



RESEARCH WEEK 2011

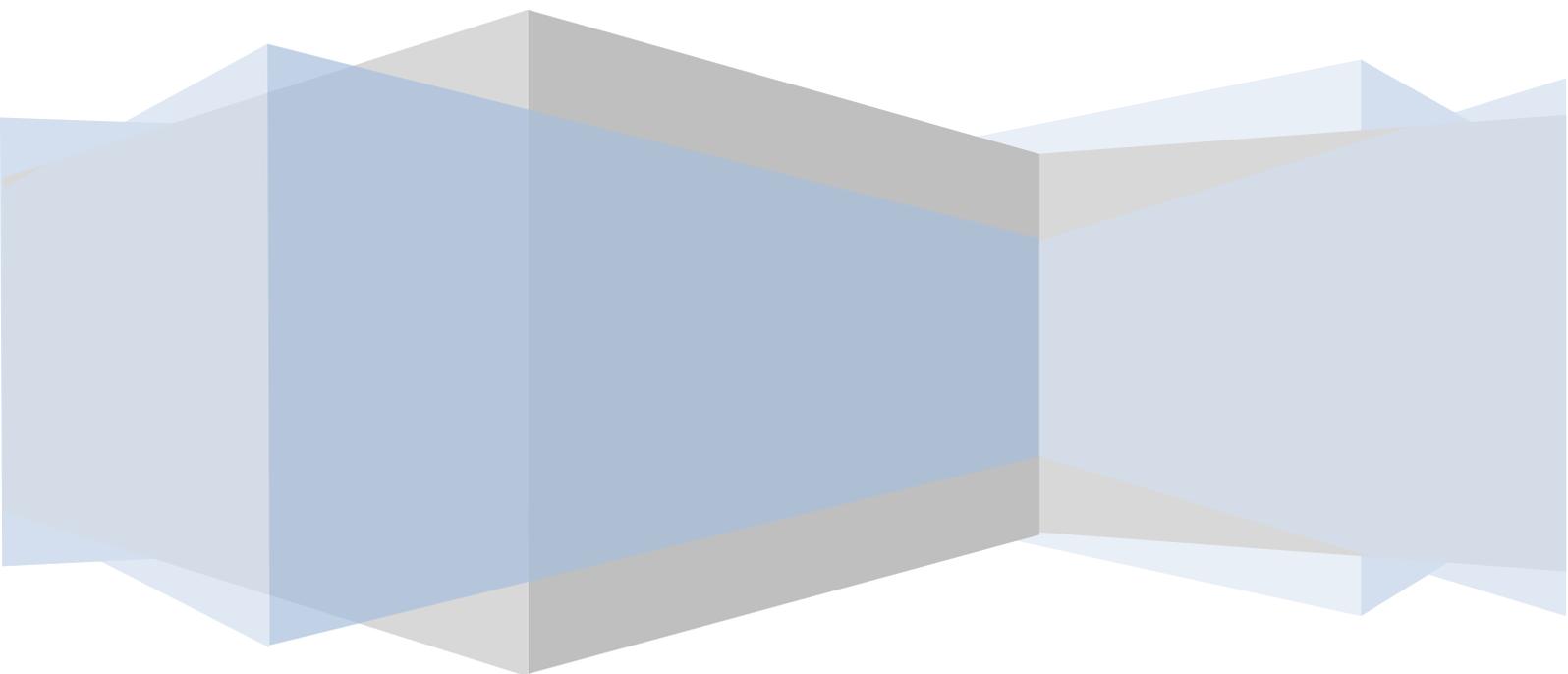
Communique

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A summary of the Southern Cross Business School's Research Week and the outcomes of the strategic planning that emerged



Executive Summary

- Our newly formed Southern Cross Business School (SCBS) emphasised its commitment and dedication to research by holding an inaugural 'Research Week' that commenced on 31 October 2011.
- Over seven days, research related activities included a comprehensive range of symposiums, workshops, invited speakers and awareness raising events.
- The major aims were well served for improving our research performance within selected ERA codes, defining our research nodes and building our partnerships to pursue future funding opportunities.
- Invited external keynote speakers from UQ, Curtin and Xavier (US) addressed topics relating to research collaboration opportunities, research methods and related software tool support.
- Participation from SCBS academics involved all campuses through local staff presentations and daily cross-campus video links to the major session.
- Specific days were dedicated to our PhD symposiums, DBA symposiums and Honours students to include keynote presentations directed towards their research development needs.
- Special sessions were also organised in conjunction with SCU's division of research to address the ongoing challenge of ensuring comprehensive research data collection.
- An important outcome is the realisation of SCBS's research quantum in terms of quantity and quality, the defining of our research nodes and how well SCBS is positioned to propose a new research centre that would replace the Regional Futures Institute (RFI).
- The feedback received from staff and students was very positive and sets the way for future research weeks that will allow for more 'open-day' events that will include our external research partners and potential collaborators.

I wish to sincerely thank all the contributors and helpers that made this research week a memorable event.

Professor Peter Croll
Deputy Head (Research)
Southern Cross Business School

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1.0 Communiqué Overview

Research outputs from the SCBS, together with teaching and learning, form the major focus for the Business School portfolio. The Research Week was a forum for both staff and students to present their current research undertakings in a collegial atmosphere, to learn specific skills pursuant to producing high class research outputs. Discussion included ways and means to manage the data and information of our collective research to enable full capture and reporting of our research efforts. How SCBS should organise its research into ‘themes/nodes’ is a key part of what has been reported. The abovementioned activities were organised and undertaken to improve research collaboration both within the SCBS, and externally with other Schools and Universities to build on the research aims of the School. Two of our major aims being to improve research performance within selected ERA codes and to build partnerships to pursue future funding opportunities.

Three staff research presentation sessions were conducted throughout the week to ensure the greatest collegial exposure for each staff member. Lismore campus held a discussion forum on Monday 31 November, Beachside/Riverside staff presented on Tuesday 1st November and Coffs Harbour Campus held research presentations on Thursday 3rd November. Each presentation was well received and enabled staff to recognise the wide-ranging and significant contributions that the School is making in its research endeavours to maintain our high research profile throughout the University.

A number of sessions were invited and presented from both internal and external personnel and experts to provide two important points of information to our research community. Firstly, a comprehensive overview of the environment in which we are required to conduct research and, secondly, specific knowledge on different aspects of how best to conduct research. Our Pro-Vice Chancellor (Research), Professor Neal Ryan gave an overview of the funding model in which the SCBS will be required to conduct research, followed by the SCBS Deputy Head, Professor Peter Croll, who attributed this funding model to the SCBS and its impact on our specific working environment. Mr Owen Hogan, Project Officer (Accreditation), further elaborated on how our research can contribute and adhere to AACSB Accreditation Standards. Professor Brian Head from the Institute for Social Science Research, University of Queensland, who, in his new role as Program Leader and CRN Liaison, spoke about how collaboration and joint research opportunities could be achieved under the CRN banner. A final presentation by the Research and Commercial Services Unit identified its contact points for our research community and its reporting and administrative requirements.

