

Policy and Procedures on the Establishment, Approval, Administration and Review of Institutes, Centres and Groups

Overview

1.1 UNE freely acknowledges that it has drawn substantially upon a University of Queensland policy in drawing up this document. UNE considers the University of Queensland to have the “best practice” model in this field.

1.2 This policy and supporting procedures regulate the establishment, administration, approval and review of groups, centres and institutes.

1.3 For existing University-wide units/centres/institutes, this policy will apply from the next originally scheduled review of such a centre.

1.4 For existing Faculty-based units/centres/institutes this policy will take effect immediately. It will be at the discretion of each Faculty to determine the period to the next review of such centres with the expectation that this will be completed within 12 months from the adoption date of this policy by the UNE Research Committee.

Description

2 Policy and Procedures:

2.1 Role of Centres

2.1.1 Centres are intended to reflect a focus of expertise; most, but not all, centres at the University of New England [UNE] will have a research focus. They consist of a group of researchers that might be drawn from a variety of schools and/or faculties. A centre differs from a group of researchers performing collaborative work on a particular research project. A centre implies commitment by the relevant members to develop a program in a focussed, but broader fashion, than for a single research or consulting project. In addition, all centres (regardless of size) will have a coordinator (for centres at Faculty level) or a director (for certain University-wide centres/institutes), a formal management and reporting structure, a number of researchers (critical mass) and preferably also a group of research students whose work is part of the centre.

2.1.2 There will be cases where it is appropriate to create a centre based on other criteria, such as community-based activity, or interdisciplinary teaching. Indeed, some centres may play key roles in interdisciplinary teaching activity, which cannot be readily accommodated through the normal school structures. They may also collaborate closely with schools in the development and delivery of programs, particularly fee-paying postgraduate course work and extension programs developed in response to industry needs. Similarly, centres may be involved in providing consulting services to industry as a normal part of their activities.

2.1.3 Most centres are particularly intended to facilitate and promote interdisciplinary and multi-disciplinary activity in the University. In addition, centres provide a common and easily identifiable face to external users, and the means to achieve visibility and raised profile. Public recognition of nodes of excellence will also assist interactions and collaborations with external organisations, research institutions and government, as well as help to attract excellent staff and students.

2.1.4 Centres are not intended to detract from the work of single researchers or that of small groups that might choose to work informally within schools. Centres are intended to facilitate interactions and collaborations appropriate for an on-going program or longer-term alliance.

2.1.5 The critical mass of a centre and its level of activity will determine how it is categorised (see section 2.2 of this policy). Centre status should not be taken to imply permanency to a structure in the way that school status might.

2.2 Categories of centres

2.2.1 There are two formal categories of centres:

- Faculty centre ([section 2.5](#))
- University centre/institute ([section 2.6](#))

2.2.2 An informal category - group ([section 2.4](#)) - acknowledges informal collaborations that may often exist as a prelude to a more formal organisation of activity.

2.2.3 Sections 2.4 to 2.6 of this policy provide descriptions of each category of centre, as well as the mechanisms for their approval, review and annual reporting requirements.

2.2.4 Cooperative Research Centres (CRCs) have a separate status and are not included in this policy. They are subject to different approval mechanisms under the auspices of the Commonwealth Government. For further information on CRCs, refer to the Office of the Pro Vice-Chancellor (Research).

2.3 Academic and resource issues associated with the operation of Faculty/University Centres and Institutes

2.3.1 Faculty-based Centres are normally included in the organisational structure of the faculty for academic and resource purposes. Centre coordinators will normally report to their Head of School or in exceptional cases to the Dean.

2.3.2 Research students associated with a Faculty centre will be enrolled through the relevant school/s, and associated income allocated in line with established University funding guidelines.

2.3.3 Any external staff member with a recognised appointment to a centre (i.e. adjunct, joint, or conjoint), within the constraints of University policy and guidelines on supervision, will be responsible to the relevant Head of the enrolling school or centre director as appropriate.

2.3.4 Centres may engage in postgraduate teaching through collaborative arrangements with schools and faculties. In some cases centres may act as coordinators of interdisciplinary postgraduate teaching programs, where it is agreed that such activity fits with the directions of the relevant faculties and with the mission of the centre. As with research students, any income from these activities will be allocated in line with University funding guidelines.

