Southern Cross University

Title:	**Research Productive Dashboard Governance**
Confidentiality:	Non confidential
Sponsor:	DVC Research and Academic Capability
Date:	September 2023
Recommendations:	DVC Research and Academic Capability endorses this paper as the operative model of governance for the Research Productive Dashboards.

Executive Summary

This paper presents a model of governance for the Research Productive dashboards. These dashboards are designed to allow researchers to view their research indicators as per the research productive definition. The dashboard plays an integral role in uplifting research across the faculties and provides opportunities for researchers to understand their annual research metrics to inform their research productive status.

The September 2023 research productive dashboard release is the first phase of the program of work. The second phase includes the Deans/ADR/Executive Dashboards that bring together a broader set of metrics, including research productive, that informs the research activities and performance of the university and faculties.

The researcher can access their own research productive dashboard only. No other person can access anyone else's dashboard.

Tableau – Salesforce is the chosen software.

The proposed model of governance will extend to other research reporting and is intended to complement and evolve in alignment with the University-wide data governance strategy.

Users and Access

User profiles

The dashboards are intended to provide researchers with a better understanding of these indicators in the context of their research. By encouraging greater insights, a more data driven approach to researchers' planning and decision making will result in better decisions and research quality uplift across the university.

All data issues, bugs and queries are to be directed to the Office of the Deputy Vice Chancellor Research and Academic Capability (ODVCRAC), research.irma@scu.edu.au. Tracking of all issues will be done in JIRA and managed by the ODVCRAC.

Access and Authentication

The information populated in the dashboard is the same for all users. All users will have the same role-based account. The users include researchers at the university who meet the following criteria – Level A to E and research only or teaching and research, for the specified three-year rolling period as defined in the research productive dashboard storyboard.

Access management and authentication

For staff that join or leave the university, the ODVCRAC will adjust the level of access. As with other university systems, authentication is by multi factor authentication (MFA) and the use of the platform is governed by the University's Code of Conduct. No delegation from one staff member to another is possible.

Dashboard Operations

The following section describes the procedures that govern the operations of the dashboard and how any

changes to either data or functionality will be managed by the ODVCRAC. To streamline communications, the Associate Deans of Research (ADR) will act as the key faculty contact. The ODVCRAC will work alongside the ADRs to communicate major dashboard changes and impacts.

In the first phase of the project, the researcher can choose to work with the ADRs or if data discrepancies are apparent contact the ODVCRAC directly.

Updates to dashboards

All minor changes to the dashboard will be made on an as-needed basis without the need to communicate the changes to the user base. Any major changes to the dashboards are to be communicated to all ADRs with at least a two-week buffer ahead of the scheduled change, so that any related feedback can be considered.

Communications regarding major changes will also contain an estimate of the system downtime, giving ADRs an opportunity to comment if the changes will have any downstream impact on any time sensitive operations which rely on the dashboards. The DVC-RAC reserves the right to make changes as necessary but will take all feedback into account when formulating a final decision.

Table 1: Types of changes that may be made and their categorisation.

Type of change	Impact of change
Refresh existing data	Minor
Add functionality to existing dashboard	Major
Update the dashboard documentation	Minor
Update the appearance of a dashboard	Minor
Remove functionality from existing dashboard	Major
Add new dashboard	Major
Remove existing dashboard	Major
Change calculation/methodology for an indicator	Major

Refreshing data

The datasets that drive Phase 1 reside on the 'production' research reporting server managed by Technology Services. The IRMA data (i.e., all data except FWCI and quartile) is updated overnight and the FWCI and quartile data is updated every 6 months.

Consultation

The ODVCRAC is committed to a post-implementation review after the roll-out of Phase 1. The review will be held prior to Phase 2 and will draw together feedback from ADRs and researchers across all faculties. It is intended that the review provide insights into: dashboard functionality and usability; how well the proposed model of governance is achieving its aims; any new use cases which had not previously been considered; and overall dashboard accessibility and responsiveness.

Risks / Benefits

The following section details the risks faced by the proposed model of governance and their associated mitigation strategies, and the expected benefits resulting from the adoption of the proposed model.

Risks

The misinterpretation of the research indicator data beyond the intended use. The risk is mitigated by providing documentation pertaining to the indicators within the dashboard. Researchers can access this information as required. If data is missing or incomplete, the process described under the User profile subsection or tableau dashboard section FAQs & Other Information should be followed to address the issues raised.

A summary of the risks, their impact and mitigation strategies are presented in Table 2.

Table 2: Summary of risks, impact and mitigation strategies

Risk	Impact	Mitigation
Misinterpretation/mis-application of indicators	Moderate	Provide supporting documentation directly on the dashboards
Misleading/incomplete data	Moderate	Provide a clear process for raising data issues with ODVCRAC

Benefits

The principal benefit of adopting the proposed model is that it will provide a transparent, robust access and authentication framework. The solution is also technically scalable and strikes a sustainable balance between the degree of control over information provision and the resource commitment required to maintain it.

The model also facilitates quality assurance at every point in the development cycle by providing clearly defined processes for how ODVCRAC and the faculties should communicate when requesting functionality enhancements or data fixes. It ensures the most streamlined, efficient change management when considering the needs of the University as a whole.

The model equips ADRs with the knowledge needed to correctly interpret the research performance indicators for decision making in each use case, resulting in an increased awareness of the methodology and processes to facilitate higher quality data-driven decisions. Training sessions will be run on request by the ADR.

Implementation

Dashboard Delivery

The dashboard will be delivered across multiple phases. Phase 1 will include roll out to Faculties and will commence in September 2023. Phase 2 will commence in parallel with phase 1. ADRS will be consulted at the monthly ADR meeting and updates provided to the research committee at each quarterly meeting.

These dashboards are the first in a suite of dashboards that will inform research activity and provide ADRs, Deans and Executive with the tools to make data driven research decisions.

Communication and Training

ADRs and Deans have been briefed on the dashboards and training will be provided once the roll out plan for faculties has been completed. The ADR and quarterly research committee meeting will be the platform for communication.

Bespoke training sessions can be organised on an as-needed basis by sending a request through to the ODVCRAC, research.irma@scu.edu.au. These sessions will likely contain a number of end users from different faculties as schedules permit.

Documentation

On release of the Phase 1, the Research web site will be updated and an email will be distributed to the faculty ADR for distribution to researchers in each faculty, outlining the purpose of the dashboard and will include the dashboard user guide. The user guide contains information on how to perform common functions such as accessing Tableau, logging in and out of the system, exporting data and drilling down. A review of researchers who meet the criteria will be discussed with the ADR prior to engaging with the researchers.

All other documentation is embedded in the dashboards themselves on the 'Research Productive' tab. The

documentation is intended to provide an end-to-end explanation of how the data is sourced, how the calculations are derived, how the indicators should be interpreted and FAQs.

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