There were a number of specific sessions to enable staff and postgraduate students to learn specific skills to improve our research performance. These sessions, where at all possible, were video conferenced to all campuses on consecutive days to enable as wide a distribution as possible across all campuses. On Tuesday 1 November, two quantitative analysis techniques were workshopped, namely Partial Least Squares by Professor Stephen Teo from the Curtin Business School, and Applied Regression Analysis by Dr Michael Kort, SCBS. On Wednesday 2nd November, Nicole Shepherd, School of Social Science, University of Queensland provided two training sessions for the qualitative data analysis software Nvivo. On Friday 4th November, Dr Yvonne Brunetto deliberated on the synergies between social exchange theory and social capital theory. On Saturday, Professor Art Shriberg presented to our DBA students on how to write a literature review for a doctoral thesis and Associate Professor Michelle Wallace and Professor Bill Boyd spoke on how to prepare an ethics application. This was followed by Associate Professor Yvonne Brunetto's presentation on research design for a DBA thesis. The final presentation was by Kate Kelly on our Endnote software and library support services.

Following a very full activity schedule for the research week a number of initiatives to move forward can be derived, including:

- . It was established that there was no system that collects all the research data that the School requires and that the current focus on data capture is towards outcomes such as ERA. This focus excludes the data from research active people such as casual academics, students and adjuncts who all contribute to the SCBS research output. The SCBS will need to develop and maintain its own system of reporting data.
- . It was agreed that PhD symposium will remain a regular fixture on the SCBS calendar.
- . Elluminate and/or video conferencing should be provided where possible for students who cannot attend symposiums.
- . Invite a PhD/DBA/Honours student to present their research and sharing their experience.
- . Invitations should be sent to all undergraduate students with 5+ GPA and 96 credit points remaining, graduates with 5+ GPA over the last two years, and perhaps students from Griffith and surrounding Universities to market out postgraduate opportunities.

- . The dates for the 2012 DBA Symposium were announced as 11-13 May 2012 and 2-4 November 2012.
- . A number of Research Nodes were identified that met the criteria (see section 4) to be integrated into the SCBS Research structure:
 - 1) **Entrepreneurship/Enterprise Development**
 - 2) **Information Technology and Information Systems**
 - 3) **HR/Workforce**
 - 4) **Marketing**

Note that: a listing of the specific criteria that was utilised to develop the research nodes is set out on Page 20.

The 'Research Week' was a well received and well attended event for both staff and students alike. It identified and deliberated on SCBS research at three levels, namely the environment that researchers are required to work within, what research is currently being conducted and research training. These activities were designed to assist the school in achieving its major research aims, namely to improve our research performance within selected ERA codes and to develop research partnerships both within and external to our School research environment to pursue further funding, as detailed below.

2.0 SCBS Research Aims and Research Profile

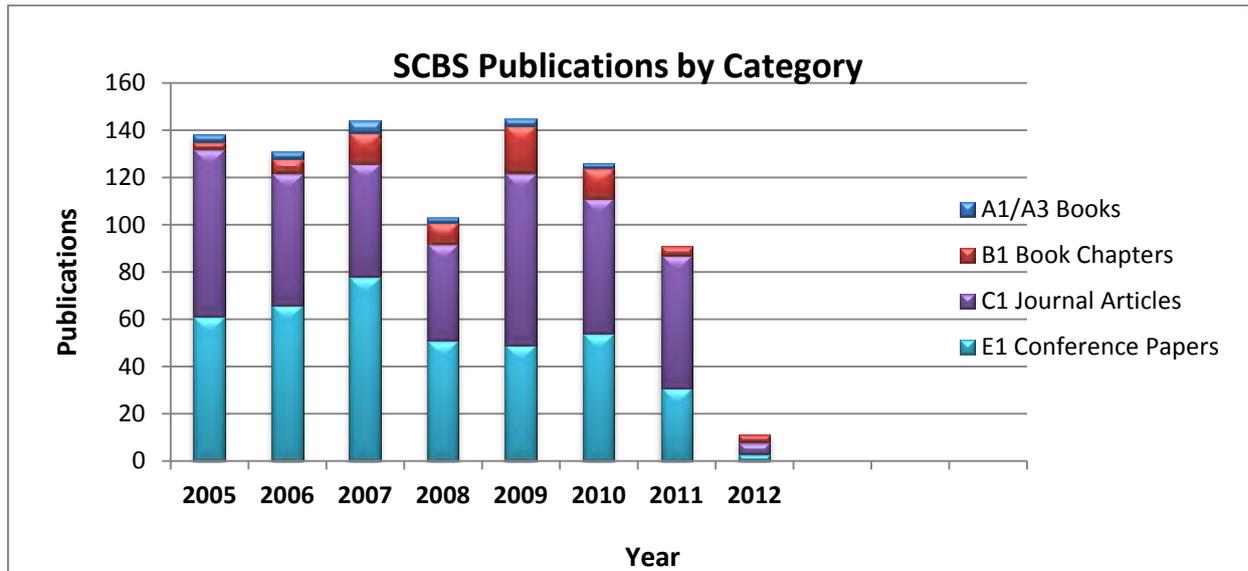
2.1 SCBS Research Aims

Southern Cross Business School has a number of research aims to achieve, namely:-

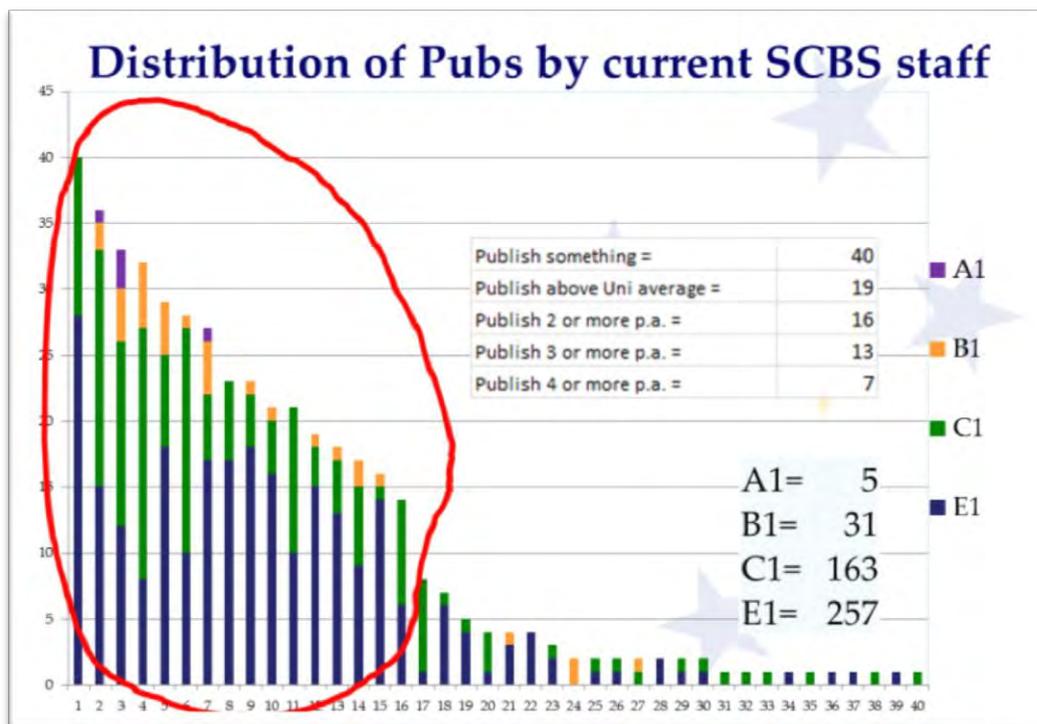
- ★ Improve research performance within selected ERA codes to achieve an ERA rank of 3 in at least two codes relevant to SCBS.
- ★ Establish an internal competitive 'research assistant' funding framework that facilitates access to RAs to support research activities including editing / reviewing of papers; grant development and writing; general research support.
- ★ Develop selective process / support structure for pursuing NCGs/ industry-based research funding aligned to leaders and groups.
- ★ Build partnerships with industry, government and the professions as a central part of pursuing ARC linkage grants.
- ★ Develop internationally recognised centre(s) of research excellence.
- ★ Establish a monthly research seminar series for presenting research proposals/working papers by staff - share research knowledge.
- ★ Establish up to 5 research groups led by selected research leaders.

