

Principles, Guidelines and Processes for the Establishment and Management of Research Centres and Institutes



(A) Principles

1. Formal research platforms are integral to the University of Waikato's *Vision* and commitment to being a world class research-led University.
2. The University of Waikato supports the establishment and operation of a range of research platforms. These include:
 - 2.1 Research Centres, which bring together a range of research expertise, often (but not necessarily) from different disciplines, and which over time undertake a programme or programmes of research through a series of interrelated projects;
 - 2.2 Research Institutes, which follow a similar definition to Centres, but which tend to have a more permanent and on-going presence, will normally span a range of disciplines, and which will be characterised by involving at least some dedicated staff;
 - 2.3 Service-Based Units, typically focused on a laboratory or facility, or specific expertise and/or methodologies, providing specialist services to other parts of the University, and to outside organisations (see *Principles, Guidelines and Processes for the Establishment and Management of Service-Based Units*);
 - 2.4 Research Groups or Laboratories, Research Networks, and Research Units are informal research platforms typically operating at departmental or university levels. Their formation when appropriate is encouraged and supported, but such entities are not the concern of these guidelines.
3. The guidelines and processes set out in this document apply to new and existing Research Centres and Institutes at the University of Waikato in order that they will:
 - 3.1 Facilitate excellent research in areas of strategic relevance;
 - 3.2 Facilitate research excellence by enabling high quality, innovative research and research-based services to be carried out by collaborative teams of researchers with relevant expertise;
 - 3.3 Provide a supportive research environment for the development of research capabilities by emerging scholars and postgraduate students;
 - 3.4 Support world-leading research, facilitate and promote inter-disciplinary research, enhance research collaboration, provide visibility and raise the profile of the University's research; and
 - 3.5 Provide a visible structure to attract increased external revenue through interactions with external stakeholders such as other research organisations and a wide range of end-users (e.g. funding agencies, charitable trusts and foundations, central and local government agencies, industry associations, businesses and community groups) in New Zealand and overseas.
4. These are guidelines, and are not intended to be overly prescriptive, but rather to support the establishment of appropriate research platforms to promote, support, and provide a suitable profile for research activity within the University.

(B) Guidelines and Processes

Research Centres and Institutes typically involve a critical mass of researchers working collectively on large-scale, broadly-based programmes of research that are aligned with national strategic priorities or international scale problems.

1. Definition of Research Centres

- 1.1 Research Centres are generally inter-disciplinary and focus on major national and international research issues, with research carried out by world-class researchers working in partnership with external collaborators from other research organisations and with end-users.
- 1.2 Research Centres are “flagship” platforms that promote the University’s profile to external stakeholders, increase the level of research activity including publications and external grants and contracts, and make a financial contribution to the University in terms of increased PBRF revenue and return on the original internal investment.
- 1.3 The formation of a Research Centre should be aligned with the University’s Strategic, Research and Academic Plans, and based on acknowledged expertise, existing external revenue streams, and a proven record of research achievement.
- 1.4 A Research Centre often operates across two or more departments/faculties, in which case there will be a designated host department or faculty.
- 1.5 The establishment of a Research Centre will normally be based on existing externally funded research activity and is likely to be funded through a combination of externally-funded research projects or programmes and internal investment. Internal investment may be sought within the department/faculty budget; in exceptional cases where a strong argument for strategic investment exists, support may be sought from University strategic investment funds.
- 1.6 Research Centres will normally have or develop the following characteristics. They:
 - i. Involve a range of experienced and emerging researchers, from a broad disciplinary base;
 - ii. Include staff from other research organisations in New Zealand and overseas through adjunct or honorary appointments and co-supervision of students (in compliance with the University’s Postgraduate Studies and HR policies);
 - iii. Mentor a continuous stream of research (postdoctoral) fellows and doctoral and masters students;
 - iv. Are substantial in size in terms of FTE, postgraduate students, external revenue and publication rates;
 - v. Have national and international standing, attracting high calibre visitors from top research organisations around the world;
 - vi. Contribute significantly to policy-making, IP development and/or industry development through strong links with end-users (government, industry, business and community groups) in New Zealand and/or overseas;
 - vii. Attract funding from a range of sources such as central and local government agencies, industry associations, private businesses and international bodies;
 - viii. Become fully self-funded from external sources within three years of initial establishment, including the recovery of personnel and associated costs (e.g. ACC and superannuation), operating and indirect costs;
 - ix. Have a dedicated, full-time director. The line manager of the director will be the dean of the host faculty or another person agreed to by the deans of the contributing faculties;
 - x. Have a clear governance structure and an advisory committee;
 - xi. Have a separate budget based directly on the University Budget Model.

