25: Managing the new and revolutionary fronts

Room: Kings 1

Time: 2:30pm – 3:00pm

Publishing one's research can be considered as one of the disruptive areas in research because the construct of research publication is changing. From the Medieval *studia generalia*, in which prospective applicants published their these orally in defence mode; through emergence of domination of print publication and a 'genre' of research publication linked with 'scientific method'; and into OECD' (2002) redefinition of research to include performative work, the notions of research publication have responded to changing rules of what is considered research publication. The Performative turn within research and research publication is currently evident in a range of research publications that draw on the different creative modes of communication.

This presentation, in a performative mode of a 20 minute cabaret, models one of the creative ways in which research can be disseminated and taught. The emergence of the 'performative turn' called for exemplars of different modes of research publication. . 'My idea of academic cabaret involves a spoken monologue around a specific topic interspersed with songs chosen to advance the central theme of the cabaret topic through their lyrics' (Hill, 2015, 153).

Presenter: Dr Geof Hill, The Investigative Practitioner, UK

26: Edging away from serendipitous impact - how to build strategic engagement purpose at different tiers of a research organisation

Room: Kings 2

Time: 2:30pm – 2:45pm

Australia's 2018 Research Engagement and Impact Assessment (EIA) evaluated each university at a discipline level. It concentrated on:

- Research engagement strategy and performance through narratives and data.
- Research translation performance through narrative case studies of research impact.

One of the key EIA learnings for UTS was the paucity of explicit research engagement strategy specific to each discipline. The inaugural submission revealed that agreed measures, systems and processes for collection were also absent. The 2018 engagement submissions were hence a best effort patchwork with fragments of evidence, strategy and argument, while impact case studies were either descriptions of serendipitous impact or reflections of the personal drive of isolated researchers or centres.

For 2021 (and perhaps more realistically 2024), a root and branch approach is being taken. It will begin with annual documentation of strategy at institutional, faculty, school and centre levels. Further enhancements will create a web of objectives and measures along with capture processes that inform research practice.

This presentation will summarise those efforts to date - to distil and share strategy, to agree on measures and collection and reporting processes, and highlight the tools in use.

Presenter: Scott McWhirter, University of Technology Sydney, AUS

27: Returning to the challenge of measuring return on investment in research: The development of The TAC ROI Framework

Room: Kings 2

Time: 2:45pm – 3:00pm

Return on Investment (ROI) is a performance measure used to evaluate the efficiency of an investment. ROI aims to directly measure the profitability of an investment, relative to its total cost. There is frequently a Board expectation that all investments, including research, deliver a defined benefit to the business. Therefore, it is imperative that the ROI of research can be clearly demonstrated. ROI is an extremely difficult construct to measure, especially outside the areas of business and finance. There is currently a paucity of reliable, reputable ROI frameworks applicable to the field of health, disability and

compensation research. This is a particularly complex area of research to determine ROI, as it typically consists of a multifaceted combination of economic and social outcomes.

The current study describes the development and pilot application of a framework designed to measure ROI. The primary aim was to develop a simplistic, easy to use ROI framework which is comprehensive, relevant and feasible. The Transport Accident Commission (TAC) ROI Framework was designed to incorporate various elements of health, disability and compensation research, and consists of 6 primary categories: Advancing Knowledge, Building Capacity, Informing Decisions, Health Impacts, Client Experiences, and Socio-economic Impacts.

The new framework was piloted on several TAC research projects. Preliminary results indicate that the TAC ROI Framework is a comprehensive, easily interpreted measure which can be reliably applied in a broad variety of research applications. Furthermore, the implementation of the TAC ROI Framework was utilised for both individual research projects and entire research programs.

Presenter: Dr Jacqueline Woerner, Transport Accident Commission, AUS

28: Strategies for finding collaborators for funding opportunities

Room: Kings 2

Time: 2:00pm – 2:30pm

More research is being published today than ever before. It can be difficult to manage this information overload to address research development needs like finding high-quality collaborators to approach for new research and funding opportunities. Luckily, when applied to this challenge, Open Data and machine learning approaches can help.

In this talk, we will describe approaches to finding world-class collaborators by analyzing research portfolios and online engagement with a client partner institution's research.

First, we will show how to analyze the funding and publication competitive landscape using Dimensions (a linked research information system) to find new funding opportunities and potential collaborators within academia, as well as among the corporate and public policy sectors.

We will then discuss the untapped potential of scholarly "Big Data" like altmetrics in finding potential collaborators. By tracing discussions happening around an institution's research using tools like Altmetric Explorer, it is possible to identify rising researchers in disciplines worldwide. We will explore how institutional and disciplinary analyses can highlight potential collaborators using a variety of indicators that measure impact and reach.

We will conclude with a frank, interactive discussion that will allow participants to discuss the strengths and challenges of both traditional and emerging research development approaches.

Presenter: Kelsey Rosell, Digital Science, US

29: It's Not Fantasy Football – Analytics and Competitive Intelligence for Research Administrators

Room: Kings 2

Time: 2:00pm – 2:30pm

The value of data analytics and competitive intelligence is often lost as research administrators juggle multiple proposals and ever-changing compliance in a fast-paced environment. This talk will focus on the importance of efficient benchmarking in proposal development with a focus on comparison to peer institutions. Evaluative mechanisms used by funders are identified to characterize successful proposals and provide guidance about strategic choices in the proposal submission process. Scientiometric analyses that incorporate collaborative network queries, patterns of authorship and citation metrics provide a platform for competitive action and strategic choice. Benchmarking is complementary to the overall proposal

development process with its value clearly demonstrated through case studies illustrating the power of competitive analytics in proposal generation.

Presenters: Dale Hess, Cynthia Gary and Debra Haring, University of Rochester, US