2.2 SCBS Research Profile

The following shows the total weighted SCBS publications based on data collected by the Division of Research @ SCU and SCBS from 2005-2011. Note: for 2011 onwards the publication data collection is incomplete (collated in October 2011) and will therefore increase.



Analysis of the distribution of publications show that 16 SCBS academics are classed as highly active researchers who produce 85% of SCBS publication outputs:



Note that this only includes SCBS academics for the purpose of defining who in the school are the main contributors towards supporting the proposed research nodes.

These 16 SCBS academics include:

	A1 – Books	B1 – Book Chapters	C1 – Journal Articles	E1 - Conference Papers
BRUNETTO, Yvonne Oiga		1	17	10
BUULTJENS, Jeremy Wilhelm	3	4	14	12
CHARLES, Michael Bernard		5	19	8
CROLL, Peter Ronald		1	4	17
HARRISON, Jennifer Lee			6	17
JULIAN, Craig	1	2	18	15
KELLY, Stephen James		1	14	18
KORTT, Michael		2	6	9
PERVAN, Simon	1		13	3
ROWE, Stephen John		1	1	14
SORWAR, Golam		1	4	18
VITARTAS, Peter Joseph		1	3	15
VON DER HEIDT, Tania		1	4	13
WALLACE, Michelle Anne	1	4	5	17
WILDE, Simon John		1	8	6
XU, Jun			12	28

Our aim is to increase the levels of both research active staff and collaboration between them and our wider research community. This table represents our currently employed staff in the SCBS who have been identified as researchers of note. (This does not represent the publications by the late Alex Kouzman and SCBS Adjuncts).

SCBS Grants recorded by Division of Research for 2005-2011 greater than \$5,000

Investigator	Year	Title	Total \$ Contracted
Buultjens J	2005-8	Business read program for indigenous tourism	95,000
Kelly S	2004,7	Software business management program	29,155
Brunetto, Y	2010-12	Retaining health care professionals	86,250
VitartasP	2003,5,7	A quality assessment of Lismore city council services	20,850
Buultjens,j	2009	Strategic tourism plan	19,441
Brunetto Y	2009-10	Nurse retention: a social capital perspective	15,178
Kelly S	2010-12	ICT industry cluster project	18,000
Vitartas P	2007-8	LCC quality assessment stage 3	11,522
Kelly S	2004-5	Affordable housing in the Tweed	10,386

Investigator	Year	Title	Total \$ Contracted
Ellis A	2004-5	Perspectives of flexible learning in the Australian Army	9,090
Buultjens J	2007	Nimbin visitor survey	8,173
Hammond J	2005	John Hammond and Tafe	7,250
Buultjens J	2007	Beach users project	6,783
Buultjens J	2007	Lismore Unlimited membership survey	6,351
Buultjens J	2005-7	Supplementary scholarship	6,000
Christensen M	2005	Assessment of the impact of accrual accounting	5,892
Shoebriidge/ Buultjens	2011	Indigenous industry	24,667
Buultjens J	2006,8,10	Sustainable regions destinations development	228,673
Cameron R	2009-10	Skilled migration	66,350
Charles M	2008-9	Environmental regulations	136,000
Sloan K	2009-10	Urban rail demand management strategies	135,965
Buultjens J	2007-8	Australian regional tourism centre extension officer	90,000
Buultjens J	2007-8	Regional tourism network manager	70,836
Buultjens J	2006	Indigenous tourism participation	38,448
Buultjens J	2006-7	Project 90051	40,676
Buultjens J	2007-8	Climate change and tourism: a scoping study	20,000
Buultjens J	2007-8	Fitzroy crossing case study (indigenous tourism)	20,000
Von Der Heidt T	2010-11	Costing environmental regulation	20,000
Sloan K	2010	Trip generating factors	18,000
Vitartas P	2010	High-tech customer tools	17,000
Buultjens J	2007-8	Consumer generated web-based tourism marketing	15,000
Buultjens J	2007-8	Crafting regional growth project management plan	14,420
Evans M	2008-10	Climate change (transport database)	120,000
Buultjens J	2005-6	CRC tourism NSW network coordinator	10,000
Buultjens J	2006,9	Training needs	7,500
Charles M	2010	Business models	6,000
Charles M	2010-12	Future train motive power technologies	5,000
Wallace M	2011	Engineers career pathways	20,000
Wang J	2011-12	Light rail	20,000
Charles M	2011-13	Future growth strategies	90,340
Wallace M/ Cameron R	2011	Career pathways	20,000
Wallace M	2011-13	Career pathways for rail	239,896
Wallace M	2009-10	Attraction and industry image	185,322
Charles M	2008-9	Supply chains	126,688
Sloan K	2010	Future urban rail scenarios	12,500
Cameron R	2010-12	Skills recognition framework	47,425
Charles M	2009-11	Scholarship agreement Yongqing Li	95,000
Charles M	2009-10	Scholarship agreement Serge Killingbeck	65,000
Buultjens J	2004-8	Scholarship Deborah Gale	32,347
Buultjens J	2006-8	Program scholarship	15,250
Buultjens J	2005-7	ST CRC scholarship Duncan Dean	12,000
Hing N	2007-8	Scholarship Elisa Backer	9,965
Charles M	2009-10	Scholarship agreement Nattawoot Koowattananaiachai	5,000
Charles M	2011-12	Scholarship agreement Suman Sen	70,000
Vitartas P	2010	Procurement	25,721
Eddie I	2006-8	DBA scholarship	316,841
Hing N Breen H Buultjens J	2010-12	Gambling problems	225,000
Hammond J	2007,9,10	AIS Alison Alcock	24,000
Croll P	2011-12	Go Broadband Drop-In Centre	109,000

3.0 Day by Day Overview of Research Week Activities

3.1 Monday 31st October

The first day of the Research Week agenda concentrated mainly on the first level of information dissemination for both staff and post graduate students, namely, the environment in which SCBS researchers operate within. This was initiated by a networking lunch amongst research colleagues across three campuses, namely, Coffs Harbour, Lismore and Beachside. Following this occasion an introduction and welcome was conducted by Professor Neal Ryan, Pro Vice Chancellor (Research), in which he outlined the new budgetary model that research would be conducted within from 2012. Professor Peter Croll, SCBS Deputy Head (Research) gave an overview of the SCBS Research Week activities followed by a presentation from Owen Hogan, Project Officer (Accreditation) on the importance of research to AACSB Accreditation Application. A final presentation from Professor Brian Head, Program Leader, Institute for Social Science Research, University of Queensland and CRN Liaison. Professor Head gave an overview of the Institute and the possibilities arising from the CRN in terms of joint research projects and joint funding submission.

