

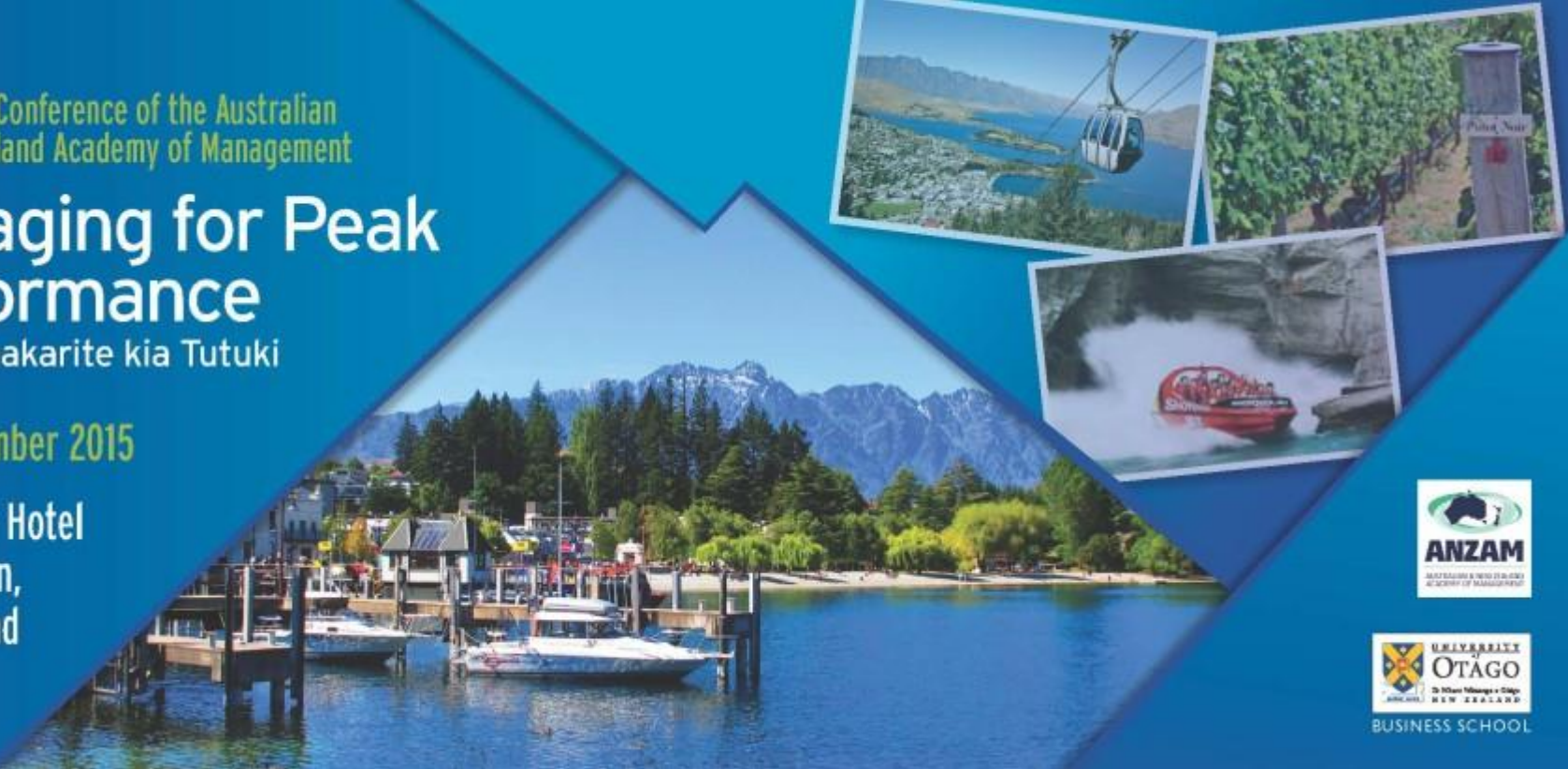
29th Annual Conference of the Australian
and New Zealand Academy of Management

Managing for Peak Performance

Mātua Whakarite kia Tutuki

2 - 4 December 2015

Millennium Hotel
Queenstown,
New Zealand



ANZAM Institutional Members' Meeting, 4 December 2015

New Zealand Performance-Based Research Fund
and its Relevance to Management

Delwyn Clark, Waikato Management School

NZ Performance-Based Research Fund and its Relevance to Management



THE UNIVERSITY OF
WAIKATO
Te Whare Wānanga o Waikato

	In the beginning... 2003	2006	2012	What's up now? 2015 - 2018
Purpose	Improve research quality – to underpin high quality 3 ^o education system			Investment in research that has impact – science system
Funds	From Ministry of Education “top ups” for postgraduate teaching – mostly for salaries	\$185M		MBIE NSSI Investigator-led Institutional funds from Vote TEC \$300M (2016)
Fund allocation	60% Research Quality 25% Research Degree Completions 15% External Research Income			55% Research Quality 25% Research Degree Completions 20% External Research Income

