

Grants Scheme Guidelines  
Information for Applicants  
Supporting Information  
2005-06

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*An initiative of the Australian Government Department of Education, Science and Training*

# Grants Scheme Guidelines

## Introduction

The Carrick Institute for Learning and Teaching in Higher Education has been established to promote and advance learning and teaching in Australian higher education. The Grants Scheme contributes to the Carrick Institute responsibilities and objectives which are listed below.

The Carrick Institute for Learning and Teaching in Higher Education will:

- (a) promote and support strategic change in higher education institutions for the enhancement of learning and teaching, including curriculum development and assessment
- (b) raise the profile and encourage recognition of the fundamental importance of teaching in higher education institutions and in the general community
- (c) foster and acknowledge excellent teaching in higher education
- (d) develop effective mechanisms for the identification, development, dissemination and embedding of good individual and institutional practice in learning and teaching in Australian higher education
- (e) develop and support reciprocal national and international arrangements for the purpose of sharing and benchmarking learning and teaching processes
- (f) identify learning and teaching issues that impact on the Australian higher education system and facilitate national approaches to address these and other emerging issues.

These guidelines have been prepared for the introduction of three Carrick Institute programs in 2006. The guidelines will be reviewed and may be revised once the programs begin to operate fully and new understandings and systems are developed.

The guidelines do not cover all grants provided by the Carrick Institute. These guidelines apply to all projects and programs that specify that they apply.

The Programs that are part of the Grants Scheme are:

- Competitive Grants Program to support
  - Innovation in learning and teaching, especially in relation to new technologies
  - Strategic approaches by higher education providers to increase recognition of the importance of teaching in higher education, both within institutions and within the wider community
  - Research and development focused on issues of emerging and on-going importance (e.g. the nexus between teaching and research; performance indicators for learning and teaching in higher education)
  - Strategic approaches to addressing the implications of the changing cohort in higher education
- Priority Projects Program to address, in the first instance, priorities emanating from the Institute's designated responsibilities (including benchmarking, assessment, standards and related aspects of good practice in learning and teaching). Priority Projects may also focus on good practice in higher education in terms of creative and effective use of teaching and learning spaces, and collaborative, cross-institutional

projects which examine the role of peer review in the enhancement of learning and teaching in higher education

- Leadership for Excellence in Learning and Teaching Program to support systematic, structured and sustainable models of academic leadership in higher education.

## **Purpose of Guidelines**

The guidelines are designed to apply to both projects and activities. For simplicity the use of the term 'project' in these guidelines also applies to those grants that are approved under the Grants Scheme for what might be more appropriately called 'activities', for example, professional development. The guidelines provide information to those wishing to apply for grants about the expectations in relation to proposals and the criteria and processes used to determine what grants will be approved. Specific detail for each of the programs will be provided in the three sets of program guidelines which will scope the type of projects supported through the Competitive Grants Program, the Priority Projects Program and the Leadership for Excellence in Learning and Teaching Program.

## **Principles:**

The Institute's ethos is framed in terms of the following values and principles for action:

- *Inclusiveness* - by assisting the development of networks and communities which support higher education staff who have a direct impact on the advancement of learning and teaching.
- *Long term change* - through a focus on systemic change and capacity building.
- *Diversity* - by recognising and valuing institutional and discipline differences and similarities, by ensuring an appropriate balance between generic and disciplinary approaches to the enhancement of learning and teaching.
- *Collaboration* - through the programs it funds and in its work practices, respecting the existing strengths of the systems and of the people within the higher education sector nationally and internationally
- *Excellence* - through the recognition of quality in its programs and awards, through its encouragement of such recognition in all higher education institutions, and through building the reputation of the Institute as a leading-edge, prestigious organisation.

The Grants Scheme is designed to conform to the following principles:

- Compliance with the Carrick Institute mission, objectives and values
- Transparency
- Value for Money
- High Impact
- Future Looking

## **Compliance with the Carrick Institute mission, objectives and values**

All proposals for grants for projects will be assessed for their contribution to the mission and objectives of the Carrick Institute and for their synergy with the Institute's values and principles for action.