3.2 Tuesday 1st November

During the second day of Research Week, two quantitative analysis workshops were delivered. The first was from Professor Stephen Teo, Leader, HRM Discipline, School of Management, Curtin Business School. His workshop covered research analysis utilising Partial Least Squares (a form of SEM) using SmartPLS Software. Stephen's presentation concentrated on the uses of this software, its benefits and drawbacks. This session was attended by staff and postgraduate students alike and was enthusiastically received and embraced. The second workshop was conducted by Dr Michael Kortt, Senior Lecturer, SCBS. His workshop concentrated on Applied Regression analysis and was also well received even though he was working against the Australian penchant for Melbourne Cup festivities.

Tuesday also saw the first scheduled staff research session conducted at Beachside. Participants included Craig Julian who presented 'A Discriminant Model of the Antecedents of Performance in Export Ventures'. Pat Gillett on 'A Service Design approach to Doctoral Program Management', Yvonne Brunetto on 'Managing Professionals'. An finally, Scott Niblock on 'Risk-adjusted returns of socially responsible mutual funds: How do they stack up?'

3.3 Wednesday 2nd November

Wednesday included a full day of research training, with a morning full session on the qualitative analysis software NVIVO, conducted by Nicole Shepherd, School of Social Science, University of Queensland. A further refresher course on NVIVO training was conducted in the afternoon and teleconferenced to all campuses for the benefit of as many staff and students as possible.

3.4 Thursday 3rd November

A number of concurrent sessions were scheduled today. The first was a presentation on:-

3.4.1 Capturing Publications and Community Engagement Data

This session was chaired by both Professor Peter Cross, SCBS and Professor Robert Weatherby, Division of Research.

Professor Weatherby outlined the academic staff portfolio process and how this could be utilised for capturing data on research activities for academic staff. He spoke about the difficult process in gathering university wide data on research outputs, suggesting that the first round gained a 70% response. However, subsequent rounds, he estimates, have gathered approximately 90% of the data required. The emphasis of this discussing was to highlight the importance of this information and its implications for ERA funding.

A lively discussion was conducted by participants with comments surrounding the absence of a central repository for this information, the repetition of the process, the absence of an e-portfolio and the neglect of both casual and student contributions.

However, the Division of Research has recently established a three step online submission process for publications:

- Step 1 The first named SCU author on each publication is responsible for completing the online submission form. This form can be accessed at <http://www.scu.edu.au/research/index.php/64/>.
- Step 2 The online submission form is then submitted to HOS/Research Director to be signed off for verification and auditing purposes.
- Step 3 Online submission to DOR by 30 April 2012. This date is to ensure the University meets the deadline for the annual HERDC submission to DIISC to be eligible to receive the publication bonus.

It was established that there was no system that collects all data that the School requires and that the current focus on data capture is towards outcomes such as ERA. This focus excludes the data from research active people such as casual academics, students and adjuncts who all contribute to the SCBS research output. The SCBS needs to develop and maintain its own system of reporting data.

Professor Weatherby suggested that an approach should be made to the DVC to fund an e-project to convert the academic portfolio to alleviate some of problems that are currently experienced.

3.4.2 PhD Symposium

This session was chaired by Dr Simon Pervan, SCBS Director Research Training

The Symposium was very well attended by staff and students with some excellent discussion generated around specific topics and the PhD process in general.

The day opened with an address from the Schools Co- Director of Research Training, Dr. Simon Pervan entitled: Writing in our Disciplines. This was followed by a series of presentations from students, the first of which was also a part of a confirmation of candidature process. This allowed newer students to experience an important part of their PhD journey.

An expert panel of four, across a range of disciplines and methodologies, was assembled for the day so that students could be assured of sound feedback. The morning session included four presenters across a range of topics and stages. The afternoon session was opened by Dr. Pat Gillett who facilitated a discussion on Co-creating your Doctoral Journey. This was well received generating active discussion. The afternoon progressed with a further four student presentations.

Topic covered included:

- E-Health security issues
- Marketing orientation and innovation in SMEs in emerging economies
- Determinants and consequences of voluntarily disclosed earnings metrics by Australian firms
- Innovation in the higher education services sector: A service dominant logic perspective
- Auto-ethnography - one business academics 20 year journey

- The influence of organizational learning on Indonesian SME performance
- Marketing orientation in family businesses : Focus on the Northern Rivers coffee industry
- Impacts of 2008 GFC on the securities market supervision - implications for Viet Nam and emerging markets

Key benefits for students included the feedback they were able to gain on their specific research topics, thesis structure, writing style, and the supervision process. Key benefits for staff included the robust discussion of methodology and theory across a range of disciplines as well as the opportunity to engage with our candidates.

The quality of presentations from students was particularly pleasing. The level of development and understanding shown was consistent with any world class PhD program.

It was agreed that PhD symposium will remain a regular fixture on the SCBS calendar.

3.4.3 Address from recent graduate - Pat Gillet 'Co-creating your doctoral journey'

An interesting and informative workshop was conducted with the PhD students capturing data on points of contact with students, the School and the Division of Research. This data will form part of further research to enable students to have a comprehensive knowledge of the administrative and process components of their PhD/DBA journey.

3.4.4 Coffs Harbour Campus, Staff Research Presentations

The second staff presentation session was conducted at Coffs Harbour Campus.

3.5 Friday 4th November

Two concurrent sessions were run on Friday, the first was the Honours Symposium, together with a presentation by Associate Professor Yvonne Brunetto. During the evening a DBA symposium dinner was well attended and received by staff and DBA students.

3.5.1 Honours Symposium

Chaired by Dr Scott Niblock, SCBS Honours Coordinator

Given the decline in Honours student numbers over recent years, and the growing importance to attract research driven students to our higher degree research programs, a campaign was launched in May 2011 to recruit Honours students. In the past, the Honours

recruitment process has been limited to high achievement letters and online information sessions. However, the Honours recruitment team were of the belief that the program needed to be showcased in a way that positively reflected the numerous benefits associated with the qualification.

In recognition of this, an Honours Symposium was incorporated in to the SCBS Research Week to promote the Honours program to potential students and to create an awareness of the program among staff members. The Honours Symposium was held for the first time at Riverside Campus, the agenda included the following sessions:

- * Welcome (Professor Ian Eddie, Associate Professor Michelle Wallace and Professor Art Shriberg)
- * An introduction to Honours (Dr Scott Niblock)
- * Honours and the pathway to higher degree research and beyond (Dr Simon Pervan)
- * Q&A session and advice from SCBS academics (Dr Craig Julian, Associate Professor Yvonne Brunetto, Dr Albert Wijeweera, Dr Michael Kortt, Dr Patrick Gillette, Dr Peter Vitartas, and Dr Scott Niblock)

Overall, the day was well received by both students and staff. Potential Honours student, Cherish Bentley, stated that "[i]t was a really thought provoking day and I hope that circumstances permitting I am able to pursue an Honours year". Also, the kind support from the staff was overwhelming. Ultimately, this support and the expert advice handed down to the students contributed to the success of the day.

There were obvious successes and areas of improvement that will shape next year's symposium.

Successes

- * Three students attended and all three are submitting applications. Two other students who could not attend the day are also submitting applications. There are numerous other students who were contacted and could not attend but are considering applying . Note: only one student enrolled in 2011.
- * All sessions were timely, informative and held in high regard by both students and staff.
- * The welcome from senior staff and advice from research active staff across the disciplines provided students with a good insight into academic research.
- * The outdoor BBQ lunch gave students and staff a great opportunity to discuss Honours.

- * Students received a leather SCBS compendium which contained information about the program and how to enrol. Students commented on how professional these looked.
- * Students also indicated that the invitation to the symposium was the first time they had been contacted personally (via phone) by the University during their undergraduate degree. This highlights the importance of recognising the efforts of our students at symposiums and other similar events.

