Little fish in a big pond
Towards research performance indicators for smaller institutions

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History of Research Performance Measurement

- Higher Education Research Data Collection (HERDC)
- Excellence in Research for Australia (ERA)
- Sustainable Research Excellence (SRE)
- Shanghai Jiao Tong University Academic Ranking of World Universities
- QS World University Rankings
- Times Higher Education Global Rankings

(amongst many others)
The Four Pillars

Research Performance Measurement

- Research Income
- Research Publications
- Research Student Load
- Research Student Completions

University of Ballarat
Learn to succeed
Quantity drives funding

Size of Four Pillars

Size of Research Production

Size of Block Grant

Size of Internal Investment
Relationship between 2010 Research Staff FTE and 2010 Research Income

- Y
- Predicted Y

2010 Teaching & Research and Research Staff Only FTE

2010 Cat 1-4 Research Income Millions

$0 $50 $100 $150 $200 $250 $300 $350 $400

0 500 1000 1500 2000 2500 3000 3500
2010 HERDC Category 1-4 Research Income

Group of Eight universities

RUN Universities
Total research income

Australian Universities
Research Quality

• The new black thanks to NPV

• Is it *really* just quantity disguised?
Opt In or Opt Out?

• “the strengths and virtues of more specialised, smaller, more locally oriented universities don’t translate into a meaningful rank order position, not because they are not doing good and important work but simply because they are more specialised, smaller or locally oriented.” (Harding, 2012).
Developing a Performance Indicator Framework
Where to start?

• Step 1. Data-driven design OR Design-driven data
  
• Step 1. Individual Performance OR Organisational Performance
Stepping out of metrics and into context

• Past or Future
• Reputation
• Policy
• Accountability and Compliance
Bibliometrics?

• a "monitoring device" for research management and science policy. It enables research policy-makers to ask relevant questions in order to find an explanation of the bibliometric results in terms of policy relevant factors. This offers them the possibility of obtaining relevant information needed to make justified policy decisions.” (Moed, Burger, Frankfort, & Van Raan, 1985, )
Reflections

- Scholarly work underpinning metrics
- Theoretical ground work
- Contextual and geopolitical considerations
- Bibliometric mania
Swim Away!