

***Developing Future Research Leaders:
Evaluation Challenges of the Group of Eight
(Go8) Universities Program***

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Evaluation Solutions

**Presentation AES Annual Conference September 2008 Perth WA
Theme: Evaluation: Adding Value**

This Presentation

- The Group of Eight Future Research Leaders' Program
- Collaboration in a service provider context
- Evaluation rollout
- Evaluation challenges

The Group of Eight

The Group of Eight (Go8) universities represent the leading research-intensive universities in Australia,

- Adelaide University
- The Australian National University
- University of Melbourne
- Monash University
- University of New South Wales
- University of Queensland
- University of Sydney
- University of Western Australia



Group of Eight

Excellence in Research & Education

AUSTRALIA'S
LEADING UNIVERSITIES



Evaluation:
ADDING VALUE

www.evaluationsolutions.com

The Project

The Future Research Leaders Program

2007-2008

- **Approach:** Service-based collaboration (HR and Research Offices) across Go8
- **Aim:** Develop skill and knowledge capability in finance and resource management
- **Target:** Current and future research leaders
- **Product:** Generic modules, customised by each university

The Drivers



Ageing Academic Workforce

The Australian Higher Education Supplement Bye-bye, boomer professors
Guy Healy | May 28, 2008
Illustration: Paul Newman



Evaluation:
ADDING VALUE

The Drivers

THES-QS Top World 200 Ranking Times Supplement University Rankings

University	Aus Rank	(World Rank)
ANU	1	(16)
Uni of Melbourne	2	(27)
Uni of Sydney	3	(31)
UQ	4	(32)
Monash U	5	(33)
UNSW	6	(44)
Uni of Adelaide	7	(62)
UWA	8	(64)
Macquarie U	9	(168)
QUT	10	(195)
Uni of Wollongong	11	(199)
Times Higher Education Supplement University Rankings		(200)

The Shanghai Jiao Tong University Rankings

National and International Benchmarks



Evaluation:
ADDING VALUE

The Drivers



Human Resources Benchmarks

The Model

“Best practice training in financial & resource management to current and emerging research leaders”



Evaluation Focus

Evaluation of overall impact on researcher capabilities and institutional performance:

1. Module effectiveness (Module evaluation)

- pilot and trial phase
- blended learning
- continuous improvement

2. Researcher capability (KPIs)

- financial and resource management capability
- changes in behavior and performance