Areas of improvement

- * Elluminate and/or video conferencing for students who cannot attend.
- * A past or current Honours student presenting their research and sharing their experience.
- * Only students with 6+ GPA and 96 credit points remaining and graduates with 6+ GPA over the last two years were contacted for Honours Symposium this year. However, all GPA 5+ students were initially contacted about online Honours Information Session held in September. Next year an invite will be sent out to all students with 5+ GPA and 96 credit points remaining, graduates with 5+ GPA over the last two years, and perhaps students from Griffith and surrounding Universities.

On behalf of the Honours team at SCBS, Dr Niblock would like to take this opportunity to express his thanks for including the Honours Symposium in Research Week. The future success of our Honours program relies on the support received from the research and administration staff involved.

3.5.2 Presentation by Yvonne Brunetto

Yvonne's presentation on 'The Synergies between Social Exchange Theory and Social Capital Theory' was thought provoking and beneficial to both staff and students who are, or will in the future, ground their research in these theories.

3.6 Saturday 5th and Sunday 6th November

DBA Symposium

Chaired by Professor Ian Eddie, SCBS Director of DBA Program

The DBA Symposium held over the weekend of 4-6 November was a very successful event as evaluated by candidates and supervisors who attended the sessions. Approximately 60 people participated in the Symposium.

The Symposium commenced with the Welcome Dinner held at the Bayswater Comfort Inn from 6.00pm until 10.00pm. During the dinner all supervisors were introduced to candidates where their areas of research expertise were emphasised. Given the continual roll-over of candidates and the revision of academic research interest this is a vital part of the 'getting to know you' process that occurs at the Symposium. The after dinner speaker Professor Art Shriberg spoke to the audience on the responsibility of 'leadership' that comes from achieving a doctoral qualification.

The first plenary session on Saturday was addressed by Professor Eddie who continued the theme of leadership by considering was the engagement of a doctoral candidate was in leading society in the information explosion currently occurring. In particular candidates were asked to discriminate between quality information and information that had not gone through a quality assurance process. Further candidates were challenged to discriminate between relevant and irrelevant information. The theme was that doctoral candidates had the responsibility to become leaders in the information economy.

Professor Eddie offered apologies on behalf of Professor Peter Croll who was presenting a keynote address in Taiwan at the time of the Symposium and also introduced new fulltime staff of the Business School – Dr Michael Kortt and Dr Albert Wijeweera. Finally Professor Eddie acknowledged recent successful candidates and alumni in the program including the achievement of Dr David Cooke in winning the Emerald / EFMD Award for Socially Responsible Research.

Professor Stephen Kelly, Head of the Business School gave a formal welcome to candidates and supervisors. Professor Art Shriberg presented the major plenary address on 'Writing a Literature Review for a Doctoral Thesis'

The second plenary session was addressed by Professor Bill Boyd and Associate Professor Michelle Wallace on 'Preparing an Ethics Application' The first candidate presentation sessions comprised the following:

- . Poto William, 'The Tumuna Stands Tall'
- . Nigel Jamieson 'The role of a sport tourism event: the 'Tour Downunder' in building social capital in rural South Australia'
- . Daniel O'Sheedy "A study of agile project management methods used for IT implementation projects in SMEs'
- . Brett Gray 'Service Innovation

The third plenary session was presented by Associate Professor Yvonne Brunetto on 'Research Design Methods for Doctoral Theses'. The second candidate presentation session comprised the following:

- . Sam El Nemar 'Influential Factors in the 'decision-making process' of high school students in selecting a University'
- . Mahumud Hassan 'Brand communities of Facebook: How do they create value?'
- . Ehtasham Ghauri 'Performance Appraisal Practices in the Pakistan Pharmaceutical Industry'
- . Asminah Rachmi 'HRM Practices in Indonesian Medium Enterprises: Survey from the Textiles Industry in Java'
- . Peta Fray 'The antecedent drivers and motivators of innovators within the Australian Plumbing Industry'

The third day of the Symposium commenced Sunday morning with two con-current sessions. The candidates were presented on the latest resources in the library to support doctoral research by Anna Duchesne. The supervisors of candidates held a meeting to discuss supervision issues and management processes. The third candidate presentation session comprised the following:

- . John Ayoub 'How do Australian-based tourism stakeholders perceive the readiness of the aviation industry to handle increased numbers of baby-boomers flying?'
- . Diana Johnston 'The effectiveness of Queensland Government funded programmes in the community service sector in meeting organisational missions'

The fourth candidate presentation session comprised the following:

- . Rob Dawson 'Attitudes toward hedonic valuation and its uses and acceptance in the corporate financial reporting environment'
- . Peter Wong 'Drucker's knowledge-worker productivity theory: a practitioner's approach to integrating business work processes with Drucker's six major factors determining knowledge worker-productivity'.

The final plenary session and conclusion to the program was presented by Professor Eddie who addressed the issue of research impacts and the current work of the Research Councils of the UK in developing models for classifying, assessing and measuring research impacts. Dates for the 2012 DBA Symposium were announced: 11-13 May 2012 and 2-4 November 2012.

4.0 SCBS Research Nodes

One of the specific SCBS research aims is to establish up to five research groups that will improve our research performance within selected ERA codes. These groups, named here as research nodes, need to ensure we meet the overall aims of SCBS while maintaining active and sustainable groups for supporting our staff and postgraduate research communities. The SCBS research nodes are smaller groups of academic researchers that have more specific topic area of interest. Research activity should enhance the profile of the university and research outcomes should align with the current research framework for the SCBS and SCU. Nodes will be led by high achieving researchers based on their reported outputs over the past 5 years. Outputs will include DEST recognised publications (A1, B1, C1 & E1) in the discipline area and external grant income. Research node leaders will provide a mentoring facility to encourage the ECR's and mid-career researchers to be more active with the aim of increasing the overall output and participation of SCBS academics. Nodes will have to demonstrate a minimal critical mass within the school to ensure ongoing sustainability that allows for staff movements. Academic staff are permitted to form new nodes to provide groups of interest but only those that meet the following recognised criteria will be advertised and supported by SCBS. Support will be determined by the Head of School and subject to budgetary constraints, e.g. SCBS success at attracting SCU centre funding status.

Specific criteria:

- 1) A node requires 2 or more high achieving researchers who are the primary researchers for that node (i.e. they cannot be counted twice by appearing in other nodes).
- 2) A high achieving researcher is ranked well above the university average producing 2 or more validated publications per annum and evidence of competitive grant applications.
- 3) A node leader will show evidence of collaboration with others in SCBS and willingness to mentor ECR's and mid-career researchers.
- 4) The nodes should identify with and be able to produce outputs within the Fields of Research (FoR) that the SCBS is pursuing (e.g. either for current or future ERA submissions).
- 5) The nodes will align with the strategic research objectives and areas of interest to the SCBS as determined by the Head of School and Deputy Head (Research).

