

# Partnership Agreement

Dated 25 February 2008

**The Crown in Right of Tasmania  
("The Crown")**

and

**The University of Tasmania  
("The University")**



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### Schedule 1 – Partnership Projects

### Schedule 2 – Partnership Project Details

# Partnership Agreement

## Details

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<b>Parties</b>	The Crown & the University of Tasmania	
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<b>Crown</b>	Name	The Crown in Right of Tasmania, represented by the Department of Premier and Cabinet (“Crown”)
	Address	Executive Building, 15 Murray Street, Hobart, Tasmania 7000
	Telephone	(03) 6233 3279
	Fax	(03) 6233 8609
	Attention	Evan Rolley

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<b>University of Tasmania</b>	Name	University of Tasmania
	Incorporated	By virtue of the <i>University Act 1992</i>
	Address	Private Bay 51, Hobart TAS 7001
	Telephone	(03) 6226 2003
	Fax	(03) 6226 2001
	Attention	Professor Daryl Le Grew

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<b>Recitals</b>	<b>A</b>	The University of Tasmania and the Crown are committed to the continuation and development of the University as a teaching and research institution essential to the sustainable development of Tasmania.
	<b>B</b>	The Parties have previously entered into two partnership agreements and continue to work collaboratively to achieve shared outcomes.
	<b>C</b>	The Parties agree that there are benefits in continuing the co-operative arrangements established by those agreements in order to progress the economic, social, cultural, intellectual and environmental development of Tasmania.
	<b>D</b>	On 22 November 2007 the Premier of Tasmania, the Hon Paul Lennon MP, and the Vice-Chancellor of the University, Professor Daryl Le Grew signed a Memorandum of Understanding agreeing to enter into a partnership agreement for the period 2008-2010, the aim of which is to provide a framework for a productive and open relationship between the University and the Crown.

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<b>Date of agreement</b>	25 February 2008
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# General Terms

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## I Definitions and interpretation

### I.1 Definitions

In this Agreement unless the contrary intention is expressed:

“**Cabinet**” means the Cabinet of the Tasmanian Government;

“**Confidential Material**” means material that is confidential by virtue of a law of the State or of the Commonwealth or material that is identified by a Party as being confidential;

“**Crown**” includes the Crown’s employees, authorised sub-contractors and agents;

“**Intellectual Property**” means all copyright, patents, registered and unregistered trademarks, registered designs, trade secrets and know-how and all other intellectual property rights resulting from intellectual activity;

“**Partnership**” means the partnership between the University of Tasmania and the Crown created by virtue of clause 2.1;

“**Partnership Agreement**” means this Agreement including all schedules;

“**Partnership Management Group**” refers to the body established pursuant to clause 3.1(a);

“**Partnership Material**” means any material created by the Parties for the purpose of this Agreement, including, but not limited to, documents, information and data stored by any means;

“**Partnership Objectives**” means the objectives set out in clause 2.2;

“**Partnership Project**” means the projects set out in Schedule I to the Agreement or that the Partnership Management Group agrees are Partnership Projects pursuant to clause 6.2;

“**Priority Areas**” mean those areas referred to in clause 5;

“**University Council**” means the Council established by the *University of Tasmania Act 1992*.

### I.2 Interpretation

In this Agreement, unless the contrary intention is expressed:

- (a) a reference to this Agreement includes its schedules, appendices, annexures and attachments, and any variation or replacement of any of it as agreed by the Parties;
- (b) the singular includes the plural and conversely;
- (c) a reference to a person includes:
  - (i) an individual, a firm, a body corporate, an unincorporated association or a statutory or responsible authority or other authority, as constituted from time to time; and
  - (ii) the person's executors, administrators, successors and permitted assigns;
- (d) a covenant forbidding a person from doing something, also forbids that person from authorising or allowing another person to do it;
- (e) a reference to anything (including an amount) is a reference to all or any part of it, and a reference to a group of persons is a reference to any one or more of them;
- (f) a reference to a clause, paragraph, schedule, annexure or appendix, is a reference to a clause, paragraph, schedule, annexure or appendix in or to it;
- (g) words or phrases derived from a defined word have a corresponding meaning to the defined word;
- (h) an uncertainty or ambiguity in the meaning of a provision is not to be interpreted against a party only because that party prepared the provision; and
- (i) headings are included for convenience only, do not form part of it, and are not to be used in its interpretation.

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## **2 The partnership**

### **2.1 Partnership created**

The Parties agree to form a partnership to achieve the Partnership Objectives.

### **2.2 Partnership objectives**

The objectives of the partnership are to:

- (a) Provide a framework for a productive and open relationship between the University and the Crown;
- (b) Increase collaboration on and co-investment in research that will have economic, social and environmental benefits for Tasmania;

- (c) Promote greater innovation and commercialisation of research as a driver for economic development and employment in Tasmania;
- (d) Achieve greater recognition of Tasmania's expertise, innovation and services in the national and international marketplaces; and
- (e) Develop innovative policies and ways of working in the areas of education, training and workforce needs to improve Tasmania's productivity.

### **2.3 Partnership to be a single vehicle for major undertakings**

The Parties agree that the development and endorsement of all major new activities to be undertaken jointly by the Parties, will be managed, in the first instance, through the Partnership.

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## **3 Partnership Management Group**

### **3.1 Partnership Management Group established**

- (a) The Parties agree to establish a Partnership Management Group to manage the partnership.
- (b) The Partnership Management Group shall be comprised of:
  - (i) Up to five persons nominated by the University of Tasmania, one of which shall be the Vice-Chancellor of the University or his delegate;
  - (ii) Up to five persons nominated by the Crown, one of which shall be the Secretary, Department of Premier and Cabinet, or his delegate; and
  - (iii) Other persons, from time to time, agreed between the Parties.

### **3.2 Responsibilities of the Partnership Management Group**

The Partnership Management Group will be responsible for:

- (a) Agreeing the framework within which the Parties may submit proposed projects to the Partnership Management Group;
- (b) Assessing projects proposed by the Parties against the criteria set out in clause 6.2 and agreeing projects to be Partnership Projects for the purposes of the Agreement;
- (c) Establishing appropriate governance and reporting structures for Partnership Projects;
- (d) Monitoring the progress of Partnership Projects against agreed performance indicators;

- (e) Reporting, via its relevant members, to Cabinet and the University Council on the progress of Partnership Projects in meeting the Partnership Objectives;
- (f) Reviewing the Priority Areas, from time to time, as necessary;
- (g) Developing and maintaining protocols for funding of Partnership Projects;
- (h) Developing and maintaining protocols for the communication of information between the Parties;
- (i) Developing and maintaining protocols by which the Parties may request funding or support in kind for new proposals;
- (j) Resolving disputes arising under the Agreement;
- (k) Identifying further opportunities for collaboration in support of the Priority Areas and Objectives;
- (l) Operating as an enabling and problem-solving group in relation to issues and initiatives of joint interest; and
- (m) Discussing issues of joint interest to the Parties.

### **3.3 Operation of the Partnership Management Group**

The Parties agreed that the Partnership Management Group will operate as follows:

- (a) The Chair of the Partnership Management Group shall rotate between the Parties on an annual basis, commencing with the Crown;
- (b) The provision of secretariat support shall rotate between the Parties with the Chair;
- (c) The Partnership Management Group shall meet at least three times per year;
- (d) An agenda, agreed between the members of the Partnership Management Group shall be circulated prior to the meeting;
- (e) Minutes of each meeting shall be kept that record the outcomes of the meeting, including actions arising from the meeting, who is responsible for completing the actions and the timeframes in which the actions are to be completed;
- (f) Meetings of the Partnership Management Group shall only proceed if there is a quorum of four members, with at least two from each Party;
- (g) Decisions shall be made by the majority.

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## **4 Term of the partnership**

### **4.1 Term**

The partnership commenced on the twenty fifth day of February 2008 and will finish on the thirty first day of December 2010.

### **4.2 Extension of the partnership**

The partnership may be extended by agreement between the Parties.

### **4.3 Achievement of the partnership objectives**

The Parties agree to work together over the life of this agreement to develop and deliver Partnership Projects in the Priority Areas to achieve the objectives.

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## **5 Priority areas**

The Parties agree the following Priority Areas, through which they will achieve the Partnership Objectives:

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(a) Health

Improving the health of Tasmanians through preventative health, promoting healthy lifestyles and development of the health workforce.

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(b) Education

Lifting educational achievement, workforce participation and productivity in Tasmania for a prosperous future, including literacy and numeracy and workforce participation.

Developing and promoting the skills and knowledge of the Tasmanian community for the economic, social and cultural advancement of the State.

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(c) Antarctic and marine studies

Expanding Tasmania's substantial marine and Antarctic research base as a platform for gaining additional benefits from the State's advantages in this field.  
Establishment of an Institute of Marine and Antarctic Studies.

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(d) Climate change

Promoting a practical understanding of the impacts of climate change. Taking practical measures to reduce Tasmania's greenhouse footprint and translate research into solutions to climate change issues.

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- (e) Island culture Building on Tasmania's unique island identity for a range of projects in areas such as the creative industries and urban renewal.

## **5.2 Amendment of priority areas**

The Priority Areas may be amended by the Partnership Management Group by agreement.

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## **6 Partnership projects**

The Parties agree to work together to develop and deliver projects within the Priority Areas that progress the Partnership Objectives.

### **6.1 Agreed partnership projects**

The Parties agree that projects specified in Schedule 1 and detailed in Schedule 2 are Partnership Projects for the purposes of the Agreement.

### **6.2 Agreement of partnership projects**

The Partnership Management Group may agree that a project proposed by either Party, additional to those referred to in clause 6.1, is a Partnership Project for the purposes of the Agreement where the proposed project:

- (a) Directly supports the key Partnership objectives and Priority Areas;
- (b) Builds on Tasmania's existing strengths – in particular those where UTAS and State Government have a substantial stake;
- (c) Has potential to provide a significant benefit to Tasmania with outcomes that can be measured within the timeframe of the Partnership Agreement;
- (d) Can be developed and implemented as a tangible project with clear accountability and responsibilities; and
- (e) Supports a joint commitment by UTAS and the Government that forms part of an overall package of initiatives representing a balanced contribution by both Parties to the Partnership Objectives.

### **6.3 Amendment of partnership projects**

Partnership Projects may be amended by the Partnership Management Group by agreement.

### **6.4 Best endeavors to execute partnership projects**

- (a) The Parties agree to use their best endeavors to deliver the partnership projects within the agreed timeframe and resources;

- (b) The Parties agree to provide regular reports to the Partnership Management Group on the performance of the Partnership Projects against the agreed performance indicators.

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## **7 Partnership Material**

### **7.1 Title to, and property in, Partnership Material**

The title to, and property (including all Intellectual Property) in, all Partnership Material vests in both the University of Tasmania and the Crown upon its creation.

### **7.2 Third party rights in Partnership Material**

Each Party must inform the other Party, through the Partnership Management Group of any Partnership Material in which third parties hold the Intellectual Property and any conditions or limitations attaching to the use of that Partnership Material as a result of the Intellectual Property. The Parties must use Partnership Material only under the conditions and limitations to which it is subject.

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## **8 Confidentiality**

### **8.1 Parties may disclose partnership agreement provisions**

Subject to clause 8.3 either Party may publish all or any part of this Agreement without reference to the other.

### **8.2 Parties may disclose Partnership Material and outputs**

Subject to clause 8.3, the Parties may publicly disclose, on the Internet, in reports or otherwise, all or part of the Partnership Material including the reports, documents or other outputs of the Partnership with the agreement of the Partnership Management Group.

### **8.3 Parties must not disclose Confidential Material**

The Parties must not publicly disclose, or use for a purpose other than this Agreement, any information or material acquired or produced in connection with, or by performing, this Agreement, which has been identified as being confidential ("Confidential Material") unless:

- (a) the Confidential Material is available to the public generally, other than by breach of this Agreement;
- (b) a law requires the Parties to disclose, file, record or register something that includes Confidential Material;
- (c) disclosure is necessary or advisable to get a consent, authorisation, approval or licence from a governmental or public body or authority;

- (d) it is necessary or advisable to disclose the Confidential Material to a taxation or fiscal authority;
- (e) the Confidential Material is disclosed confidentially to professional advisers:
  - (i) to get professional advice about this Agreement; or
  - (ii) to enforce this Agreement; or
- (f) the Partnership Management Group agrees.

#### **8.4 Parties' employees to comply**

The Parties must ensure that employees who have access to Confidential Material are aware of, and comply with, all confidentiality obligations affecting it.

#### **8.5 Privacy obligations preserved**

Nothing in this clause derogates from a Party's obligations under the *Personal Information Protection Act 2004* (Tas) or the *Privacy Act 1988* (Cwlth).

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### **9 Resolution of disputes**

- (a) A dispute only arises when it has been formally notified to the Partnership Management Group.
- (b) If a dispute arises between the Parties under the Agreement (except in the case of action required to be taken under statute, or where an urgent interim determination is sought) the Parties agree that in the first instance they will attempt to resolve it through the Partnership Management Group.
- (c) If the Partnership Management Group cannot resolve the dispute, then the Parties must refer the matter for resolution by a person of appropriate qualifications and experience agreed between them.
- (d) That person's decision, including any decision as to his or her costs, is to be final and binding on the Parties.

# Signing page

**Dated:** 25 February 2008

**Signed** for and on behalf of **The** )  
**Crown in Right of Tasmania** by the )  
Honourable Paul Anthony Lennon MP, )  
Premier of Tasmania )  
)

.....  
Signature

**Signed** for and on behalf of the )  
University of Tasmania )  
By Professor Daryl Le Grew, Vice- )  
Chancellor )  
)

.....  
Signature

## Schedule I – Partnership Projects

1. Literacy and Numeracy: Lifting performance through teacher quality

Building stronger partnerships between the University of Tasmania (UTAS) and the Department of Education (DoE) to better prepare beginning teachers as literacy and numeracy teachers and to improve professional learning for experienced teachers.
2. Institute of Marine and Antarctic Studies

Building on Tasmania's strengths in the marine and Antarctic field by establishing an Institute to bring together a number of the University's marine and Antarctic specialists.
3. University Education for Police Officers

Extending the strategic partnership that has seen the development of undergraduate and post graduate Police Studies courses and the creation of the Tasmanian Institute of Law Enforcement Studies (TILES).
4. Framework for Action on Climate Change

A consultancy through the University to produce a *Framework for Action* for the Tasmanian Government as a guide for substantially reducing greenhouse gas emissions from the Tasmanian Government.
5. Commercialisation of Intellectual Property generated by the public sector

A cooperative approach to the commercialisation of intellectual property generated by the public sector in Tasmania, including an assessment of the level of demand and best models for support of commercialisation activity across the University, Government and the broader research sector.
6. A flexible and sustainable health workforce for Tasmania

Joint development of a health workforce strategy deliver a flexible and sustainable health workforce for Tasmania.

Expand primary health teaching capacity by developing the Clarence Community Health Centre as a primary health clinical education facility.

7. **Tasmanian International  
Adventure Film Festival**

An annual film Festival aimed at increasing awareness of Tasmania as an adventure and environmental destination through international publicity exposure. The Festival will underpin Tasmania's reputation and appeal as an adventure island.

8. **Creating Knowledge to Support  
Tasmania's Sustainable Future**

A program of 2 to 3 doctorate scholarships focusing on Tourism Tasmania and DEPHA's portfolio areas and their potential to contribute to Tasmania's social, economic and/or environmental sustainability.

# Partnership Agreement

## Schedule 2 – Partnership Project Details

(NOTE: All Projects subject to further refinement and confirmation of detailed undertakings by the Parties through the Partnership Management Group)

### Project 1: Literacy and Numeracy: lifting performance through teacher quality

<p>1. Title:</p>	<p><i>Literacy and Numeracy: lifting performance through teacher quality</i></p> <p>NOTE: The University of Tasmania and the Department of Education have agreed to collaborate to improve the quality of literacy and numeracy teaching however the specific approach, which is briefly described in this schedule is subject to further negotiations and may change before the formal schedule is finalised.</p>
<p>2. Description:</p>	<p><i>Building stronger partnerships between the University of Tasmania (UTAS) and the Department of Education (DoE) to better prepare beginning teachers as literacy and numeracy teachers and to improve professional learning for experienced teachers.</i></p>
<p>3. Objectives:</p>	<ul style="list-style-type: none"> <li>• <i>To ensure graduating teachers have the skills, knowledge and support to effectively teach literacy and/or numeracy.</i></li> <li>• <i>That ongoing professional learning opportunities enable teachers to update and improve their teaching practice or discipline knowledge.</i></li> <li>• <i>To create an effective partnership between DoE and UTAS to strengthen services to schools.</i></li> <li>• <i>To improve communication between DoE and UTAS.</i></li> </ul>
<p>4. Outcomes:</p>	<ul style="list-style-type: none"> <li>• <i>Improved student achievement which will impact on the future prosperity of the state in the key areas of productivity and participation.</i></li> <li>• <i>An innovative partnership between DoE and UTAS from which to build further collaboration.</i></li> <li>• <i>University services meet client needs.</i></li> </ul> <p><i>Research shows us that improvement in teacher instruction through investment in pre-service training and ongoing professional learning is directly linked to improvement in student outcomes. The <b>Federalist Paper 2 The Future of Schooling in Australia</b> (September 2007) indicates that “High-quality teaching is a key driver of student performance. It links the knowledge and skills to be learnt, the values to be acquired, and the needs and prior understanding of the learner. Governments, industry and the broader community must respect, encourage and support teachers as professionals in this vital role.” (p29)</i></p>

	<p><i>Within this paper there is also a commitment to further develop “pre-service teacher training and ongoing professional development that meets each teacher or school leader’s needs and focuses on the tools and skills required to improve student, classroom and/or school performance.” (p29)</i></p>
<p><b>5. Outputs:</b></p>	<ul style="list-style-type: none"> <li>• <i>Increased frequency of collaborations between the DoE and UTAS by 2010.</i></li> <li>• <i>Improved post-graduate enrolment and completion of units and courses at the UTAS by 2010.</i></li> </ul>
<p><b>6. Policy Linkages:</b></p>	<p><i>This proposal directly relates to improving the standard of achievement of Tasmanian students which will lead to improved productivity and have significant social benefits.</i></p> <p><i>It is directly aligned to the following state initiatives:</i></p> <ul style="list-style-type: none"> <li>• <i>Tasmania Together (Goal 3: High quality education and training for lifelong learning and a skilled workforce)</i></li> <li>• <i>Tasmanian Curriculum Framework (prioritised development of English/literacy and maths/numeracy syllabuses and support materials)</i></li> <li>• <i>National Reform Agenda: Tasmania’s plan to improve literacy and numeracy outcomes (to improve pre-service training for all teachers in Tasmanian Government schools; and to provide on-going professional learning in the teaching of literacy and numeracy)</i></li> </ul> <p><i>It aligns closely to the UTAS’s Priority Area 2 (Literacy and Numeracy) and with the Faculty of Education’s commitment to work to improve course delivery, strengthen its research portfolio and enhance links with stakeholders, in particular the Tasmanian Department of Education (<a href="http://www.educ.utas.edu.au/about.html">http://www.educ.utas.edu.au/about.html</a>)</i></p>
<p><b>7. Commitment:</b></p>	<p><i>DoE and UTAS will collaborate to increase DoE’s:</i></p> <ul style="list-style-type: none"> <li>• <i>input into the teaching of students wishing to be employed in DoE schools</i></li> <li>• <i>role in linking the practicum more closely with theory</i></li> <li>• <i>role in classroom and student management and</i></li> <li>• <i>direct teaching in the areas of literacy and numeracy teacher training.</i></li> </ul> <p><i>DoE will provide project leadership and teaching staff contribution.</i></p>