NZ Performance-Based Research Fund and its Relevance to Management



THE UNIVERSITY OF
WAIKATO
Te Whare Wānanga o Waikato

	In the beginning... 2003	2006	2012	What's up now? 2015 - 2018
Unit of Analysis / Eligibility	Individual staff teaching >25% of 1 course on 0.2FTE contract 12 months+ Census	Partial	New Rules Late Δ	Individual staff teaching or research
Evidence Portfolio	4 best outputs + platform ≤ 30 OROs 70% PE ≤ 30 items:9 types 15% CRE ≤ 30 items:9 types 15%			4 best outputs + Platform ≤ 12 OROs 70% RC ≤ 15 items: 12 types 30%
Units for Reporting	BEC Panel/4 Subjects Academic Units Tertiary Institutions			BEC Panels/4 Subjects Academic Units Tertiary Institutions
Metrics	Average Quality Score (AQS)	AQS	AQS* ***	AQS(N)

PBRF and Relevance to Management?



THE UNIVERSITY OF
WAIKATO
Te Whare Wānanga o Waikato

- PBRF system and priorities keep changing
- Research performance matters and the expectations for quality outputs are increasing
 - Business and Economics panel subjects focus on quality refereed journal articles
- VCs are interested in the money and rankings
 - Mandate each PBRF rounds to check on progress
 - Expect all academic staff to be B or above (or NE)
- Business School Deans/HOSs/CODs are also focussed on international accreditations and subject accreditations
 - Focus on research excellence, hire research performers, manage non-performance
 - Focus on impact, engagement and innovation

Business and Economics (BEC) Panel Issues



THE UNIVERSITY OF
WAIKATO
Te Whare Wānanga o Waikato

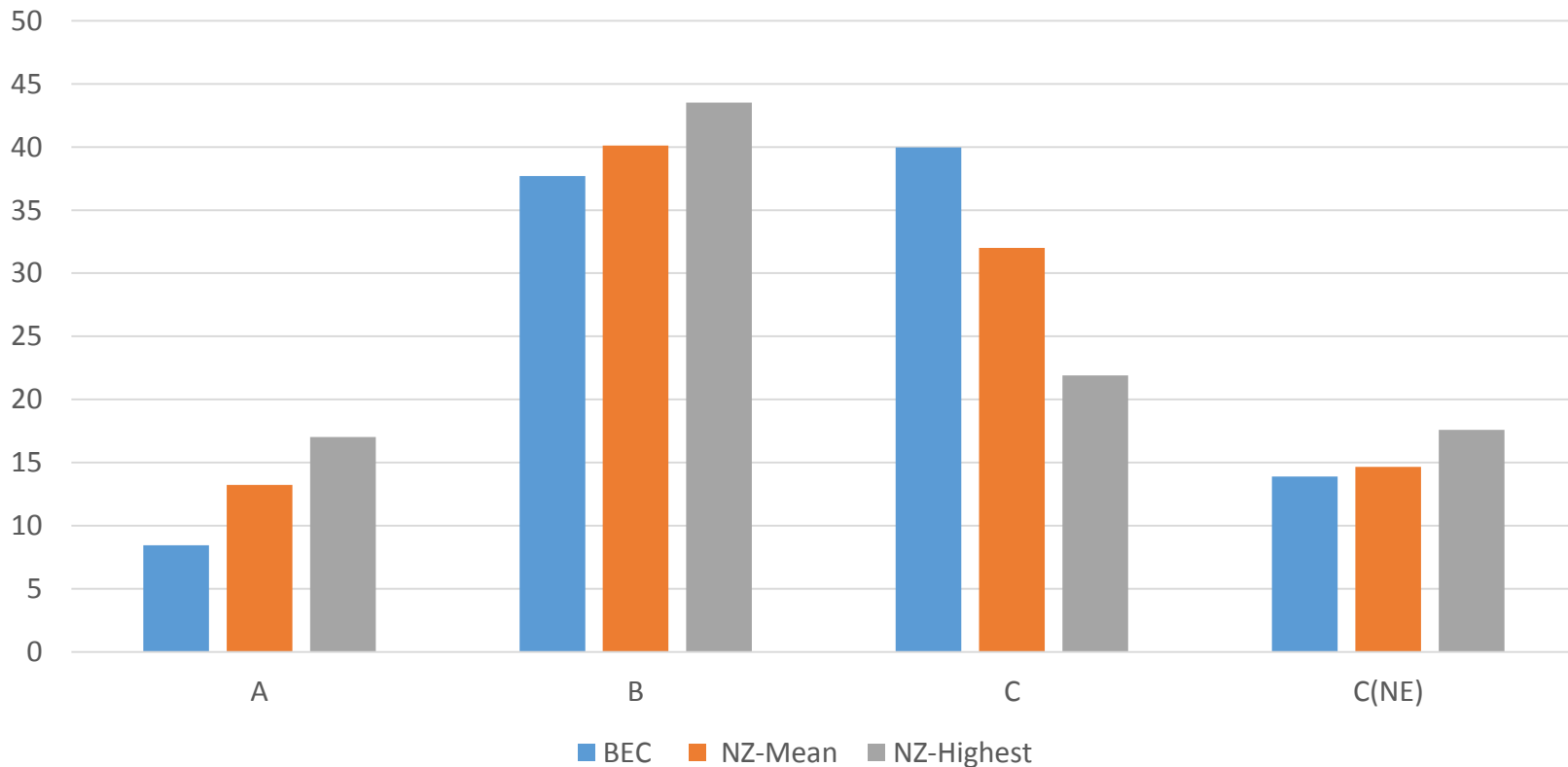
- BEC Panel – third largest number of funded EPs in 2012 (688.55)
- Panel moderation process – yet panels have very different % of As; BEC scores lowest in 2012 (8.45% As) – see graph
- Consistency in expectations across 4 subject areas – perception easier to get an A or B in some BEC subjects
- Mis-use of ABDC rankings – as proxy for quality
- Recognition of Impact and Outreach

Business and Economics (BEC) Panel Comparison



THE UNIVERSITY OF
WAIKATO
Te Whare Wānanga o Waikato

PBRF Panel Results 2012, Percentage Grade Distributions



BEC Subjects 2012, Comparison



THE UNIVERSITY OF
WAIKATO
Te Whare Wānanga o Waikato

Subject	AQS	Rank	A or B %	A%	Number
Economics	4.68	22	54.45	12.63	132
Marketing & Tourism	4.20	31	46.3	8.7	144
Accounting & Finance	4.04	38	40.54	10.45	162
Management	4.01	39	45.32	4.81	250
NZ Mean	4.66	42	53.33	13.22	6311

Managing Research Performance: Principles



THE UNIVERSITY OF
WAIKATO
Te Whare Wānanga o Waikato

- Strategic focus on research
- Recruit excellent researchers and research leaders
- Develop comprehensive policies incl. specific guidelines for research quality and quantity
- Provide resources and incentives
- Facilitate strong research culture
- Routinise research and writing
- Monitor research performance systematically and follow up on non-performance

Managing Research Performance: Pitfalls/Challenges



THE UNIVERSITY OF
WAIKATO
Te Whare Wānanga o Waikato

- Research as “residual” activity
- Quality of leadership
- Effective implementation of policies, processes and practices
- Alignment of interests with strategic focus
- Taking actions for non-performance

Performance-Based Research Fund, PBRF Objectives



THE UNIVERSITY OF
WAIKATO
Te Whare Wānanga o Waikato

The primary objectives of the PBRF are to:

- increase the quality of basic and applied research at New Zealand's degree-granting TEOs;
- support world-leading teaching and learning at degree and postgraduate levels;
- assist New Zealand's TEOs to maintain and lift their competitive rankings relative to their international peers; and
- provide robust public information to stakeholders about research performance within and across TEOs.

In doing so, the PBRF will also:

- support the development of postgraduate student researchers and new and emerging researchers;
- support research activities that provide economic, social, cultural, and environmental benefits to New Zealand, including the advancement of mātauranga māori; and
- support technology and knowledge transfer to New Zealand businesses, iwi and communities.

<http://www.tec.govt.nz/Funding/Fund-finder/Performance-Based-Research-Fund-PBRF/>

Research Contributions (RC)



THE UNIVERSITY OF
WAIKATO
Te Whare Wānanga o Waikato

- Research Contributions – provide staff members with an opportunity to demonstrate:
 - the **esteem** in which their peers, within and outside of TEOs, hold their research;
 - their role and the **contributions** they make, in creating a vital, high-quality research environment; and
 - any **impact** that their research has had outside academia.
- Research Contribution items will be indicators of a vital, high quality research environment.
- These items may also provide indicators of the social, cultural, environmental and economic benefits of the research including the advancement of Mātauranga Māori.
- Research Contribution items may be local, national and/or international in orientation and impact. esteem, recognition or acknowledgement of your research expertise by peers (up to 15 items)

Research: Intellectual Contributions



THE UNIVERSITY OF
WAIKATO
Te Whare Wānanga o Waikato

- **Standard 2:** The School produces **high-quality intellectual contributions** that are consistent with its mission, expected outcomes, and strategies and that **impact** the theory, practice and teaching of business and management.
- **Intellectual Contributions**
 - Basic or Discovery Scholarship
 - Applied or Integration/Application Scholarship
 - Teaching and Learning Scholarship
- **Impact of Intellectual Contributions** – impact is concerned with the difference made or innovations fostered by intellectual contributions – what has been changed, accomplished, or improved?
- **Impact** is defined as *“an effect on, change or benefit to the economy, society, culture, public policy or services, health, the environment or quality of life, beyond academia”* (REF, 2011)
- **Impact scope** may be local, regional, national, or global