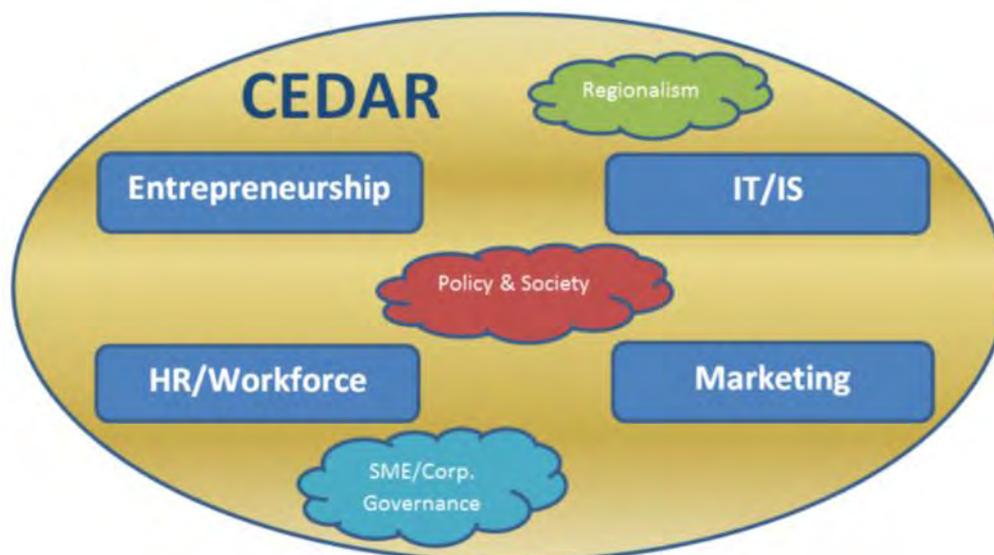
4.1 Initial Research Nodes

The following Research Nodes meet the criteria and have already established active groups or research clusters:

- 1) **Entrepreneurship/Enterprise Development**
 - Prof Stephen Kelly, Dr Jennifer Harrison, A/Prof Jeremy Buultjens, A/Prof Michael Charles, Dr Michael Kortt, Dr Simon Wilde
- 2) **Information Technology and Information Systems**
 - Prof Peter Croll, Dr Xu Jun, Dr Golam Sorwar
- 3) **HR/Workforce**
 - A/Prof Yvonne Brunetto, A/Prof Michelle Wallace
- 4) **Marketing**
 - Dr Simon Pervan/ Dr Peter Vitartas, Dr Craig Julian, Dr Tania Von de Heidt.

In addition there are a number of underlying themes that cross these Research Nodes. These include Regionalism, Policy and Society (applied to transport), SME's and Corporate Governance. Academic staff that have not been named are encouraged to align with these initial nodes or propose new nodes that meet the stated criteria.

Each of the research nodes would be able to actively contribute to the proposed Centre for Enterprise Development and Research (CEDAR) and our ERA, FoR codes of interest.



Working in collaboration with:

- CRC Rail
- CRN (Cooperative Research Networks)
- Centre for Gambling Education and Research
- Centre for Tourism, Leisure and Work

5.0 Outcomes and the way forward

5.1 Capturing Publications and Community Engagement Data

Outcomes

It was established that there was no system that collects all data that the School requires and that the current focus on data capture is towards outcomes such as ERA. This focus excludes the data from research active people such as casual academics, students and adjuncts who all contribute to the SCBS research output.

Future Initiatives

The SCBS will need to continue to develop and maintain its own system of reporting data.

Professor Weatherby suggested an e-project to automate the academic portfolio.

The recently announced methods by the Division of Research for submitting publications to ensure DIISC eligibility and publication bonus will be advertised by SCBS.

5.2 Phd Symposium

Outcomes

Key benefits for students included the feedback they were able to gain on their specific research topics, thesis structure, writing style, and the supervision process. Key benefits for staff included the robust discussion of methodology and theory across a range of disciplines as well as the opportunity to engage with our candidates.

Future Initiatives

It was agreed that PhD symposium will remain a regular fixture on the SCBS calendar.

5.3 Honours Symposium

There were obvious successes and areas of improvement that will shape next year's symposium.

Outcomes

- * Three students attended and all three are submitting applications. Two other students who could not attend the day are also submitting applications.
- * All sessions were timely, informative and held in high regard by both students and staff.
- * The outdoor BBQ lunch was a great opportunity to discuss Honours programs.

- * Students received a leather SCBS compendium which contained information about the program and how to enrol.
- * Students also indicated that the invitation was a first and highlighted the importance of recognising the efforts of our students at symposiums and other similar events.

Future Initiatives

- * Use of Elluminate and/or video conferencing.
- * A past or current Honours student presenting their research experience.
- * Next year an invite will be sent out to all students with 5+ GPA and 96 credit points remaining, graduates with 5+ GPA over the last two years, and other local Universities.

5.4 DBA Symposium

Outcomes

The DBA Symposium was a very successful event as evaluated by candidates and supervisors who attended the sessions. Approximately 60 people participated in the Symposium.

5.5 SCBS Planning Event Coffs Harbour 23-24 November 2011

Following the Research Week, the Deputy Head (Research) Professor Peter Croll presented to the SCBS an update on research and scholarship at the school's planning event in Coffs Harbour. The focus was on increasing the productivity of high quality publications and attracting more Nationally Competitive Grants (NCGs). Concern was raised by academic staff over how these aspirations could be met for those staff that did not yet have the track record for ARC grants, for example. The proposal for having two levels of research active was discussed, namely an initial 'Research Explorative' and then 'Research Engaged'. This proposal has been recommended by a sub-committee of SCU's Research Advisory Committee. The SCBS academics were in favour of having such a supportive step to ensure our early to mid-career researchers could have the opportunity to meet the research active status in the early stages. Professor Croll also emphasised that there were many other competitive grant schemes not as stringent as the ARC that should be pursued. These can be located on SCU's Division of Research web pages under the title "External Research Grants".

The plans for the proposed CEDAR Research Centre was workshopped with the SCBS academics. There was agreement that this was a good plan to take forward. The school was

informed that the research nodes to support the research centre proposal would be formulated shortly and announced prior to the next operational forum in January 2012.

The HoS for SCBS, Stephen Kelly announced his continued support for our research agenda. He stated that subject to the 21012 budget, that was still being negotiated, his plan was to have more full-time PhD students. The school's PhD scholarship program was going to be expanded to between 10-12 students. Students would receive the equivalent stipend as an APA student plus the usual school's research travel expenses support as per the school policy. These students would be given favourable consideration for our casual teaching support to allow them to top up their tax free grants. Nominally these students will be permitted to undertake 1 day per week (i.e. 20% of an academic's work load) in line with the APA students' rules. This was considered a preferential way of increasing our PhD numbers over the Teaching Fellowship scheme as it allowed for more students for a given budget line. It was announced that the rules and policies for this would be prepared and circulated early in 2012.

5.6 Conclusion

The 'Research Week' was a well received and well attended event for both staff and students alike. It identified and deliberated on SCBS research at three levels, namely the environment that researchers are required to work within, what research is currently being conducted and research training. These activities were designed to assist the school in achieving its major research aims, namely to improve our research performance and to develop research collaboration both within and external to our School research environment.

APPENDIX 1

SCBS New Policy on Funding of Staff Travel to Research Conferences and Scholarly events.

It is the aim of Southern Cross Business School to support academic staff in developing their research careers. This policy outlines the procedure and criteria for requesting funding to attend research conferences or similar related scholarly events.