2.3.5 Where a centre is involved in the development and/or delivery and/or coordination of postgraduate coursework programs, the relevant Dean/s will be responsible for managing the distribution of income associated with this work.

2.3.6 Joint appointments of staff may be pursued to facilitate collaborative arrangements between centres and schools. Such appointments will need to be carefully managed, to ensure that there are clear expectations in terms of the position's reporting lines and its work commitments for both the centre and school.

2.3.7 Proposals for new university centres must clearly document that all relevant stakeholders (including those external to the University) have reached agreement on the following resource management arrangements:

- cost/income splitting arrangements for research students;
- cost/income splitting arrangements for teaching activity;
- cost/income splitting arrangements for centre staff, and, in particular the centre director; and
- the distribution of returns from activity, based on outputs.

2.3.8 Reviews of centres will examine whether these arrangements have been managed effectively.

2.4 Groups: description, reporting lines, approval and review processes, and annual reporting requirements

2.4.1 Description

2.4.1.1 In order to encourage collaboration between researchers, and allow centres to develop, informal groupings of researchers may establish a research ‘group’. Groups within a faculty or school are usually transitional structures, with a shorter lifespan than formally approved centres, but may choose to retain this status on a long-term basis.

2.4.1.2 The characteristics of a group include:

- activity is supported by an informal structure, that is intended to provide a focus for staff in an emerging or established area of expertise in a school, between schools, or between faculties;
- no formal reporting requirements or management structures; and
- normally not established as a separate cost centre.

2.4.1.3 Groups are led by a leader (coordinator), nominated by the members of that group following an equitable and transparent selection process. They are encouraged to promote their activities via a web site and printed material. For such promotional purposes these groups may reserve a centre name for future use.

2.4.2 Reporting lines

2.4.2.1 A group leader reports to the relevant Head of School or in exceptional cases to the Dean.

2.4.3 Approval Process

2.4.3.1 A proposal to establish (or disband) a group is submitted by the head of the lead school to the Dean for approval, following consultation with relevant stakeholders. Once approved, the Pro Vice-Chancellor (Research) is notified of the establishment (or disbanding) of the group for inclusion on the Register of Groups, Centres and Institutes.

2.4.3.2 Proposals to establish a group may address the criteria detailed in the proforma ([Appendix 1](#)).

2.4.4 Review Process

2.4.4.1 The reviews of groups within Faculties is captured within and governed by the Faculty review process as set out in the *UNE Policy on Teaching & Research Quality Assurance: Reviews of Units, Courses, Schools, Research Centres/Institutes and Faculties*. Should disestablishment be recommended the Pro Vice-Chancellor (Research) will oversee the process.

2.4.4.2 The Dean notifies the Pro Vice-Chancellor (Research) of review outcomes, including the centre's ongoing status, for purposes of maintaining the Register of Groups, Centres and Institutes ([see section 2.10](#)).

2.4.5 Annual reporting requirements

2.4.5.1 Because of their informal nature, groups are not required to submit annual reports.

2.5 Faculty centres: description, reporting lines, approval and review processes, and annual reporting requirements

2.5.1 Description

2.5.1.1 Faculty centres are established generally around an existing or emerging area of academic teaching or research strength or expertise. Faculty centres may be recognised nationally and/or internationally.

2.5.1.2 The characteristics of a Faculty centre include:

- activity is focussed mainly within the faculty but would not exclude joint arrangements, for example between two faculties;
- the level of activity constitutes only a small proportion of the overall faculty activity, as measured by research or other income/expenditure, publications and other indicators;
- support staff are employed on a project basis, with normally minor or no dedicated full-time administrative, technical or support staff paid by the centre, apart from those employed on research or analogous contracts; and
- external research staff affiliated with the centre are generally employed on an in-kind basis (i.e. adjunct), rather than on the basis of payment of services (i.e. conjoint or joint appointment). Such staff may supervise research higher degree students, but must formally agree to report through a relevant head of school to the Dean and/or Pro Vice-Chancellor (Research).

2.5.1.3 Faculty centres are led by a leader (co-ordinator) nominated by the members of the centre following an equitable and transparent selection process. Nominations should be reviewed and confirmed annually by centre members.

2.5.2 Reporting lines

2.5.2.1 The centre co-ordinator reports to the relevant Head of School or in exceptional cases to a Dean. The centre co-ordinator is usually part-time, with the co-ordinator's salary wholly met by the school with which the co-ordinator is normally associated.