## **Transparency**

These guidelines are provided to ensure that the process of applying for a grant to conduct a project is transparent. Within the limitations of privacy and commercial in confidence protections, the selection process associated with approving a grant and the management of

the project should be transparent. Information on successful grant recipients (institutions) will be published on the Carrick Institute website and in the annual report.

### **Value for Money**

Projects proposals will be assessed in terms of value for money. The processes associated with decision making, compliance requirements and monitoring will also be designed to ensure the best value for money while being consistent with appropriate stewardship of government funding, fairness and transparency.

### **High Impact**

Priority will be given to projects that are likely to have a high impact. This approach reflects the objective to 'support strategic change in higher education institutions'. The design of projects should address the potential to support strategic change and how the project will maximise dissemination and embedding of exemplary institutional and/or individual practice in learning and teaching in higher education.

### **Future Looking**

While there is often an emphasis on 'innovation' in grants schemes, the Carrick Institute will take the perspective of 'future looking' which encompasses a broad definition of 'innovation'. It will support projects that have a potential to advance learning and teaching as well as those that address emerging issues for learning and teaching in higher education. In this broad context projects may be of the type which provide new approaches; build on, and embed systemically approaches already developed; be capacity building; or focus on changed understandings and practices to promote and advance learning and teaching.

### **Eligibility**

Under the Carrick Institute Grants Scheme, Institutions listed in Table A and Table B of the *Higher Education Support Act (2003)* and other approved higher education providers receiving places under the Commonwealth Grants Scheme are eligible to apply for grants.

### **Application Process**

Under the programs included within this scheme, expressions of interest or proposals may be sought in a competitive round either in response to a specific project brief or as a general request for proposals designed to meet a particular Carrick Institute priority. The process of application may be a two stage process with expressions of interest from which a number are selected to prepare a full proposal or it may be a single stage process involving the submission of a full proposal in the first instance.

Requests for proposals and expressions of interest will normally be advertised through the Higher Education Supplement of the Australian and will be available on the Carrick Institute website. Submission dates and other relevant details will be found on the Carrick Institute website.

In addition to proposals sought through a competitive round, expressions of interest or proposals may be sought by the Carrick Institute under arrangements that would best achieve a collaborative approach to an issue of significance. The Carrick Institute may also decide to consider and approve proposals within some programs outside of an advertised round of expressions of interest. The individual program guidelines define under what circumstances and how this can occur.

Collaboration between higher education institutions and between higher education institutions and relevant other bodies is encouraged. Submissions from consortia will need to be submitted under a lead institution which must be a higher education institution eligible to

receive a grant under these guidelines. The lead institution must ensure each named collaborating institution/organisation has agreed to have its name put forward as a collaborating institution before submitting an expression of interest or project proposal. Failure to ensure the agreement of named collaborating institutions/organisation may result in the submission being rejected by the Carrick Institute.

The lead institution must be authorised to deal on behalf of all members of the consortia or collaborative group, and enter into agreements which are binding on them. For the purposes of the application, all consortia members and the lead institution should be clearly identified. The Carrick Institute may subsequently require all consortia members to execute statutory declarations stating that the lead institution has the authority to bind other members.

## **Broad Criteria for Funding**

Funding may be approved for projects that run for up to three years unless otherwise specified in the expressions of interest / request for proposals document. All projects designed to go beyond one year will need to produce measurable outcomes/deliverables in each year of the funding and should be designed around stages which have particular outcomes/deliverables.

## **Assessment of Applications – project proposals**

The assessment of applications for funding, which usually take the form of project proposals, will be against the criteria set for the project, the quality of the design, value for money, the importance of the outcomes proposed in the context of the Carrick Institute's mission, objectives and responsibilities and the capacity of the project team to deliver the outcomes proposed.

## **Approval of Funding**

Each program under these guidelines is managed by a Standing Committee of the Carrick Institute Board which is responsible for the selection of the projects to be funded and any specific conditions applied to those projects.

## **Intellectual Property**

One responsibility of the Carrick Institute is the dissemination of good practice in learning and teaching in higher education which is best achieved by ensuring that quality project products and findings are available to the higher education sector for use and further development. To help achieve this aim the following position in relation to intellectual property will be the default position for the Carrick Institute.

Intellectual Property Rights in the Material created under an Agreement will vest immediately in the Carrick Institute. The Carrick Institute will as far as possible provide the project materials to the sector for use and adaptation using systems such as Creative Commons, Open Source or other appropriate developments.

The Carrick Institute will grant to the recipient institution a permanent, irrevocable, royalty-free, non-exclusive licence to use, reproduce, and adapt the Material and to sub-licence any of these rights to members of a consortia for the purpose of the project that is funded.

Issues associated with existing intellectual property are addressed in the funding agreement. A model funding agreement is available on the website.

A different position in relation to copyright and licensing may be considered if there is a strong argument that the default position explained above is not appropriate for a particular project. This argument will need to be presented as part of the project proposal and will need

to demonstrate that the approach advocated will ensure that the products and findings of the project are available to the higher education sector for use and further development.

The grant recipient will be required at all times to indemnify and hold harmless the Carrick Institute, its officers, employees and agents from and against any loss or liability incurred or suffered by any of those indemnified arising from any claim, suit, demand, action or proceeding by any person in respect of any infringement, or alleged infringement, of Intellectual Property Rights by the grant recipient, its employees, agents or subcontractors in the course of, or incidental to, carrying out the project or the use by the Carrick Institute of the material produced in the project.

## **Publication**

The funding agreement requires reports on the progress of the project and a concluding report and in some cases an evaluation of the project. These reports are referred to under the Broad Reporting Requirements Section of these guidelines. The Carrick Institute's written approval must be obtained prior to publishing any project reports required under the funding agreement. This provision does not limit the publishing of academic articles, conference papers or web materials as part of a project.

## **Commercialisation**

A request to commercialise any material developed must be referred to the Carrick Institute in writing for consideration and approval. In approving such a request the Carrick Institute may impose any conditions it considers reasonable.

## **Non- approved use of the grant**

The grant may not be used for:

- a) Building works (including the purchase, construction, lease, renovation or fit out of premises);
- b) Purchase of motor vehicles or other assets unless in exceptional circumstances and specific approval is given in approving the grant;
- c) Travel which is not directly related to achieving the outcomes of the project for which the grant was approved; or
- d) General recurrent funding.

## **Funding**

Grants will be approved for one year only. If a project is designed to go beyond one year the funding for the out years will be given provisional approval only. Funding for the out years will depend on progress against agreed milestones, the quality of the work done and the Institute receiving its full Grant. Should a project not be progressing well or the recipient institution request non-continuance, the Carrick Institute can determine not to fund any further years or negotiate a new agreement with a different institution for completion of the project.

## **Payment/s of Grant**

All grants for projects of one year duration will be paid in full at the commencement of the project. For those projects which are designed to go beyond one year, the stage one funding will be paid at the beginning of the project and other payments will be made at the beginning of any subsequent stage/s.

Payment will only occur after the execution of a Carrick Institute funding agreement which contains the information on payment instalments linked to agreed project stages and deliverables.

### **Purpose of Grant**

The grant is provided for the purpose of achieving the deliverables and outcomes of the project for which it is approved.

### **Collaborative Projects**

For projects involving a consortium of institutions/organisations, the grant will be paid to the lead institution (recipient institution) which will be responsible for the management and acquittal of the funding and the deliverables from the project. When seeking funding for consortia, care should be taken to ensure the costs associated with the type of collaboration proposed are adequately addressed.

### **GST and other taxes**

The Carrick Institute payment/s will include a GST payment.

Where the grant is being paid to a university the Carrick Institute will create a recipient created invoice and provide this with the payment of the grant. Other institutions will be required to furnish a tax invoice to the Carrick Institute that specifically identifies the GST component. The tax invoice for the agreed initial payment must be provided within 15 days of the return of the signed agreement.