- i) These events can be in Australia or Overseas provided they are organised or endorsed by an institute of higher education (or equivalent).
- ii) Funding will be granted when an individual is presenting a paper for which they are a named author on that paper and where the 'full paper' has been through the standard academic peer review process (in exceptional circumstances, funding may be approved without this condition but only with special prior approval from the Director of Research or Head of SCBS). It should be noted that the standard peer review process can be open, blind or double blind reviews provided that the proceedings are recognised by DEST to be an E1 endorsed publication.
- iii) The event should be directly aligned with the applicant's research profile and relevant to the supported research programs at SCBS or other schools within SCU. Applicants will need to provide evidence of relevance to SCBS's research programs for determination by SCBS's Director of Research or Head of School.
- iv) When the staff applicant is also a higher degree student then an application should include a supporting statement from their supervisor.
- v) Currently the total amount of support for each calendar year is a maximum of \$3,500 towards approved expenses*.
- vi) Expenses must relate to the conference attendance only and would normally include air travel, conference registration, publication costs (where applicable), local travel, meals or per-diems (when permitted by SCU) and accommodation expenses.
- vii) Applications can be submitted at any time, although it is highly advisable to seek funding support prior to acceptance of your attendance at the event since acceptance of a paper does not guarantee any funding by SCBS.
- viii) Successful applicants are required to give an internal presentation at an SCBS seminar or equivalent event (ideally prior to the event in order to gain valuable feedback, and where not practical, shortly afterwards).
- ix) Successful applicants are also required to provide a short report on the outcomes of the research conference using the template provided on the SCBS research web pages, which may be included in future SCBS's research reporting.

- x) Applications should be sent to SCBS's Director of Research by the nominated method (as stated on the research pages of the SCBS web site) and should include as a minimum the following details:
- a. Name of SCBS academic staff member and their status, i.e. academic appointment level and if Full-time or Part-time (normally, 50% appointment minimum);
 - b. name of the Conference or Scholarly event to attend;
 - c. evidence of the quality of the event (e.g. number of years it's been running, who are the organisers/principal sponsors, evidence of past acceptance rates for papers);
 - d. the relevance to the individual's research profile;
 - e. the relevance to SCBS or SCU's supported research programs;
 - f. supporting statements from the research node leaders or supervisor as applicable;
 - g. the total costs sought and the estimated or known budget break-down for each item of expense, and;
 - h. the proposed date for presenting their paper at an SCBS seminar.

SCBS's Deputy Head (Research) is currently the nominated Director of Research for SCBS.

NOTE: SCBS financial rules and policies will apply to reimbursement of funds.

*SCBS aims wherever possible to fund each research student who meets the criteria but it should be noted that financial support depends on the current budget position of SCBS and may be withdrawn at any stage throughout the year. Applicants should not rely on financial support until an application has been approved by the Director of Research or Head of SCBS. Acceptance of a refereed paper does not automatically qualify the applicant for funding. It should be noted that funding is always subject to approval, should not be regarded as a right for the student and cannot be accumulated or rolled-over into subsequent calendar years.

APPENDIX 2

SCBS New Policy on Funding Student Research

1. SCBS aims to provide funding for students enrolled in research-only courses (PhD, Masters by Research and Honours). These funds may be accessed to defray costs incurred by the student against activities related to their research and may include a range of costs integral to the conduct of their research, to include:
 - Costs incurred in data collection and analysis;
 - Preparation of thesis and final document;
 - Research materials, and;
 - Travel costs to present research findings at conferences.

The **maximum** amount allocated to each student is set out in the table below and is only available to SCBS students whose principal supervisor is a staff member of SCBS.

	Full-Time Students per annum	Maximum/Duration of Candidature
PhD	\$1500	\$4500
Masters by Research	\$1500	\$3000
Honours	\$500	\$500

2. Students commencing or continuing who are eligible to apply for a research budget are required to submit an application to the SCBS Deputy Head (Research) by close of business no later than 30 March each year. *Applications will be considered at the next Research Leaders Management Committee meeting.
3. Applications must be submitted on the attached *Application for Student Research Funds* form and have an attached budget proposal. The budget proposal must not exceed two pages in length and include the following:
 - Current approved thesis title;
 - Major research aim;
 - How expenditure of the funds relates to the completion of the thesis;

- Details of the items for which funds are requested (costs, supplier, conference details, travel details etc). Two quotes will normally be required for any single item costing more than \$200.

NOTE: SCBS financial rules and policies will apply to reimbursement of funds.

*SCBS aims wherever possible to fund each research student who meets the criteria but it should be noted that financial support depends on the current budget position of SCBS and may be withdrawn at any stage throughout the year. Applicants should not rely on financial support until an application has been approved by the Director of Research or Head of SCBS. Acceptance of a refereed paper does not automatically qualify the applicant for funding. It should be noted that funding is always subject to approval, should not be regarded as a right for the student and cannot be accumulated or rolled-over into subsequent calendar years.

APPLICATION FOR STUDENT RESEARCH FUNDS

STUDENT NAME AND ID NO:

ADDRESS:

.....

PHONE NO:EMAIL:

PRINCIPAL SUPERVISOR:

TITLE OF RESEARCH:

.....

Category of Research: PhD Masters Honours

The Funds will be used for:

.....

.....

Amount Sought: \$.....

Itemised Budget Proposal Attached: Yes No

Student's Signature:..... Date.....

Principle Supervisor's Signature: Date.....

HOS/Nominated Officer Signature: Date.....

For Office Use Only:

Grant Approved Yes No Amount to be Paid \$.....

Funds Received in Prior Years:.....

APPENDIX 3

SCBS New Policy for Postgraduate Research Scholarship (STIPEND)

The aim of these scholarships is to increase the number of high-calibre research students in the SCBS. The scholarships are competitive and will be advertised to attract the very best domestic and international higher degree research students to study full-time at one of the main campuses of the school. Awards are made to support the students maintenance costs and do not cover the tuition fees that may apply. Higher degree research students who are required to pay fees, e.g. International students, can apply for a fee-waiver to the Deputy Head (Research) for consideration by SCU's Higher Degree Research Committee (Note that, the award of a SCBS scholarship does not entitle the student to a fee-waiver which is normally only awarded to the very top students). Applications for scholarships are accepted twice a year in December and June for commencement in the following February and August. Closing dates are advertised on the SCBS web site.

1. Eligibility for Scholarship: To qualify for a scholarship, applicants must be eligible for enrolment and immigration at the time the application is considered. Candidates will be selected on the basis of qualifications, research experience and publications, together with assessment of the proposed project's alignment with SCBS research objectives, and overall quality by the SCBS Research Leadership Management Committee.
2. Duration of Scholarship: The duration of the scholarship will be determined on a case by case basis. Awards should be commenced within three months of the date of the letter of offer, but at the discretion of the Head of School, a later starting date may be permitted. The award will cease on expiry of the award or upon submission of the thesis, whichever occurs first. However, if the award has not expired, it may be reinstated, upon the work being returned to the candidate for amendment, and continued until it either reaches the limit or the thesis is re-submitted, whichever occurs first. Periods of study already undertaken towards the degree or undertaken during suspension of the award may be deducted from the period of tenure.
3. Mode of study: Scholarship holders will be required to pursue their course of study on a full-time basis. Holders of a full-time scholarship may not engage in any academic course of study leading to a qualification which is not an essential part of their research programme without the approval of the Head of School.
4. Allowances: Awards shall carry a stipend and an allowance for research support.
5. Other Awards: Scholars may not hold an award concurrently with any other award, without the approval of the Head of School.
6. Employment: Full-time scholarship holders may, with the approval of the SCBS, be permitted to undertake casual teaching or other duties. Where such approval is given it must be equivalent to not more than 20% of the normal teaching load of a level A academic.