2.5.3 Approval process

2.5.3.1 A proposal (which includes consultation with relevant stakeholders, including other faculties) is submitted by the relevant head of school to the Dean for approval. Once approved, the Pro Vice-Chancellor (Research) is notified of the establishment of the centre for inclusion on the Register of Groups, centres and Institutes.

2.5.3.2 Proposals to establish Faculty centres must address the criteria detailed in the proforma ([Appendix 1](#)). Where relevant, memoranda of agreement with external bodies should be concurrently developed.

2.5.4 Review process

2.5.4.1 The reviews of centres within Faculties is captured within and governed by the Faculty review process as set out in the *UNE Policy on Teaching & Research Quality Assurance: Reviews of Units, Courses, Schools, Research Centres/Institutes and Faculties*. This review is required to make explicit comment on financial and resource management of centres.

2.5.4.2 The relevant Dean should review the centre's progress every three years or during the scheduled review of the Faculty. The Dean determines the nature and scope of the review, although it is expected that the review would include specific assessment of research and other outcomes from centre activities, in line with the centre's mission and some measure of peer review.

2.5.4.3 Reviews of centres should include an examination of the resource management principles outlined in [section 2.3](#) of this policy.

2.5.4.4 The Dean notifies the Pro Vice-Chancellor (Research) of review outcomes, including the centre's ongoing status, for purposes of maintaining the Register of Groups, Centres and Institutes ([see section 2.10](#)).

2.5.5 Annual reporting requirements

2.5.5.1 Annual reports for Faculty centres in non-review years need not be extensive, but must provide an overview of the centre's activities and achievements for the year, including current publications, grants, contracts, staff and students. (See proforma Appendix 3).

2.6 University centres/institutes: description, reporting lines, approval and review processes, and annual reporting requirements

2.6.1 Description

2.6.1.1 University centres/institutes are created to recognise an established area of academic strength that benefits most from independent status as a separate academic unit. There is generally inter-faculty participation in the centre's activities. The research or other activity of the centre/institute is recognised internationally, with the centre's programs including significant national and/or international collaborations.

2.6.1.2 The characteristics of a university centre/institute include:

- activity is generally focussed across several faculties/schools;
- the level of activity in the centre/institute is sufficient to support higher degree research supervision load;
- income is likely to be obtained from a variety of sources including competitive, industry and international sources;
- international recognition is evidenced by the attraction of overseas postgraduate research students or staff (researchers or visitors);
- a recognised core of dedicated support staff are employed by the centre/institute;
- external staff affiliated with the centre/institute may be employed on an in-kind basis (i.e. adjunct) or on a reimbursement basis (i.e. conjoint or joint appointment). Such staff may supervise research higher degree students but must formally agree to report through the head of the enrolling school and the centre/institute director to the Pro Vice-Chancellor (Research).
- the centre/institute usually has recognised space, equipment and facilities; and
- a separate cost centre is created.

2.6.2 Reporting lines

2.6.2.1 The centre/institute director is generally full-time and reports to the Pro Vice-Chancellor (Research). The centre/institute director can be appointed through an internally or externally advertised selection process similar to Head of School appointments.

2.6.2.2 University centres/institutes are required to have an independent advisory board (called Board of Centre/Institute) consisting of a number of external members, and a separate internal management committee.

2.6.2.3 Funding mechanisms, including funding for student supervision and teaching activities, are agreed by relevant parties to the satisfaction of the Pro Vice-Chancellor (Research) during the approval process. University centres/institutes are eligible to receive a share of research-based income in line with University guidelines.

2.6.2.4 It is expected that nationally assigned centres such as Australian Research Council Special Research Centres or Key Centres of Teaching and Research would normally be assigned university centre/institute status.

2.6.3 Approval process

2.6.3.1 A formal proposal (which includes consultation with relevant stakeholders, including other faculties) is submitted by the relevant Centre/Institute Director via the Pro Vice-Chancellor (Research) to the UNE Research Committee. Following review by this Committee, a recommendation is forwarded by the Pro Vice-Chancellor (Research) to the University's Academic Board. Academic Board approves the establishment of university centres/institutes. Once approved, the Pro Vice-Chancellor (Research) is notified of the establishment of the centre/institute for inclusion on the Register of Groups, Centres and Institutes.

2.6.3.2 Proposals to establish university centres/institutes must address the criteria detailed in the proforma ([Appendix 2](#)), including details of the proposed centre's board and management committee. Where relevant, memoranda of agreement with external bodies should be concurrently developed.

2.6.4 Review process

2.6.4.1 The reviews of Research Centres/Institutes outside of specific Faculties is captured within and governed by the Research Centre/Institute review process as set out in the *UNE Policy on Teaching & Research Quality Assurance: Reviews of Units, Courses, Schools, Research Centres/Institutes and Faculties*. This review is required to make explicit comment on financial and resource management of centres and to take account of the views of relevant internal and external stakeholders.

2.6.4.2 The Pro Vice-Chancellor (Research) notes the review outcomes, including the centre's ongoing status, for purposes of maintaining the Register of Groups, Centres and Institutes ([see section 2.10](#)). Should disestablishment be recommended the Pro Vice-Chancellor (Research) will oversee the process.

2.6.5 Annual reporting requirements

2.6.5.1 University centres/institutes will submit full annual reports via the Pro Vice-Chancellor (Research) to the UNE Research Committee. (See proforma Appendix 3).

2.7 Research activity involving external partners

2.7.1 Research activity involving external partners may take a number of forms. Examples may include a joint venture on a single project, that has a defined outcome; or a joint program of research that is prescriptive in defining decision-making processes, contributions, and outcomes; or collaboration on a major program of research that relies on significant participation with and funding from an external source (such as some Cooperative Research Centres).

2.7.2 An important consideration in undertaking research or other activity with an external partner is the extent to which the University is prepared to share control of research, postgraduate programs, and resources. It is important that the partnership establish clear and unambiguous arrangements for its operation, and that these be vetted by the appropriate University authority.

2.7.3 Any collaboration with an external body requires a formal contract to be negotiated between the parties and signed by a recognised signatory of the University. Centres involving external partners must have formal management agreements signed between appropriate member institutions. Agreements with external agencies should include provision for intellectual property rights, publication delays and student rights.

2.7.4 Agreements must address the following issues:

- structure of the joint venture - unincorporated joint venture versus incorporated joint venture;
- how to measure and recognise contributions from each party e.g. equity and cash in-kind contributions, access to and use of facilities;
- administration and distribution of external funding;
- the composition of the board or committee that will manage the centre;
- the role of the board (powers and limitations), including control of resources;
- determination of overall objectives;
- determination of research, consulting and educational projects;
- control of outputs;
- status, selection procedure and conditions of appointment of staff;
- appointment and role of director (powers and limitations);
- the extent to which the University maintains freedom to conduct teaching, research and consulting activities outside of the centre in circumstances where there are overlapping interests;
- ownership of intellectual property resulting from joint projects and control of its use in teaching, further research and commercialisation;
- strategies for commercialisation and distribution of income;
- the extent to which the parties agree to share information and allow cross fertilisation of research programs; and
- arrangements for students, their supervision and the use of their intellectual property.

2.7.5 Any external collaboration must satisfy all relevant criteria as listed above. In addition, such a joint venture or collaboration may choose to seek centre status and hence recognition and promotion as part of the University. In such cases, the collaborating parties should identify an appropriate centre classification and submit a formal centre proposal through the appropriate channels, ensuring that they comply with all relevant criteria. An external centre that seeks such recognition is bound, once accepted, by the relevant reporting, governance and review parameters of that category. Where possible, internal review mechanisms will accommodate the requirements of external partners.

2.8 Nomenclature and name change

2.8.1 General

2.8.1.1 The terms ‘centre’ and ‘institute’ normally are used only for those organisational units that have been formally approved as a centre or institute under this policy.

2.8.1.2 Other terminology may be used for formally approved centres from time to time, but this will be subject to consultation between the relevant faculty, the Pro Vice-Chancellor (Research) and the approval authority.

2.8.1.3 Existing groups, centres and institutes will be given a period of time to satisfy the relevant criteria or to change their name.

2.8.2 Name Changes

2.8.2.1 From time to time established centres/institutes may wish to change their name in order to reflect better the original focus of the centre’s activities, to promote better the activities of the centre/institute to the wider community, or for simple pragmatic reasons.

2.8.2.2 Where the change is in name only, a proposal, setting out the reasons and justification for the change, should be submitted by the relevant centre co-ordinator or centre/institute director to the relevant approving authority, in accordance with the approval mechanisms for the appropriate centre category set out elsewhere in this document.

2.9 Reclassification and closure of centres

2.9.1 The review process specified for each category of centre/institute is the normal mechanism for reclassifying centres.

2.9.2 Where Faculty centres have either ceased activity or have significantly low levels of activity, they may be closed down. It is expected that such centres would be identified through the normal review process or through the University’s school review process. The final approval authority (Dean for Faculty centres; Pro Vice-Chancellor (Research) in consultation with Academic Board for university centres/institutes) would be consulted about the decision. Should disestablishment be recommended the Pro Vice-Chancellor (Research) will oversee the process.

2.9.3 The ProVice-Chancellor (Research) is notified of the reclassification and closure of centres for the purposes of updating the Register of Groups, Centres and Institutes.

2.10 Register of Groups, Centres and Institutes

2.10.1 The Office of the ProVice-Chancellor (Research) is responsible for maintaining the list of approved groups, centres and institutes in the Register of Groups, Centres and Institutes.

2.10.2 Following approval of a centre/institute, and its inclusion on the Register of Groups, Centres and Institutes, the Director of Planning should be advised so that the centre/institute can be included in the Organisational Units Database and an organisational unit number allocated. Inclusion in the database will allow tracking of a variety of information, including staff, financial, research data etc.

Policy approved by: _____ Vice-Chancellor

Date: _____

APPENDIX 1

Proforma: Proposal to establish a Faculty group or centre

Proposals to establish Faculty centres must provide the following information. Proposals should be forwarded through the relevant head of school to the relevant Dean for approval.

Proposals to establish Faculty groups also may use this proforma. Proposals should be forwarded through the relevant head of school to the relevant Dean for approval.

Centre proposers should read the Policy and Procedures on the Establishment, Approval, Administration and Review of Institutes, Centres and Groups to ascertain the appropriate centre category for their proposal.

1 Objectives

1.1 This section should contain statements on the:

- purpose of the centre;
- proposed category of the centre;
- relationship with the University's mission and/or University/faculty/ school plans and priorities, and for centres with a strong research focus, relationship to the University's Research and Research Training Management Report (RRTMR); and
- operational objectives, including the time-scale for achieving these objectives and outcomes (milestones) of the centre.

2 Nature of work to be undertaken

2.1 This section should explain major research, teaching, consultancy or community-based service programs to be undertaken by the centre. A performance plan should be developed, detailing targets against key performance indicators, such as predicted external grants, publications, higher research degree completions, and income from other sources (such as consulting, continuing education, performances etc) if appropriate.

2.2 Information should be provided on arrangements for the enrolment and supervision of students. (Research students will normally be enrolled through schools ([see section 2.3.2](#).)

3 Arrangements for administration

3.1 This section should contain the operational details of the centre including:

- selection of the co-ordinator and reporting lines;
- the role and contribution of the centre co-ordinator to the centre;
- key academic staff: their reporting lines and their time commitment to proposed activities (including commitments to other schools/centres);
- organisational structure; and
- organisational links and support

3.2 Centres involving external partners must have formal management agreements signed between appropriate member institutions. Agreements with external agencies should include provision for intellectual property rights, publication delays and student rights and address the issues outlined in the policy and procedures.

4 Required resources

4.1 This section should detail the resources required to operate the centre, such as:

- space; and
- other specific resources (e.g. computing infrastructure.)

5 Budget

5.1 This section should contain details of the

- budget for the first year;
- projected budget for subsequent years; and
- expected source(s) of income.

5.2 Where appropriate, the following resource management principles should be clearly documented, with assurances that all relevant stakeholders (including those external to the University) are in agreement:

- cost/income splitting arrangements for research students;
- cost/income splitting arrangements for teaching activities;
- cost/income splitting arrangements for centre staff and, in particular, the centre co-ordinator; and
- the distribution of returns from activity, based on outputs.

6 Arrangements for review and termination

6.1 Proposals should address the review provisions for the relevant category of centre contained in the policy and procedures and ensure that the review requirements of external stakeholders are taken into account.

7 Support

7.1 The proposal should be accompanied by letters of support from the relevant Head of School and, where appropriate, other stakeholders indicating the level of their commitment, financial or otherwise, to the proposed centre.

APPENDIX 2

Proforma: Proposal to establish a university centre/institute

Proposals to establish university centres and institutes must provide the following information. Proposals should be forwarded through the relevant Dean for forwarding to the Pro Vice-Chancellor (Research) and the UNE Research Committee.

Centre proposers should read the Policy and Procedures on the Establishment, Approval, Administration and Review of Institutes, Centres and Groups to ascertain the appropriate centre category for their proposal.

Current university centres/institutes should use this proforma at their next scheduled review date to allow transition to this policy.

1 Objectives

1.1 This section should contain statements on the:

- purpose of the centre/institute;
- proposed category of the centre/institute;
- relationship with the University's mission and/or University/faculty/ school plans and priorities, and for centres with a strong research focus, relationship to the University's Research and Research Training Management Report (RRTMR); and
- operational objectives, including the time-scale for achieving these objectives and outcomes (milestones) of the centre/institute.

2 Nature of work to be undertaken

2.1 This section should explain major research, teaching, consultancy or community-based service programs to be undertaken by the centre/institute. A performance plan should be developed, detailing targets against key performance indicators, such as predicted external grants, publications, higher research degree completions, and income from other sources (such as consulting, continuing education, performances etc) if appropriate.

2.2 Information should be provided on arrangements for the enrolment and supervision of students. (Research students will normally be enrolled through schools ([see section 2.3.2](#)).

3 Arrangements for administration

3.1 This section should contain the operational details of the centre/institute including:

- selection of the director and reporting lines;
- the role and contribution of the centre/institute director to the centre/institute;
- key academic staff: their reporting lines and their time commitment to proposed activities (including commitments to other schools/centres);
- organisational structure; and
- organisational links and support

3.2 Details of the management committee and independent advisory board must be provided.

3.3 Centres involving external partners must have formal management agreements signed between appropriate member institutions. Agreements with external agencies should include provision for intellectual property rights, publication delays and student rights and address the issues outlined in the policy and procedures.

4 Required resources

4.1 This section should detail the resources required to operate the centre/institute, such as:

- space; and
- other specific resources (e.g. computing infrastructure.)

5 Budget

5.1 This section should contain details of the

- budget for the first year;
- projected budget for subsequent years; and
- expected source(s) of income.

5.2 Where appropriate, the following resource management principles should be clearly documented, with assurances that all relevant stakeholders (including those external to the University) are in agreement:

- cost/income splitting arrangements for research students;
- cost/income splitting arrangements for teaching activities;
- cost/income splitting arrangements for centre/institute staff and, in particular, the centre/institute director; and
- the distribution of returns from activity, based on outputs.

6 Arrangements for review and termination

6.1 Proposals should address the review provisions for the relevant category of centre/institute contained in the policy and procedures and ensure that the review requirements of external stakeholders are taken into account.

7 Support

7.1 The proposal should be accompanied by letters of support from the relevant Dean and, where appropriate, relevant heads of school and other stakeholders indicating the level of their commitment, financial or otherwise, to the proposed centre/institute.

APPENDIX 3 EXAMPLE OF REPORTING FRAMEWORK:

1. Name of Research Centre/Institute:

2a. Coordinator:

Name	Discipline	Email

2b. Participants:

Name	Fraction in this Centre	Discipline	Email	Initial

2c. Potential Participants outside Faculty or UNE?

Name	UNE Faculty or Organisation?

3a. Goal (vision – what’s it about?)

3b. Objectives (i.e. Outcomes)

Point 1: you should think about how these relate to the UNE Strategic Plan targets

Point 2: you should also think about your group’s particular resource requirements from external funding – is your immediate (1-3 yrs) need for personnel or resource requirements (e.g. a piece of large equipment, a small grant, a large grant, PhD students, technical staff, post-doctoral fellows, CRC level funding, etc.)

4. Please comment on the following selection criteria for a Faculty Research Centre:

- Does the group have a critical mass of academic staff?
- Is there a strategic academic staff gap that, if filled, would enhance the proposed research centre?
- How many HDR students are currently supervised by staff in this group? (Attach list)
- If successful, how many HDR students would be included in the proposed group?
- Recent research productivity (publications)? (Attach list)
- Recent interactions with community, industry, government? (Attach list)
- Recent external research income? (Attach list)
- Group’s track record of timely completions by HDR students? (Attach list)
- Group’s potential to attract future external funding, postdocs, etc?

5. Certification by relevant Head of School