	<p><i>DoE and UTAS are committed to providing scholarship opportunities for DoE employees through the delivery of relevant and negotiated courses and units in the spring/summer/winter schools.</i></p>
<p><b>8. Key Stakeholders:</b></p>	<ul style="list-style-type: none"> <li>• <i>Undergraduate teachers</i></li> <li>• <i>Teachers</i></li> <li>• <i>Students</i></li> <li>• <i>Parents</i></li> <li>• <i>DoE</i></li> <li>• <i>UTAS</i></li> </ul>
<p><b>9. Major Risks:</b></p>	<p><b>Potential Risks</b></p> <p><i>Financial</i></p> <ul style="list-style-type: none"> <li>• <i>Costs associated with delivery of professional learning for practising teachers</i></li> <li>• <i>Payment of teachers for supervision of practicums</i></li> </ul> <p><i>Political</i></p> <ul style="list-style-type: none"> <li>• <i>Issues associated with modification of course structure and delivery for the identified students</i></li> <li>• <i>Issues associated with change management and being able to respond to changes/improvements from the coal-face</i></li> </ul> <p><i>Communication</i></p> <ul style="list-style-type: none"> <li>• <i>Maintaining effective and open communication channels between DoE and UTAS over time</i></li> </ul> <p><b>Steps taken to minimise major risks</b></p> <p><i>Working group established to work through risks with a focus on:</i></p> <ul style="list-style-type: none"> <li>• <i>calculating costs and developing strategies for cost minimisation, including access to Commonwealth Government monies;</i></li> <li>• <i>establishing key contributors and mechanisms for the joint development and ongoing refinement of partnership areas;</i></li> <li>• <i>development of communication processes.</i></li> </ul>
<p><b>10. Governance:</b></p>	<p><i>A Steering Group will be established to monitor all areas of the initiative and will include:</i></p> <ul style="list-style-type: none"> <li>• <i>General Manager (Strategic Policy &amp; Performance), DoE</i></li> <li>• <i>Deputy Vice-Chancellor, UTAS</i></li> <li>• <i>Dean, Faculty of Education or nominee</i></li> <li>• <i>Manager Learning, South East, DoE</i></li> <li>• <i>Executive Director Planning and Development UTAS</i></li> <li>• <i>Deputy Secretary Corporate Services, DoE</i></li> </ul>

<b>11. Key Milestones:</b>	<ul style="list-style-type: none"> <li>a. <i>Formation of Steering Group(March 2008)</i></li> <li>b. <i>Detailed outline of key areas of project and timeframes developed (May 2008)</i></li> <li>c. <i>Facilitation and commencement of professional learning opportunities for DoE staff (before June 2008)</i></li> <li>d. <i>Implementation of collaborative approach to teacher training (December 2008)</i></li> <li>e. <i>Annual review of progress and program success and recommendations for future planning (November 2008-10).</i></li> </ul>
<b>12. Measuring Success:</b>	<ul style="list-style-type: none"> <li>• <i>Questionnaire to be developed and completed by undergraduate students and teachers participating in professional learning to gauge participant satisfaction in key areas.</i></li> <li>• <i>Client satisfaction measure ( to be determined)</i></li> <li>• <i>% targeted students with permanent employment</i></li> <li>• <i>Increased post-graduate enrolments and completion of units and courses at the UTAS by 2010.</i></li> </ul>
<b>13. Key Contacts:</b>	<p><i>John Smyth, Department of Education</i>  <i>Jenny Gale, Department of Education</i>  <i>Rigmor George, University of Tasmania</i>  <i>Paul Barnett, University of Tasmania</i>  <i>Professor David Rich, University of Tasmania</i></p>

## Project 2: Institute of Marine and Antarctic Studies (IMAS)

1. Title:	<i>Institute of Marine and Antarctic Studies (IMAS)</i>
2. Description:	<p><i>IMAS will incorporate all the marine and Antarctic scientists currently at UTAS into a single large institute. The exact model that will operate is currently under discussion. The plan is to attract an international leader in the marine or Antarctic space to lead IMAS as Director. The likely model is one that undertakes both teaching and research.</i></p> <p><i>The PVC Research is currently producing a document on potential models for IMAS following a wide consultation process. This will go to the stakeholders for further consultation before we engage management consultants who will be charged with assessing which model will be most appropriate and the associated governance and financial structures.</i></p>
3. Objective:	<ul style="list-style-type: none"> <li><i>▣ To develop a strong international profile for marine and Antarctic science at UTAS. Tasmania has a large critical mass of marine and Antarctic science involving the CSIRO, AAD and UTAS. IMAS will enable a UTAS to enhance its research profile in this space.</i></li> <li><i>▣ To develop and sustain complementary research programmes with the CSIRO and the AAD.</i></li> <li><i>▣ To develop innovative teaching programmes in marine and Antarctic science such that Tasmania will attract students both within State, nationally and internationally.</i></li> </ul>
4. Outcomes:	<ul style="list-style-type: none"> <li><i>▣ IMAS will enhance both the national and international profile of marine and Antarctic science in Tasmania.</i></li> <li><i>▣ It will enhance opportunities for national and international collaborative research, enhancing research funding and outputs into international journals.</i></li> <li><i>▣ It will enhance knowledge transfer and enterprise and will confer increased benefits to the Tasmanian aquaculture and fisheries industries. .</i></li> </ul>
5. Outputs:	<p><i>New Degree courses in marine and Antarctic science, commencing in 2010/11</i></p> <p><i>An amended joint venture agreement for TAFI</i></p>
6. Policy Linkages:	<i>This proposal delivers the outcome agreed to at 6c in the partnership agreement MOU</i>
7. Commitment:	<ul style="list-style-type: none"> <li><i>• The University will provide the existing resources that make up IASOS, QMS and its contribution to TAFI.</i></li> </ul>

	<ul style="list-style-type: none"> <li>• The University will provide seed funding for the appointment of key staff and to set up IMAS, likely to be \$1 m pa for three years with a view to IMAS becoming self funding</li> <li>• The Government will provide the current funding for TAFI, currently about \$2.9m (TAFI core grant and DPIW project funds).</li> </ul>
<b>8. Key Stakeholders:</b>	<p>The fisheries and aquaculture industries</p> <p>The Australian Antarctic Division</p> <p>The CSIRO</p> <p>University of Tasmania</p> <p>Departments of Economic Development &amp; Tourism, Primary Industries &amp; Water, and Environment, Parks, Heritage &amp; the Arts</p>
<b>9. Major Risks:</b>	<ul style="list-style-type: none"> <li>▣ These will vary depending on which model is adopted. Of the three potential models, each has a differing level of risk. The virtual model proposal (that was raised previously) has low risk but a poor potential to achieve the aim and objectives under 3. The highest risk model of a complete teaching and research entity has the highest risk but also will confer the greatest benefits. This risk will be mitigated by engaging management consultants to advice the University and through the management of the project by the PVCR.</li> <li>▣ Failing to attract an international star as Director. This risk can will be mitigated by using recruitment firms to locate and sound out key international people and by ensuring the model chosen is well supported and funded by the University</li> <li>▣ Lack of sufficient investment from UTAS. This can be mitigated by the level of commitment offered by the Vice Chancellor</li> <li>▣ Lack of appropriate accommodation needed to house the core staff of IMAS in one location. This can be mitigated by an application to the Higher Education Endowment Fund for support to build a facility and by consideration of support by the Government (ie access to suitable land)</li> </ul>
<b>10. Governance:</b>	<p>IMAS will sit within the Faculty of Science, Engineering and Technology as a type of Super School. The Institute will be run by a Management Board that will comprise the Dean of SET, the Director of IMAS and the Directors of each of the Divisions in IMAS (for example TAFI, IASOS). TAFI will remain as currently constituted but its Board might be reconfigured into an Advisory Group.</p>
<b>12. Key Milestones:</b>	<ol style="list-style-type: none"> <li>1. Scoping document to be completed in February 2008</li> <li>2. Management consultants to undertake consultation March-April 2008</li> <li>3. University Council/Cabinet approval May-June 2008.</li> <li>4. Recruitment of a Director June-October 2008</li> </ol>

	5. <i>Launch of IMAS December 2008</i>
<b>12. Measuring Success:</b>	<ul style="list-style-type: none"> <li>▣ <i>Increased international peer esteem indicators, for example participation in international collaborative programmes by researchers, invitations to deliver plenary lectures or invited papers, invitations to sit on international committees.</i></li> <li>▣ <i>Increased knowledge transfer and enterprise to the public sector.</i></li> <li>▣ <i>Increased outputs into high ranking international peer reviewed journals.</i></li> <li>▣ <i>Increased competitive grant income.</i></li> <li>▣ <i>Stronger collaboration with the AAD and CSIRO.</i></li> <li>▣ <i>Development of more joint ventures with the State Government, e.g. research and policy development on marine and Antarctic tourism.</i></li> </ul>
<b>13. Key Contacts:</b>	<p><i>Jo Laybourn-Parry (PVC Research)</i></p> <p><i>Wes Ford (General Manager Primary Industries DPIW)</i></p>

### Project 3: University Education for Police Officers

1. Title:	<i>Research Informing Practice: Practice Informing Research – University Education for Police Officers</i>
2. Description:	<i>The initiative aims to extend the achievements of the strategic partnership that has seen the development of under graduate and post graduate Police Studies courses and the creation of the Tasmanian Institute of Law Enforcement Studies (TILES). The intention is to build a culture of organisational and life-long learning to enhance capacity and service delivery.</i>
3. Objective:	<i>All Tasmanian police officers to have under graduate degrees within four years of employment and to commence post graduate studies prior to, or no later than, Sergeant level.</i>
4. Outcomes:	<i>The professionalisation of policing would be greatly enhanced and Tasmania recognised as the leader in this contested arena.  Tasmania will be at the forefront of policing nationally</i>
5. Outputs:	<i>Capacity building to improve service delivery and community safety.  Capacity building at the University of Tasmania in the niche law enforcement/policing market.  Increase the number of police officers with Bachelor degrees.  Other police agencies enrolling members in Police Studies at the University of Tasmania (the policing sector in Australia and New Zealand employs 60,000 people).  Increased body of knowledge  Increase in practically based research sector that is focussed on strategic priorities.  Increased funding to the University of Tasmania (given the Commonwealth funding model) for Police Studies.  Increased opportunities for competitive research grants.</i>
6. Policy Linkages:	<i>The proposal supports the objectives and priority areas of health, climate change (environment is a key theme area for TILES), and workforce participation.  The University and Tasmania Police have invested heavily in the partnership (police studies, scholarships and TILES) and are ideally positioned to deliver on the initiative.</i>

<b>7. Commitment:</b>	<p>Government:</p> <ul style="list-style-type: none"> <li>- New money (\$45,000 – one off) plus additional funds on a per annum basis for post graduate students and scholarships. Absorbed costs of staff to map process, develop curriculum, etc., and manage project.</li> </ul> <p>University:</p> <ul style="list-style-type: none"> <li>- New money (\$100,000,- one off) plus absorbed staff costs to map process, develop curriculum and manage project.</li> </ul>
<b>8. Key Stakeholders:</b>	<p>University of Tasmania, Tasmanian Institute of Law Enforcement Studies, Tasmania Police, Department of Police and Emergency Management, Australia New Zealand Policing Advisory Agency</p>
<b>9. Major Risks:</b>	<p>The major risk is the time it will take to complete the project. Preliminary analysis indicates that the process itself will not be difficult but resource commitment (full-time) is required to ensure commencement in 2009 Academic year.</p> <p>Project Management Methodology applied with clear time-frames for delivery based on meeting University and Commonwealth government time frames</p>
<b>10. Governance:</b>	<p>Steering Committee at Deputy Secretary/Dean level directing activities of a Project Team</p>
<b>13. Key Milestones:</b>	<p>End February 2008</p> <ol style="list-style-type: none"> <li>a. Complete scoping,</li> <li>b. Constitute Steering Committee and Working Groups.</li> </ol> <p>End September 2008</p> <ul style="list-style-type: none"> <li>• Final Report to, and endorsement by, Steering Committee</li> <li>• Consideration and acceptance by the Faculty of Arts Teaching and Learning Committee</li> <li>• Consideration and acceptance by the University of Tasmania Teaching and Learning Committee</li> <li>• Endorsement by Academic Senate</li> </ul> <p>February 2009</p> <ul style="list-style-type: none"> <li>• Implementation</li> </ul>
<b>12. Measuring Success:</b>	<p>Implementation in February 2009.</p> <p>40 - 60 police officers commencing university study at the University of Tasmania on a per annum basis.</p> <p>Senior Sergeant and above to have post graduate qualifications from the University of Tasmania</p>

**13. Key Contacts:**

*University of Tasmania*

*Associate Professor Roberta Julian, TILES*

*(03 62 262217)*

*Dr Robert Hall (03 62 262319)*

*Department of Police and Emergency Management*

*Inspector Matthew Richman (03 96287247)*

## Project 4: Collaboration on Climate Change Research

1. Title:	Collaboration on Climate Change Research
2. Description:	Joint effort to promote a practical understanding of the impacts of climate change. This will be implemented by taking practical measures to reduce Tasmania's greenhouse gas footprint, translating research into solutions to climate change issues and making that research accessible to the community, business and industry.
3. Objective:	<p>There are three primary objectives for this project:</p> <ol style="list-style-type: none"> <li>1. Reduce the Tasmanian Government's greenhouse gas emissions;</li> <li>2. Reduce the University of Tasmania's greenhouse gas emissions; and</li> <li>3. The Tasmanian Government and University of Tasmania is to collaborate on mitigation and adaptation strategies for the State.</li> </ol>
4. Outcomes:	<p>Broadly, it is anticipated that the benefits of this project will include:</p> <ul style="list-style-type: none"> <li>• Informed businesses, industry and the community on the possible effects and implications of climate change;</li> <li>• Capacity for decision makers and sectors to respond appropriately to projected changes in our climate, to plan and to develop strategies to mitigate or adapt; and</li> <li>• Capacity to recognise opportunities for Tasmania and to position the State to take up such opportunities.</li> </ul> <p>Other outcomes and benefits will arise depending on the nature of particular programs that are developed.</p>
5. Outputs:	<p>Tasmania's size and geography provides a unique position to model responses to climate change that can then be delivered throughout the world.</p> <p>The first example of this approach is Dr Kate Crowley's model for reducing the Tasmanian Government's greenhouse gas emissions. It is the Government's intention to make this model available firstly for Tasmanian business and industry, the broader Tasmanian community, and then beyond.</p>

	<p>A further example is the Climate Futures project, which is being supported financially by both partners together with other parties. This research project is focused on delivering results to the broader Tasmanian community on a credible range of possible futures reflecting our changing climate.</p> <p>The Government and the University will collaborate in the delivery of these and other innovative models and programs around climate change adaptation and mitigation.</p> <p>Further outputs will be developed for specific programs that are implemented via this project.</p>
<p><b>6. Policy Linkages:</b></p>	<p>This initiative aligns extremely well with the overall objectives of the Agreement, particularly around collaboration on and co-investment in research that will have economic, social and environmental benefits for Tasmania.</p> <p>Climate change is a priority area in the Agreement and this initiative directly relates to the need to be better informed of the likely impacts of climate change in Tasmania and to develop best practice measures to reduce Tasmania's greenhouse gas footprint.</p>
<p><b>7. Commitment:</b></p>	<p>To date the Tasmanian Government has contributed research resources and office space for Dr Crowley to undertake the consultancy to deliver the Government's Framework for Action. The University of Tasmania has allowed access to Dr Cowley's expertise as an environmental academic.</p> <p>Future commitments on human, financial and physical resources will be flexible and subject to the particular details of the collaborative programs agreed upon.</p>
<p><b>8. Key Stakeholders:</b></p>	<p>The key stakeholders include:</p> <ul style="list-style-type: none"> <li>• Tasmanian community, business and industry;</li> <li>• The core agencies of the Tasmanian Government; and</li> <li>• The Tasmanian Parliament.</li> </ul>
<p><b>9. Major Risks:</b></p>	<p>The most significant risk is that the flexibility around this project will result in a lack of progress or appropriate utilisation of the expertise and good will of the partners. This risk will be mitigated by a strengthening of the relationship between the partners via the nominated key contacts to ensure an ongoing dialogue is established. This will enable opportunities to be explored informally prior to formal consideration.</p>

<b>10. Governance:</b>	As noted above, due to the inherent flexibility associated with this project, formal governance arrangements will not be necessary. Rather an informal and innovative approach to explore opportunities as they arise is to evolve and be encouraged between the two nominated key contacts of the partners.
<b>14. Key Milestones:</b>	Not applicable at this time.
<b>12. Measuring Success:</b>	Key Performance Indicators (KPIs) are not applicable at this time. Rather KPIs will be developed for specific programs that are implemented via this relationship.
<b>13. Key Contacts:</b>	Tasmanian Government: Director, Tasmanian Climate Change Office Mr Greg Johannes  University of Tasmania:

## Project 5: Growth through Commercialisation

1. Title:	<i>Growth through Commercialisation</i>
2. Description:	<i>A Cooperative Approach to the Commercialisation of Public Sector Intellectual Property in Tasmania</i>
3. Objective and Outcomes:	<p><i>Objectives and outcomes would include:</i></p> <ul style="list-style-type: none"> <li>• <i>Assessment of the potential level of demand for assistance with commercialisation by public sector entities represented in Tasmania;</i></li> <li>• <i>Identification of the best models for support of commercialisation activity across the University, government and broader research sector;</i></li> <li>• <i>Establishment and administration of a process to identify an appropriate commercialisation service provider(s) for Tasmania; and</i></li> <li>• <i>Investment in the development of a new approach to commercialising public sector IP in Tasmania.</i></li> </ul>
4. Policy support:	<i>The initiative contributes directly to first three objectives in the Memorandum of Understanding - research collaboration, higher levels of commercialisation of Tasmania's research, and greater recognition of Tasmania's innovation in the marketplace. The initiative would also contribute to success in each of the five priority areas identified in the MoU.</i>
5. Commitment:	<i>Work on the package would occur under the auspice of the existing Our Economy Taskforce, which would continue to draw equal representation from the University and State Government. Both parties would be expected to contribute funding toward areas such as consultants' studies and any consequent tendering processes. Early research would be expected to lead to identification of specific funding priorities.</i>
6 Key Stakeholders:	<p><i>State Government Agencies</i></p> <p><i>University of Tasmania and associated organisations including the Menzies Institute and ACROSS</i></p> <p><i>TIAR</i></p>

	<p>TAFI</p> <p>Antarctic Climate and Ecosystems and Forestry Cooperative Research Centres</p> <p>Australian Antarctic Division</p> <p>CSIRO</p> <p>Australian Maritime College</p>
<b>7. Major Risks:</b>	<p>The major risk will be that if the initiative does not proceed, Tasmania will continue to take a very fragmented approach to research commercialisation, possibly limiting opportunities for future economic growth and diversification.</p>
<b>8. Governance:</b>	<p>The Our Economy Taskforce will have governance responsibility.</p>
<b>9. How will the success of the initiative be measured:</b>	<p>Major KPIs will include increase in commercial investment in Tasmanian intellectual property, increase in revenue to the University and the State from commercial activity (eg from royalties and licensing) and increased collaboration activities between the public and private sectors resulting in the utilisation of R&amp;D outcomes</p> <p>IP Management Guidelines and Framework to support decision-making within the Public Sector about IP implemented by June 2009.</p> <p>A preferred commercialisation model is implemented by June 2009.</p> <p>5 per cent increase in commercial investment in Tasmanian public sector intellectual property after the model has been running for 12 months. 10 per cent increase in investment after 2 years.</p>
<b>13. Key Contacts:</b>	<p>Jo Laybourn-Parry (University of Tasmania)</p> <p>Wendy Spencer (Department of Economic Development and Tourism)</p>

## Project 6: A flexible and sustainable health workforce for Tasmania

1. <b>Title:</b>	<i>A flexible and sustainable health workforce for Tasmania</i>
2. <b>Description:</b>	<i>Development of a Workforce Strategy to deliver a flexible and sustainable health workforce for Tasmania. Immediate implementation of specific health education and training proposals identified as meeting current health service needs, pending development of the Workforce Strategy.</i>
3. <b>Objectives:</b>	<i>Long term alignment of Tasmania's health care education and workforce needs  Within the context of planning to address broader and more flexible health workforce development in Tasmania, expand primary health teaching capacity by developing the Clarence Community Health Centre as a primary health clinical education facility.</i>
4. <b>Outcomes:</b>	<i>Delivery of a sustainable and flexible health workforce in Tasmania(long term)  Enhanced capacity for primary health training through development of a primary health clinical education centre (subject to feasibility study in short term).</i>
5. <b>Outputs:</b>	<i>Development of a Workforce Strategy for Tasmania's Health Workforce by 30 June 2009  A feasibility study of a primary health clinical education centre at Clarence completed by 31 December 2008.</i>
6. <b>Policy Linkages:</b>	<i>Supports EDGE2 and Tasmanian Health Plan objectives.  <u>Relates directly to Tasmania Together Goal 4 – Improve the health and wellbeing of the Tasmanian community through the delivery of coordinated and timely services (especially Indicators 4.1, 4.2, 4.3, 4.5 and 4.6).</u></i>
7. <b>Commitment:</b>	<i>Tasmanian Government, through DHHS, will contribute to conjoint appointments, joint planning and infra-structure and career opportunities for graduates and work collaboratively with University of Tasmania on a sustainable and flexible health workforce strategy  University of Tasmania, through the Faculty of Health Science, will contribute to conjoint appointments, joint planning and infrastructure and student places and work collaboratively with DHHS on the development of a sustainable and flexible health workforce strategy.</i>

<b>8. Key Stakeholders:</b>	<i>Professional and registration bodies, private health sector and Australian government, especially Dept of Health and Ageing</i>
<b>9. Major Risks:</b>	<p><i>Change in governance of health and higher education systems.</i></p> <p><i>New programs/arrangements arising from the new Federal Government's health reform agenda.</i></p> <p><i>In the case of the primary health teaching capacity proposal, the risk that the education function will not be realised as feasible</i></p>
<b>10. Governance:</b>	<i>Revised Partners in Health Management Committee</i>
<b>15. Key Milestones:</b>	<p><i>Workforce Strategy:</i></p> <ul style="list-style-type: none"> <li><i>• April 2008 – agreement through PHMC on a plan and detailed timetable for delivering the Strategy</i></li> <li><i>• June 2009 – Workforce Strategy completed</i></li> </ul> <p><i>Primary health clinical education centre feasibility study:</i></p> <ul style="list-style-type: none"> <li><i>• 31 March 2008 -Study parameters and plan settled through PHMC</i></li> <li><i>• 31 December 2008 - Feasibility study completed.</i></li> <li><i>• 31 March 2009 – Decision on proceeding with Centre.</i></li> </ul>
<b>12. Measuring Success:</b>	<p><i>Graduates filling vacant positions at junior levels.</i></p> <p><i>Recruitment of senior staff to academic/clinical/management positions.</i></p> <p><i>Tasmanian Health Workforce Strategy developed and is an effective tool</i></p> <p><i>New models of workforce and service delivery in place to address sustainable health care services in Tasmania</i></p> <p><i>Completion of the feasibility study of the primary health clinical education centre and successful implementation of model, if there is agreement to proceed.</i></p>
<b>13. Key Contacts:</b>	<p><i>DHHS: Mary Bent, Deputy Secretary, Community Health Services</i></p> <p><i>UTAS: Prof Allan Carmichael, Dean, Faculty of Health Science</i></p>

## Project 7: Tasmanian International Adventure Film Festival (TIAFF)

1. Title:	<i>Tasmanian International Adventure Film Festival (TIAFF)</i>
2. Description:	<p><i>Supported by Tourism Tasmania, Screen Tasmania and the University of Tasmania, this annual Festival aims to increase awareness of Tasmania as an adventure and environmental destination through international publicity exposure. The Festival will underpin Tasmania's reputation and appeal as an adventure island, and provide opportunities to support and develop the Tasmanian film making industry.</i></p> <p><i>The Festival comprises 3 key components:</i></p> <ul style="list-style-type: none"> <li><i>• Adventure Film Making Competition, with six categories</i></li> <li><i>• Conference for film makers, including workshops (anticipated 50 attendees)</i></li> <li><i>• Film screenings for the general public (anticipated 1500 attendees).</i></li> </ul>
3. Objective:	<p><i>To establish Tasmania internationally as the adventure and environment capital of Australia.</i></p> <p><i>To provide an opportunity for adventure filmmakers to show their work, to create awareness for the protection and preservation of pure, wild places.</i></p>
4. Outcomes:	<p><i>Increased awareness of Tasmania domestically and internationally as an adventure and environmental destination.</i></p> <p><i>Increased visitation to Tasmania, both to the film festival and as a result of Tasmania's increased profile</i></p> <p><i>Improved capacity of Tasmanian film makers and industry</i></p> <p><i>A positive community event as a catalyst to provide inspiration for all Tasmanians</i></p> <p><i>Supports and builds upon the Tasmanian brand</i></p> <p><i>Strengthened collaboration and working relationships between the Department of Economic Development and Tourism (DEDT), the University of Tasmania (UTAS), Screen Tasmania and the Department of Environment, Parks, Heritage and the Arts (DEPHA).</i></p>

<b>5. Outputs:</b>	<i>The successful running of the Tasmanian International Adventure Film Festival (TIAFF) 19-21 September 2008.</i>
<b>6. Policy Linkages:</b>	<p><i>This proposal supports the 'Island Culture' priority area of the Partnership Agreement, by providing opportunities to develop the 'wild nature' element of the Tasmanian Brand, and by increasing the profile of Tasmania as an adventure island and as a location for adventure film making.</i></p> <p><i>This will assist in further establishing the adventure film component of Tasmania's growing film industry, and in particular meeting the PA objective of "achiev(ing) greater recognition of Tasmania's expertise, innovation and services in the national and international marketplaces".</i></p>
<b>7. Commitment:</b>	<p><i>DEDT: \$100 000 cash and in-kind support, subject to approval from Tourism Tasmania</i></p> <p><i>Support from relevant DEPHA divisions, eg. Parks and Wildlife Service, Tasmanian Museum and Art Gallery</i></p> <p><i>Screen Tasmania: Provision of a film makers competition element for the Festival and international marketing assistance</i></p> <p><i>UTAS:</i></p> <p><i>Provision of national and international networking and public relations opportunities to build Festival profile</i></p> <p><i>Provision of links and collaborative exchanges between the Festival and a range of UTAS faculties, including Arts, Science and Business</i></p>
<b>8. Key Stakeholders:</b>	<p><i>The Festival proponents, Don and Margie McIntyre – renowned Antarctic and international speakers and authors, based in Hobart</i></p> <p><i>Kim McKay – co-founder, Clean up Australia and Clean up the World, environmental author and social and sustainability marketing consultant, based in Sydney</i></p> <p><i>Department of Economic Development and Tourism</i></p> <p><i>Department of Environment, Parks, Heritage and the Arts</i></p> <p><i>UTAS</i></p> <p><i>National Geographic Adventure Channel (Australia)- 50000 members of Explorers Club in Australia and New Zealand</i></p>

	<p>National Geographic Society, Washington, DC.</p> <p>Federal Hotels/Wrest Point</p> <p>Tasmanian Adventure Film Industry</p> <p>Festival President - Will Steger, international Arctic and Antarctic explorer and environmental advocate</p>
<p><b>9. Major Risks:</b></p>	<p>Lack of film making entries for the competition element of the Festival, partly given the relatively short timeline before the Festival commences</p> <p>Lack of corporate sponsors to support the Festival</p> <p>The following steps will be undertaken to minimise these major risks to the success of the project:</p> <p>Substantial marketing and public relations support to reach national and international film maker markets</p> <p>Strong canvassing of potential corporate sponsors by highly qualified and experienced marketing consultants</p>
<p><b>10. Governance:</b></p>	<p>The Festival is a privately owned enterprise, owned by Margie and Don McIntyre, of McIntyre Marine Services Pty Ltd. This company carries full legal liability for the project.</p> <p>A festival president and advisory board will be engaged to provide strategic and creative direction for the Festival.</p>
<p><b>16. Key Milestones:</b></p>	<p>The Festival concept has already been established.</p> <p>Jan/Feb 2008 – confirm key sponsors , including support from Tourism Tasmania</p> <p>March 2008 – Public announcement and launch of Festival, including website</p> <p>March – June 2008 – global promotional campaign</p> <p>July – August 2008 – Festival pre-selection and program development</p> <p>August 2008 – program and media announcement</p> <p>19-21 September 2008 – Event occurs</p>