20% of the normal teaching load of a level A academic is defined as:

8 hours per week demonstrating/marking, or

4 hours per week tutoring, or

2 hours per week lecturing, or some proportional mix of all or any of these.

7. Leave: Scholars are entitled to 20 days paid recreation leave a year calculated on a pro-rata basis. No more than 20 days recreation leave may be accumulated and leave must be taken during the tenure of the scholarship. The principal supervisor's agreement must be obtained before leave is taken. Any other absence from studies in excess of 2 weeks must be reported to the Head of School.

8. Interruption of Scholarship: A scholar may apply for interruption to the scholarship for a period or periods of up to 12 months in total. During this period benefits are not payable and the period will be added to the tenure of the award*. Any further period of interruption will be subject to the approval of the HOS SCBS and the Academic Board. Where permission for interruption is sought, scholarship holders must consult the Head of School.

* Where candidature continues part-time, the equivalent period may be deducted from the tenure of the scholarship.

9. Extension of Scholarship: A scholar may apply to the HOS SCBS for an extension to a scholarship of up to six months provided that:

(a) the research has been delayed due to circumstances beyond the awardee's control and where the delay is related to the research rather than being of a personal nature, or

(b) progress has been satisfactory and where, in the view of the SCBS, it would serve the interests of the School better to commit funds to an extension of an existing scholarship rather than to a new scholarship, and, in either case,

(c) the scholarship was full-time and was for a period of at least 3 years in the case of a PhD and at least one year in the case of a Masters by thesis.

Any extension will require the approval of the HOS SCBS and will be funded by the SCBS. The rate of payment will be in accordance with the rate applicable to Australian Postgraduate Award.

10. Termination of Scholarship: The award will be terminated:

(a) if, in the opinion of the SCBS and the University, the course of study is not being carried out with competence and diligence or in accordance with the offer of award, and no suitable alternative arrangements can be made for continuation of the postgraduate degree;

- (b) on the completion, death, incapacity, resignation or withdrawal of the student;
 - (c) if the award holder does not resume study at the conclusion of a period of suspension, or does not make arrangements to extend that period of suspension.
11. Appeal: The SCBS and the University recognises the rights of award holders to appeal against decisions. In the first instance problems should be directed to the SCBS Deputy Head (Research).
 12. Contact with supervisor: A scholar is required to maintain contact with the supervisor in accordance with the document signed by the scholar entitled *Arrangement between Principal Supervisor and Applicant*.
 13. Progress Reports, Confirmation and Renewal of Scholarship: Scholars will be required to submit at least two (2) progress reports each year. Other reports may be required at the discretion of the Head of School and the Deputy Head (Research). Students are also required to undertake a confirmation process at the conclusion of the first year of studies. The date for confirmation is determined at the beginning of their studies, in negotiation with supervisors, and set out in the Supervisor/Candidate Agreement Form. Guidelines for the confirmation process are available from SCU's Division of Research. An unsatisfactory report or a failed confirmation may result in cancellation of the scholarship or the scholarship holder being placed on probation.
 14. Intellectual Property: In consideration of the Student receiving the Scholarship Funds, the Student assigns to the University any right, title and interest in and to the Project Intellectual Property (other than copyright in Student Material), which has come into existence or which may in the future come into existence. "Student Material" means any examinable materials for the Degree Program created or developed by the Student in the course of the Project.

The University agrees copyright in Student Material vests in and remains the property of the Student at all times.

15. Administration of Awards: All correspondence relating to scholarships is to be directed to the Deputy Head (Research), Southern Cross Business School.

Where permission for suspension, overseas study, research at other institutions, etc., is sought, award holders must also consult the Head of School.

APPENDIX 3a

SCBS Postgraduate Scholarships: Applicant Information

1. It is recommended that students considering applying should firstly contact the Southern Cross Business School Deputy Head (Research) to discuss the alignment of the proposal to the SCBS research aims and objectives
2. Applications are open for both PhD and Masters by Thesis, and both domestic and international students.
3. Candidates will be selected on the basis of qualifications, research experience and publications, together with assessment of the proposed project's alignment with the SCBS research areas, aims and objectives, and overall quality by the Research Leadership Management Committee (see attached Application Checklist).
4. Candidates must be in a position to commence their PhD/Masters by Thesis within three months of the scholarship offer.
5. The applicant must be eligible for enrolment and immigration at the time the application is considered. Documentation for overseas candidates must include clear information on immigration status and IELTS English Score.
6. The application must include:
 - . A two-page proposal (using the template provided)
 - . Resume
 - . Copy of academic records
 - . Copy of language and immigration status documents (for international students)
7. Applications can be made to the SCBS twice each year and will be considered at the monthly Research Leaders Management Committee.

For more information contact:

Professor Peter Croll, Deputy Head (Research), Southern Cross Business School, Southern Cross University, Riverside Campus, Brett Street, Tweed Heads, NSW, 2485

Email: peter.croll@scu.edu.au

Telephone (07) 5506 9311

Applications are to be Submitted to:

Jaki Martin, Administrative Assistant, Academic Support, Southern Cross Business School,
Southern Cross University, Riverside Campus Room A3.19, Brett Street, Tweed Heads, NSW,
2485

Email: jaki.martin@scu.edu.au

Telephone (07) 5506 9233

SCBS Scholarship Application Check List				
Name:			Course: Phd/Masters	
Student Number:				
Office Use/Check List			Points Awarded	
	Y/N/ NA	Comment	Category of Points	Max Points
App Complete			(1) Previous Study Aust Research Hons (H1) or equiv (20) Aust Research Hons (H2A) or equiv (18) Aust Research Hons (H2B) or equiv (16) Hons/Masters with reduced research component (40-60% research) (14) Hons/Masters with reduced research component (25-40% (12) Masters/PhD Qualifier at SCU or other Aust University (10) Hons/Masters coursework (8) Other Postgraduate non-research qual (4)	20
Resume Included				
App complies with SCU enrolment procedures (for HDR program)				
Supervisor details included				
Cert copy of birth certificate or passport included				
Cert copies of academic transcripts (if not from SCU/UNE)			(2) Research Experience (1 point per year)	5
Publications			(3) Applicability of Proposal to SCBS Research Areas, Aims and Objectives	7.5
Referees (at least 2)			(4) Alignment with SCU strategic research objectives	7.5
IELTS required			(5) Originality/innovation of research proposal	5
Currently receiving a PG award or scholarship			(6) Research Plan: well grounded, logical and coherent	5
Already enrolled at SCU and commenced research?			(7) Publications Books/book chapters (2) Refereed journal articles (2) Other publications (0.5)	10
Sent copy to International Office to compare Degree			TOTAL POINTS	60
Comments by Research Leadership Committee Member:				

SCBS Postgraduate Scholarship Two Page Proposal

[Insert title of your proposal]

Name of Applicant: [insert your name here]

Contact Tel Number: [your phone number]

Contact Email: [your email address]

❖ ***Outline of research proposal (approx. 2 pages):***

[insert a brief outline/details of the proposal, for example:

- Background
- Originality/Innovation
- Aims/objectives
- Major research question/s
- Research Plan, including description of research methods (i.e. how are you going to carry out the research?)
- Key references used

❖ ***Supervisory Team:***

Proposed **School** of enrolment:

Name and contact details of proposed **Supervisor:**

Name:

Email:

Telephone:

Name and contact details of proposed **Co-Supervisor:**

Name:

Email:

Telephone: