

Developing Research Leaders: A Case Study of Collaboration

The Group of Eight Future Research Leaders' Program

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This presentation

The Group of Eight Future Research Leaders'
Programme

Collaboration within a service provider context

Lessons for future collaboration



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The Go8 Future Research Leaders' Initiative – The Beginnings

- Commenced in 2004 with the identification of a need not being met
 - Benchmarking
- Collecting the evidence
 - Literature review
 - Qualitative study of researchers
- Building of the sponsorship base
 - HR Managers
 - Research agencies
 - Conferences

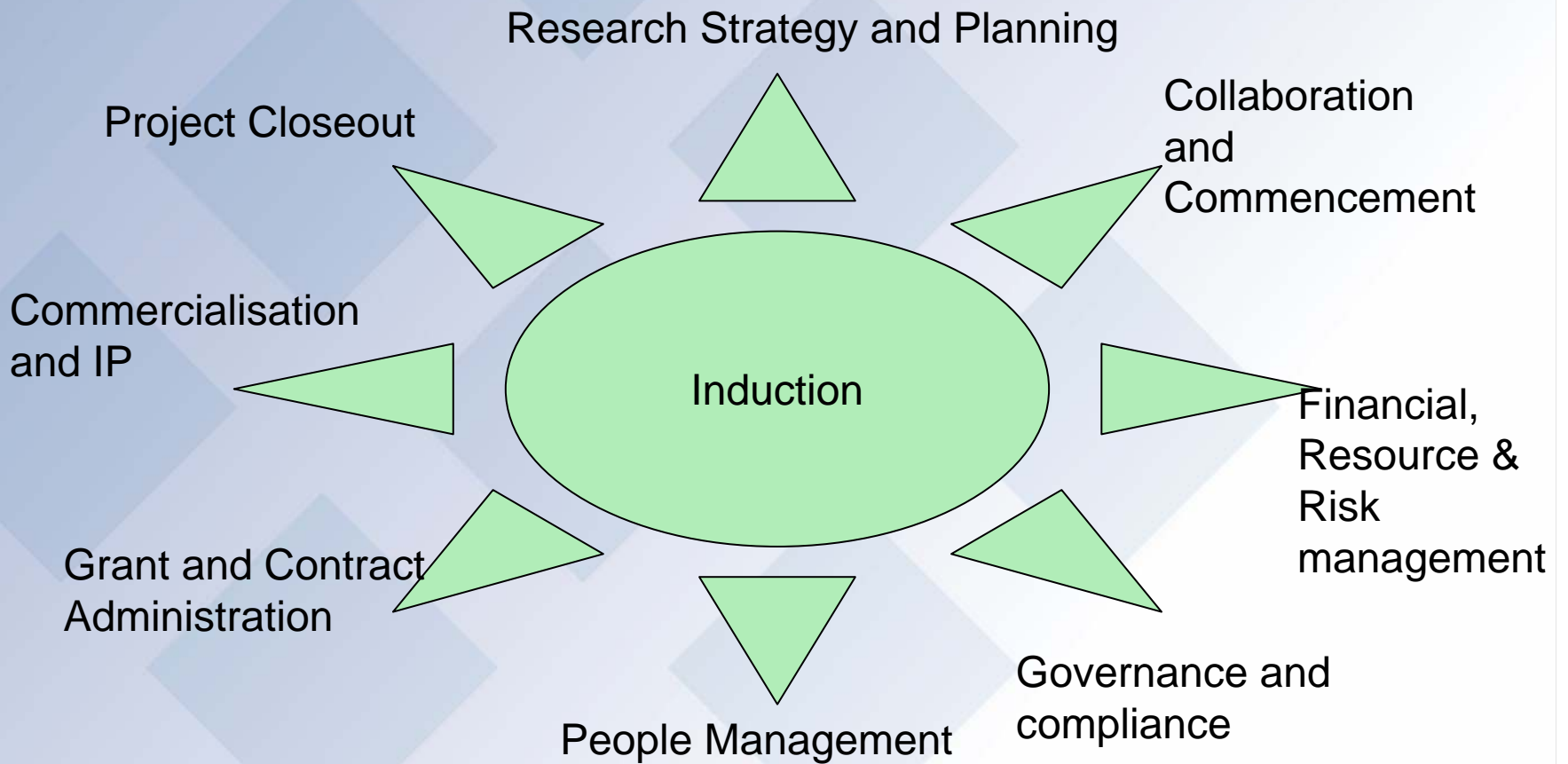
The Go8 Future Research Leaders' Initiative – The Project

- Workplace Productivity Programme focus on financial and resource management
- Research induction and project management identified as main priority
- Target group: new and emerging research leaders
- Approach: Blended learning method

The Go8 Future Research Leaders' Initiative – The Review

- A review of the universities practices, role expectations issues and current sources of guidance
- This review concluded that:
 - There was widespread support for training in the organisational behaviour aspects of management, grantsmanship, research supervision, and to lesser extent commercialisation and IP
 - While senior staff recognised the need for training in financial and resource management there was little recognition of the need for these skills at junior levels
 - There was considerable resistance to the topics originally proposed
 - The Program is ground breaking, not only in Australian but internationally

The model:



The Go8 Future Research Leaders' Initiative – Mobilisation

- Go8 involvement
- Under whose name? Go8 Chair of HR
- \$1,000,007
- The need for a project manager
- Steering Group, Organisational and Staff Development Liaison Group, Instructional Development Team, Evaluation Consultants.....

The results to date:

- Nine modules developed collaboratively
- Stringent peer review process
- Collaboration across human resources, organisational development, research, some academic development agencies.
- Close focus on “who is responsible?”
- Marketing and promotion
- Definitive website

The Challenges of Collaborating on Service-Based Projects



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The practicalities

- Funding sources
- Resourcing / costing the project
 - In-kind versus funded support
- Ownership – identifying and working with the key stakeholders
- Building a cohesive and supportive community
- When critical people leave.....

Herding Cats... The Project Management Challenges

- Initial budget : we can do it all.....
- Project manager role:
 - Coordination of all elements
 - Time lines and budget control
 - Liaison – universities, government and international
 - Tenders, third parties and contracts
 - Quality control
 - Executive Officer
 - Reporting
 - Licensing and marketing

Project Manager 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

What next?

- Licensing and distribution of the modules
- Quality management – content authority control
- Integration of additional learning support and enhancements / upgrades
- Facilitator notes and contributions
- Stage 2: Research Leadership Programmes for Go8 researchers

Some final thoughts

- HR can make a real difference to how universities work.
- Think outside the square: what issues does the university need to address and how might we contribute to that?
- The joys of collaboration – it can change you and the ways you work.
- Benchmarking is the starting point.
- Identify the gaps and be brave and innovative!