3. Institutional impact (Case study)

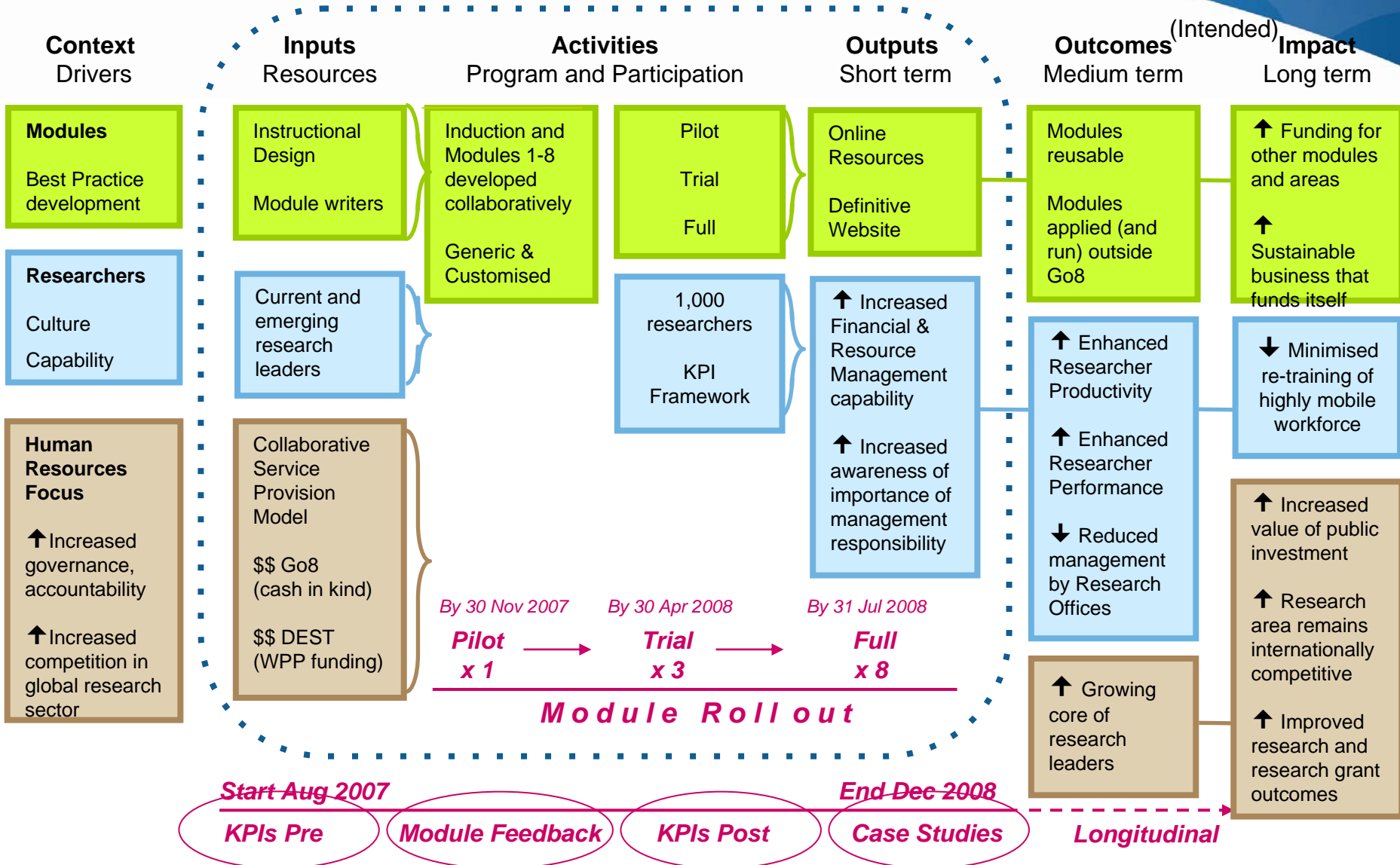
- changes in practices

Evaluation Activity

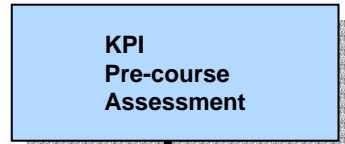
Evaluation of overall impact on researcher capabilities and institutional performance:

- 1. Evaluate 9 training modules**
 - piloted at each contributing university
 - trialled at 3 universities
 - implemented across all 8 universities
- 2. Establish key performance indicators**
 - pre-and post-training delivery for 1,000 researchers
- 3. Institutional case studies**
 - impact in all 8 universities

Logic Model

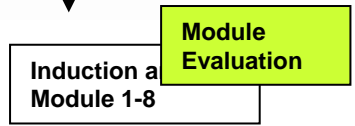


FRLP Module Rollout



First enrolment

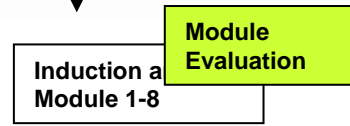
Start of learning cycle



Pilot

Nov 2007

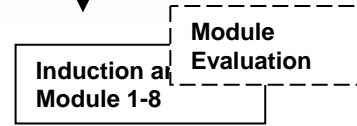
Start of learning cycle



Trial

Feb-Apr 2008

Start of learning cycle



Full

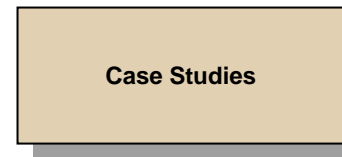
May-Jul 2008

Adelaide	I	1	2	3	4	5	6	7	8
ANU	I	1	2	3	4	5	6	7	8
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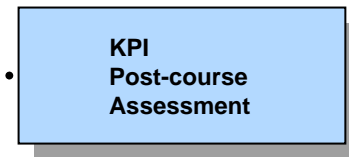
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Aug-Sep 2008



Each Go8 University

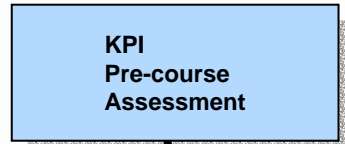
Aug 2008



Each Go8 University

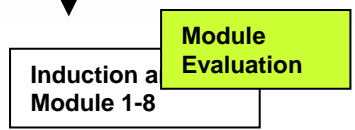
- Modules:**
- Induction: Settling In
 - Mod 1: Research Strategy and Planning
 - Mod 2: Commencement and Collaboration
 - Mod 3: Governance and Compliance
 - Mod 4: IP and Commercialisation
 - Mod 5: Financial, Resource and Risk Management
 - Mod 6: Grant and Contract Administration
 - Mod 7: Managing People in a Research Context
 - Mod 8: Project Closeout

FRLP Module Rollout



First enrolment

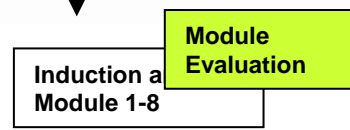
Start of learning cycle



Pilot

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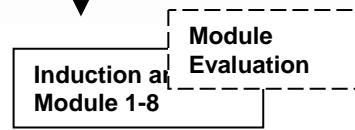
Start of learning cycle



Trial

Feb-Apr 2008

Start of learning cycle



Full

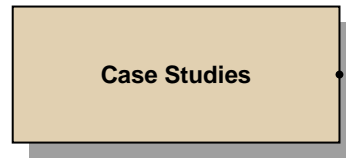
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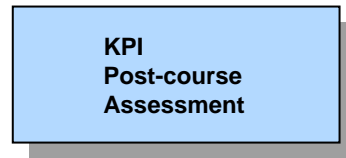
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Aug-Sep 2008



Each Go8 University

Aug 2008



Each Go8 University

Full (Extended)

Aug-Dec 2008

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Case Study Rollout

			1	2	3
			Project Owners	Project Implementers	Project Adopters
Aug/ Sep 2008	Adelaide	1 2 3	<p><u>Interview</u> 1-2 MOST influential</p> <p>E.g. DVC (Research) PVC (Research)</p>	<p><u>Interview</u> 2-3 VERY involved or DIRECTLY impacted</p> <p>E.g.</p> <ul style="list-style-type: none"> • Dir/Mgr Research Office • Dir/Mgr HR • Dir/Mgr OD/ L&D • Dir/Mgr Commercialisation • Dir/Mgr Financial 	<p><u>Interview</u> 2-3 VERY involved or DIRECTLY impacted</p> <p>E.g.</p> <ul style="list-style-type: none"> • Supervisor • Research Centre Leader • Academic HoS • Team Leader <div style="border: 1px solid black; padding: 5px; margin-top: 10px;"> <p>Supervisors</p> <p><u>KPI Survey</u></p> <p>Open-ended questions</p> <p>Jul/ Aug 2008</p> </div>
Aug/ Sep 2008	ANU	1 2 3			
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Aug/ Sep 2008	UWA	1 2 3			

• Who is responsible for researcher development?

- Importance of program to you?
- Have things changed?
- What worked, what did not?

• What next?

Challenges: Evaluation

Many challenges for a project of this size, complexity, sensitivity and importance:

- Measuring impact in the short term
- Longitudinal studies
- Credible performance indicators
- Rollout across eight independent institutions
- Timelines and delays in commencement, readiness
- Controlling project scope
- Notion of “best practice” modules
- Data analysis

Some final thoughts

- Evaluating long term outcomes and impacts requires realistic timelines
- Evaluation can contribute to the quality of the project
- Importance of individuals to the success of the project
- Quality and clarity of the brief – importance of the clarification stage and beyond

Questions & Contact Details

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VIC 3004 Australia



Evaluation:
ADDING VALUE

Challenges: Project Manager

- **Project Management Challenges**
- Time lines and delays in commencement
- Who is responsible for researchers management training in the individual universities?
- Working with academics against tight timelines and government expectations
- Controlling project scope
- Managing and preserving the project reputation
- Participant sensitivities and political issues