### **Broad Reporting Requirements including performance**

The recipient institution is responsible to the Carrick Institute for managing the performance of the project through the project leader. This responsibility is expressed through institutional sign-off on funding applications/ project proposals, and performance reporting.

Institutions are required to provide regular performance reports (progress reports) and a final written report on the conduct of the project, as specified in the funding agreement. These reports must be signed by the PVC (academic) or equivalent or their delegate.

Ongoing evaluation should be included as part of the project in its various stages and be a role of the reference group. In addition, recipients of grants in excess of \$150,000 are required to commission a formal independent evaluation of the project. This may be funded from the Carrick Institute grant and should be included in the project proposal budget.

When a project team is not able to meet the milestones or the date for completion of the project, the project leader must seek an extension in writing at least two weeks before the due date from the Carrick Institute program manager.

### **Financial Reporting**

Funding must be used for the purposes specified in the funding agreement. Financial reporting and acquittal processes provide assurance of this to the Carrick Institute.

For a project designed to go beyond one year, a financial statement must be provided with the specified deliverables at the agreed milestones of the project.

On completion of the project an audited financial statement must be provided within one month of the agreed completion date (the date when all reporting and acquittal of funding should have been finalised).

Any funds not expended at the end of the project must be returned to the Carrick Institute. The Carrick Institute retains the right to reclaim funds if the recipient institution fails to fulfil the conditions of these guidelines or the funding agreement or where an overpayment has occurred.

## **Privacy and Confidential Information**

Grantees will be required to comply with the Information Privacy Principles when doing any act or engaging in any practice in relation to Personal Information for the purposes of the project, as if the institution were an agency as defined in the Federal Privacy Act 1988; and to comply with any policy guidelines related to the protection of Personal information issued by the Carrick Institute or the Privacy Commissioner.

The Carrick Institute will not disclose your confidential information without your written agreement other than to the Minister responsible for the Carrick Institute, in response to a request by a House or a Committee of the Parliament of the Commonwealth of Australia or as authorised or required by law. The grantee must not disclose Carrick Institute confidential information without written approval.

The Carrick Institute will make publicly available information on the institutions which receive funding, a summary of the project, the amount of funding received and authors of reports. It may choose to release reports and evaluations arising from the project.

## **Formal agreement**

Successful applicants will be required to enter into an agreement with the Carrick Institute. If there is any inconsistency between an agreement and these guidelines, the terms of the agreement will prevail. Where a proposal from a consortium is approved, the Carrick Institute will enter into an agreement with the lead institution.

The conditions of grant will be specified in the agreement. The agreement will specify the outcomes of the project to be achieved, the payment arrangements, conditions of the grant including financial and performance reporting requirements, requirements regarding variation to agreements, acquittal of grants and other related issues.

The Carrick Institute may request copies of Memoranda of Understanding or agreements for collaborative (joint venture) projects which involve partners, prior to the execution of an agreement with the Carrick Institute.

## **Reference Groups, Steering Committees and Project Support**

All project teams should appoint a reference group. The reference group should include some external participants who have appropriate expertise to ensure there is constructive advice on the design, development and ongoing evaluation of the project and to ensure the project has maximum impact within the institutions/s engaged in the project and beyond those institutions.

In some cases, the Carrick Institute will determine that a steering committee will be appointed to either one or a number of projects designed to contribute to the same or similar outcomes. In this case the Carrick Institute reserves the right to appoint the steering committee.

The Carrick Institute will nominate a staff member as the Carrick Institute Project Manager to support and monitor each project. The Carrick Institute Project Manager may organise workshops that are either voluntary or part of the conditions of funding. The workshops could

cover topics such as management advice and the sharing of challenges, findings, ideas and good practice.

### **Non-participating Members**

Since there are different levels of experience and expertise in the Australian higher education sector funding may be provided to projects to enable 'non-participating members' who may not have the resources to fully engage with the project to join the project as an interested observer. The type of 'non-participating members' envisaged are those who wish to learn how to conduct such a project or plan at a future date to 'cascade' the project to their institution.

### **International Partnerships**

International partnerships are encouraged where appropriate. As with other members of consortia, funding can be shared with international partners for their contribution to the project. This arrangement must be made through the lead institution, which must be an Australian higher education institution eligible to apply for a grant under the Carrick Institute Grants Scheme. International partners must agree to the conditions imposed in the funding agreement especially in relation to intellectual property.

### **Dispute Resolution**

The funding agreement deals with dispute resolution between the Carrick Institute and the grant recipient. A model funding agreement can be found on the Carrick Institute website.

Should a dispute between project partners arise during the conduct of the project, the project partner claiming that there is a dispute will send to the other partners a written notice setting out the nature of the dispute. In the first instance the project partners will try to resolve the dispute through direct negotiation by persons who have been given the authority to resolve the dispute by their institutions/organisations. If after 10 business days from the receipt of the notice the partners have failed to reach a resolution, the dispute is to be submitted for mediation to the Carrick Institute through the project leader.

Despite the existence of a dispute, all partners must (unless requested in writing by the other project members not to do so) continue to perform their obligations.

### **Review Date:**

These guidelines will be reviewed by 30 November, 2006.

# Carrick Grants Scheme

## Instructions for Completing and Submitting Applications

These instructions apply to the three programs that make up the Grants Scheme:

- Competitive Grants Program (CG)
- Priority Projects Program (PP)
- Leadership for Excellence in Learning and Teaching Program (LP)

Under these programs applications may be made through either a one or two stage process, depending on the program guidelines and/or the request for submissions. In a two stage process an expression of interest would be submitted in response to calls for submissions. From the expressions of interest, a short list would be determined and successful applicants asked to prepare a full proposal. The final decisions about projects to be funded would then occur on the basis of the full proposals.

In the one stage process, a full proposal only would be submitted and this would form the basis of decisions about the projects to be funded.

### Expressions of Interest (EOI)

- Expressions of interest should include:
  - The rationale for and aims of the project, particularly in relation to the context and characteristics of the institution(s) involved
  - The approach the project will take
  - The anticipated deliverables and outcomes of the project
- EOIs should be no more than three pages (exclusive of attachment and cover sheet – see below).
- EOIs should include a one page attachment providing concise information on the qualifications and experience of the project leader(s) and key members of the project team.
- The cover sheet found on the Carrick Institute website [www.carrickinstitute.edu.au](http://www.carrickinstitute.edu.au) should be completed and attached to the EOI.
- EOIs must have the endorsement of the PVC/DVC (academic) or equivalent.
- Budgets are not required in EOIs.
- The documents should be named eoi.program.institution.contact.year e.g. eoi.lp.rmit.smith.05. Use 'cg' for the Competitive Grants Program; 'pp' for the Priority Projects Program; 'lp' for the Leadership Program. If the computing program you use does not support a document name of this length please abbreviate but retain the elements.
- The EOI should be submitted by email to [projects@carrickinstitute.edu.au](mailto:projects@carrickinstitute.edu.au)

- If the receipt of the EOI is not acknowledged by email within three business days of dispatch please ring the phone contact provided.
- EOIs must be received by the closing date. An EOI that does not meet the deadline for submission may not be considered. A delay in receiving a response to a request for information will not be considered a valid reason for a late application unless the request for information was received at least 7 days before the submission date.

## Full Proposals

- Fully developed proposals should include:
  - the purpose of the proposed project, the rationale (including the relationship with institutional priorities for learning and teaching), proposed outcomes and deliverables and an evaluation strategy,
  - an outline of the proposed approach and methodology, structured in terms of year-long phases,
  - information on the human resources and infrastructure required for the project completion,
  - the resources/support the institution/s will contribute to the project including where appropriate its implementation,
  - the processes and structure underpinning the management of the project including how the project team will establish a clear vision, clear goals, financial and staff management, evaluation strategies,
  - information on key policy and practice audiences relevant to the project and how these audiences will be included in the various phases of the project including evaluation,
  - procedures for facilitating dissemination and uptake of the project outcomes across the higher education sector
  - the relationship with other work/research in the area,
  - for collaborative projects – the type of collaboration, the project collaborators and their anticipated contributions
  - as attachments a budget and a timetable. For projects designed to go beyond one year of funding the timeline should be developed around stages with discrete staged outcomes and deliverables for each year of the project – limit 2A4 pages
  - an attachment providing the qualifications and experience of the project leader(s) and project team (limit 2 A4 pages)
- Full proposals are limited to 12 A4 pages in 12 font (excluding coversheet and attachments).
- Full proposals must have the coversheet provided on the Carrick Institute website [www.carrickinstitute.edu.au](http://www.carrickinstitute.edu.au) attached to the proposal.
- Full proposals must have the endorsement of the PVC/DVC (academic) or equivalent.

- When submitting the proposal it should be named prop.program.institution.contact.year e.g. prop.lp.rmit.smith.05. Use 'cg' for the Competitive Grants Program; 'pp' for the Priority Projects Program; 'lp' for the Leadership Program. If the computing program you use does not support a document name of this length please abbreviate but retain the elements.
- Emailed project proposals must be in by the due date. A project proposal that does not meet the deadline for submission may not be considered. A delay in receiving a response to a request for information will not be considered a valid reason for a late application unless the request for information was received at least 7 days before the submission date.
- The project proposal should be submitted by email to [projects@carrickinstitute.edu.au](mailto:projects@carrickinstitute.edu.au).
- If the receipt of the proposal is not acknowledged by email within three business days of dispatch please ring the phone contact provided.

Applicants should carefully consider the expected costs of the project when submitting an application. The cost of printing and distribution of any deliverables should be included in the project costs as should costs associated with the maintenance of any websites for at least three years. Overheads can be included but should be identified within the appropriate budget item not as an overall percentage cost added to the bottom line.

Time-lines need to recognise the lead-up time required for large projects or those with a number of partners to develop a shared language and local commitment. Careful consideration should be given to the number and type of partners and their contribution to ensure the project is manageable.

All projects provided with funding of greater than \$150 000 must commission a formal independent evaluation at the conclusion of the project. This evaluation should be factored into the budget and the time-lines for the project.

## **Contacts**

Courier address:

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Requests for further information should be directed by email to [projects@carrickinstitute.edu.au](mailto:projects@carrickinstitute.edu.au). Requests should provide appropriate contact information including the name, institution and phone number of the person seeking the information.

## Definitions and descriptions

**Consultation and collaboration** – these two concepts can take a number of meanings and operate in different ways in different contexts. A useful discussion of these concepts is found in *Dissemination, Adoption & Adaptation of Project Innovations in Higher Education* (2005) (pp.163-165)

**Deliverable** – in the context of the Grants Scheme a deliverable is a product or activity arising from the proposed project. Deliverables include workshops, reports, learning objects etc.

**Dissemination** - In the context of the Grants Scheme the definition in *Strategies for effective dissemination of project outcomes (2005)* will be applied:

“dissemination is understood to be more than distribution of information or making it available in some way. While embracing this aspect, dissemination also implies that some action has been taken to embed and upscale the innovation within its own context (discipline or institution) and/or to replicate or transform an innovation in a new context and to embed the innovation in that new context” (p.2).

A useful exploration of the concept ‘dissemination’ is found in *Dissemination, Adoption & Adaptation of Project Innovations in Higher Education* (2005) (pp.159-163)

**Innovation** - In the context of the Grants Scheme the definition in *Strategies for effective dissemination of project outcomes (2005)* will be applied:

“the term ‘innovation’ refers to an idea, product, process or service that adds value, is useful or transforms current practice in the context to which it is applied. ‘First-generation innovators’ are those who do or create something new or different. ‘Second-generation innovators’ are those who take an innovation from one context and replicate, adapt or transform it for use within a new context” (p.2).

**Intellectual Property Rights** - includes all copyright (including rights in relation to phonograms and broadcasts), all rights in relation to inventions (including patent rights), plant varieties, registered and unregistered trademarks (including service marks), registered designs, circuit layouts, and all other rights resulting from intellectual activity in the industrial, scientific, literary or artistic fields.

**Outcome** – in the context of applications under the Grants Scheme an outcome is an achievement which the project is designed to accomplish, preferably described in a form that is measurable or for which evidence can be provided. To prepare an outcome statement as part of an expression of interest or project proposal, the question that should be posed is: what is the project designed to achieve and how will the project team know they have been successful? A number of unplanned outcomes are likely from any project. These should be included in the final report along with the success in achieving the nominated project outcomes.

**Project Material** - includes documents, equipment, software, goods, information and data stored by any means.

## Supporting Information for Grants Scheme Applicants

Universities are encouraged to support applicants in preparing their submissions through the resources available to support research applications.

The Australian Universities Teaching Committee commissioned two reports to provide advice to the Carrick Institute on improving the wider impact of funded projects. These reports are available on the Carrick Institute website [www.carrickinstitute.edu.au](http://www.carrickinstitute.edu.au) :

- *Dissemination, Adoption & Adaptation of Project Innovations in Higher Education* by Jo McKenzie, Shirley Alexander, Carly Harper, Susan Anderson from University of Technology, Sydney (May 2005)
- *Strategies for effective dissemination of project outcomes* by Deborah Southwell, Deanne Gannaway, Janice Orell, Denise Chalmers, Catherine Abraham, The University of Queensland and Flinders University Sydney (April 2005).

Many of the recommendations from these reports will be implemented through the Grants Scheme Guidelines and related program guidelines. Materials to support the Grants Scheme will continue to be developed. In the short-term grant applicants might consider the following.

### Project Design Considerations

The following advice is taken from the *Dissemination, Adoption & Adaptation of Project Innovations in Higher Education* by Jo McKenzie, Shirley Alexander, Carly Harper, Susan Anderson from University of Technology, Sydney (May 2005 p.xv).

The report recommends that project developers:

- consider the range of possible methods that might be adopted for involving potential users from the beginning of a project, for example
  - collaborative development by a strategically selected group of partners;
  - consultation with potential users at various stages of the process, from initial project design to prototype evaluation, pilot testing and cascading to others;
  - involvement of potential users in needs analysis related to the intended project;
- provide support for adopters to engage in the learning necessary to adapt, implement and evaluate the project outcomes effectively, for example through
  - provide implementation guides accompanying the project;
  - provide case studies and exemplars of implementation;
  - provide support or training workshops or other events;
  - provide consultancy support and services from the project team;
- use consultative and collaborative forms of development which enable potential adopters to learn and inform project development;
- consider the range of potential adopters of the project and use appropriate methods for engaging with them, such as through links with disciplinary or cross-disciplinary organisations.

The following advice is taken from the *Strategies for effective dissemination of project outcomes* by Deborah Southwell, Deanne Gannaway, Janice Orell, Denise Chalmers, Catherine Abraham, The University of Queensland and Flinders University Sydney (April 2005 p. 8).

Projects should:

- establish a communication plan that includes regular communication with the project team, institution, stakeholders, the Carrick Institute and the wider national community.
- ensure that evaluation is undertaken at multiple points throughout the project and is understood and reported within an evaluation framework.

## Describing Projects

The framework below is taken from *Strategies for effective dissemination of project outcomes* (p. 73). It is a useful framework to think about and describe the type of project being proposed and to consider the focus of the dissemination appropriate for the project.

	Research	Development		Capacity building	Memory	Acknowledgement
Focus	Seeding	1 <sup>st</sup> generation	2 <sup>nd</sup> generation	System-wide embedding/up-scaling	Archives, repositories, clearinghouses databases etc	Recognition and rewards
National						
Institutional						
Discipline						
Project						
Networks, organizations, expertise						