<b>12. Measuring Success:</b>	<p><i>Number and quality of film entries submitted for the TIAFF competition</i></p> <p><i>50 Tasmanian film makers attending the festival, including the conference element</i></p> <p><i>Level of media coverage (both on and off-line) of the event (partly provides a measure of increased profile for Tasmania)</i></p> <p><i>1 500 people attending the film screenings in the first year</i></p>
<b>13. Key Contacts:</b>	<p><i>Gillian Miles, Head of Partnership and Events Marketing, Tourism Tasmania</i></p> <p><i>Peter Howard, Screen Tasmania, Department of Economic Development</i></p> <p><i>Diana Harrison, Policy and Projects Manager, DEPHA, Office of the Secretary</i></p>

## Project 8: *Creating Knowledge to Support Tasmania's Sustainable Future*

1. <b>Title:</b>	<i>Creating Knowledge to Support Tasmania's Sustainable Future</i>
2. <b>Description:</b>	A program of 2 to 3 doctorate scholarships funded or jointly funded by the Tourism Tasmania and divisions of the Department of Environment, Parks, Heritage and the Arts (DEPHA), in partnership with the University of Tasmania (UTAS), through the Australian Innovation Research Centre (AIRC) or relevant School. The three year scholarships will provide a valuable opportunity to examine Tourism and/or DEPHA's portfolio areas and their potential to contribute to Tasmania's social, economic and/or environmental sustainability, and innovation.
3. <b>Objective:</b>	<i>To provide research that enables increased understanding and knowledge of the potential for Tourism Tasmania's and/or DEPHA's portfolio areas (natural assets, tourism, the arts, etc) to innovatively contribute to Tasmania's social, economic, environmental and/or Brand health.</i>
4. <b>Outcomes:</b>	<p><i>Improved understanding of the value of Tourism Tasmania and/or DEPHA's portfolio areas, their contribution to Tasmania's social, economic, environmental and/or Brand health and their potential to further the overall development of the State in the future.</i></p> <p><i>For example, how does the physical asset of national parks translate into economic and social benefit? What is the value of Tasmania's natural areas in appealing to migrants (skilled and non- skilled) choosing to relocate to Tasmania? What is the economic and social contribution of the Tasmania Brand to Tasmania – and what is its future potential?</i></p> <p><i>This would lead to better informed decision making with regard to budget allocations and bids and policy decisions regarding these portfolio areas.</i></p>
5. <b>Outputs:</b>	<p><i>A PhD research thesis for each of the allocated scholarship.</i></p> <p><i>In addition to the thesis, a detailed report with recommendations for maximising the future benefits of the research results, mapped from the agreed objectives and outcomes.</i></p> <p><i>Publication of findings in the relevant scholarly press.</i></p> <p><i>These outputs should be delivered within 3 to 4 years of</i></p>

	<i>scholarship commencement date.</i>
<b>6. Policy Linkages:</b>	<p><i>This proposal supports the 'Island Culture' priority area of the Partnership Agreement, by providing an improved understanding of the value of Tasmania's natural and cultural assets to Tasmania's appeal – locally, nationally and internationally.</i></p> <p><i>The ability and mechanisms for Tasmania's natural and cultural assets (including contemporary island culture) to be better utilised to enhance sustainable development of the State is a critical research area.</i></p> <p><i>The proposal is therefore in alignment with the objectives of the Partnership Agreement, in particular the first objective: to increase collaboration on and co-investment in research that will have economic, social and environmental benefits for Tasmania.</i></p>
<b>7. Commitment:</b>	<p><i>Tourism Tasmania and/or DEPHA's resource commitment:</i></p> <ul style="list-style-type: none"> <li><i>• Provision of office space and relevant portfolio information as required throughout the scholarship</i></li> <li><i>• Funding to be allocated through budgetary process.</i></li> </ul> <p><i>University of Tasmania's resource commitment:</i></p> <ul style="list-style-type: none"> <li><i>• Provision of research supervision</i></li> <li><i>• Provision of resources in line with the UTAS research higher degree training policy (eg. office space and relevant information as required throughout the scholarship)</i></li> <li><i>• Top-up of stipend as required (for example, to cover additional fees if successful research candidate is an international student)</i></li> </ul> <p><i>Supervision commitment – please refer to 'Governance', Section 10, below.</i></p>
<b>8. Key Stakeholders:</b>	<p><i>The Department of Environment, Parks, Heritage and the Arts</i></p> <p><i>Tourism Tasmania</i></p> <p><i>The University of Tasmania</i></p> <p><i>The Tasmanian community and business sector</i></p> <p><i>The scholarship candidate/s</i></p> <p><i>Private and public sector groups relevant to the specific</i></p>

	<i>research topics chosen</i>
<b>9. Major Risks:</b>	<p><i>Inadequately scoped thesis question leading to poor applicability and usability of research results.</i></p> <p><i>Resignation of scholarship candidate prior to thesis completion.</i></p> <p><i>The above risks will be minimised by ensuring the thesis topic and question are rigorously scoped and appropriate supervision provided, and a research plan be completed and approved prior to research commencement (as per UTAS protocol).</i></p> <p><i>A further mitigation option is to group or cluster a number of PhDs into one topic area rather than spreading them across a number of portfolio areas, due to the benefits gained in cross-fertilisation and extension of knowledge.</i></p>
<b>10. Governance:</b>	<p><i>Describe how the initiative will be governed (i.e. what processes/structures, will be established to oversee the establishment, implementation and monitoring of the initiative?)</i></p> <p><i>UTAS will provide primary research supervision via the AIRC or relevant School</i></p> <p><i>Secondary research supervision will be provided by Tourism Tasmania and/or DEPHA. UTAS will provide supervisor training.</i></p>
<b>17. Key Milestones:</b>	<p><i>It is anticipated that this project will commence asap in line with the next UTAS PhD research intake. Final negotiation needs to occur with UTAS re this.</i></p> <p><i>Key project milestones will be in accordance with UTAS policy on progress and assessment of research scholarships. For example, student to be registered with AIRC or relevant School/s, research area identified, research question established, supervisor identified, project plan developed, studentships advertised in the national press, etc)</i></p>
<b>12. Measuring Success:</b>	<p><i>Production of thesis and recommendations report for each scholarship recipient.</i></p> <p><i>Extent of dissemination of thesis findings and recommendations.</i></p>

	<i>Publication of thesis and/or report in relevant scholarly peer reviewed journals</i>
<b>13. Key Contacts:</b>	<p><i>Nominate the officer from each Partner who is responsible for establishing and implementing the project.</i></p> <p><i>University of Tasmania: Professor Johanna Laybourn-Parry and Professor Michael Hess</i></p> <p><i>DEPHA: Diana Harrison, Manager Policy and Projects, Office of the Secretary.</i></p> <p><i>Claire Ellis, Director Destination Development, Tourism Tasmania</i></p>