2. Definition of Research Institutes

- 2.1 Research Institutes follow the same general definition as Research Centres, with the following additional provisions:
- 2.2 Research Institutes will normally be developed by the merging or expansion of large, fully-funded, existing research platforms, such as Research Centres, and will normally involve partner organisations external to the University.
- 2.3 A Research Institute provides a co-ordinated, multi-organisation entity to focus on major nationally and internationally-significant research programmes carried out by world class scholars, full-time researchers, and postgraduate research students.
- 2.4 A Research Institute will have an advisory board which includes international researchers, and a separate management committee.
- 2.5 A Research Institute will have established funding streams from external research contracts and other sources including endowments.
- 2.6 The process for the establishment of a Research Institute will depend on the nature of the partner organisations. The process relating to the University of Waikato's involvement will be to use the proposal form and processes prescribed below. When partner organisations are involved in the proposal, if it is supported by the University's Vice-Chancellor, it will be submitted to the University Council for approval.

3. Establishment of Research Centres and Institutes

- 3.1 The establishment of a Research Centre or Institute is considered to be as significant as the establishment of a new department and consequently requires a rigorous process for approval.

The following formal application and approval process is required for the establishment of a Research Centre or Institute. Initial one page outlines for new Research Centres and Institutes will be submitted to the Research Committee by the end of September. Approvals to proceed to full proposals will be considered at the October meeting of the Research Committee, and proposers notified of the outcome. Full proposals are to be submitted to the Research Committee for consideration at the April meeting of the following year for review and consideration, and for final approval by the Vice-Chancellor.

Step 1: The Research Centre/Institute advocate(s) discusses the formation of a Research Centre/Institute with the relevant chairpersons of department, associate deans research (or equivalent) and deans (or equivalent). To be considered in this discussion are the budget model, staffing levels, and *modus operandi*. The outcome of these discussions should be an MOU of the agreed budget model and operation of the proposed Research Centre/Institute between all of these interested parties, as a pre-cursor to Step 2 (see Appendix One attached, *Budget and Governance Model for Centres and Institutes*). The MOU should include reference to staff salaries, equipment, student EFTS apportionment, overheads and operating costs, and also to line management responsibilities.

Step 2: A one-page preliminary proposal for the Research Centre/Institute is developed for submission to the Research Committee for initial consideration and approval to proceed. Appendices to this proposal should include (i) a copy of the MOU developed in Step 1, (ii) evidence of the research team's track record of research funding, and (iii) evidence of the research team's track record of quality research outputs relevant to the proposed Research Centre/Institute. The proposal should cover the research focus of the Research Centre/Institute, the strategic justification for this focus, the group of staff who will be involved and their relevant expertise,

any shortfall in expertise that will need to be acquired/recruited, existing or planned end-user involvement, and existing or planned funding sources. The preliminary proposals must be submitted to the Research Committee by the end of September for consideration at the October meeting.

- Step 3: If the preliminary proposal is approved, the proposer/advocate will be notified and the name and a brief description of the proposed Research Centre/Institute posted in the Official Circular. The research team should then prepare the full proposal (see section 3.2) in consultation with internal and external stakeholders (e.g. end-users, collaborators, Research Office). Evidence should be provided that this consultation has occurred. The Research Office will provide advice and assistance with the development of the proposal as required.
- Step 4: The proposal is then submitted for consideration to the deans of the faculties within or across which the Research Centre/Institute will operate. The dean seeks the advice of the faculty board(s) on the establishment of the Research Centre/Institute. If supported by the dean(s) and faculty board(s), the proposal should be submitted by the dean of the host faculty to the Research Committee by 1 April.
- Step 5: The Research Committee will consider full proposals for new Research Centres and Institutes at the April meeting. If changes are required, the proposal will be returned with feedback to the research team. The revised proposal will be resubmitted for consideration at the next Research Committee meeting. Once the Research Committee has considered the proposal, a recommendation for approval will be made to the Vice-Chancellor. Full proposals that are not advised to proceed to the Vice-Chancellor by the Research Committee will be returned to the research team with a full explanation.
- Step 6: The Vice-Chancellor considers the proposal and the Research Committee's advice and approves or declines the establishment of the Research Centre or Institute
- Step 7: The Research Office informs the relevant departments and faculties, and the University's Human Resource Management, Communications and External Relations, and Financial Services of the approval and establishment of the Research Centre or Institute.
- Step 8: The establishment of the Research Centre or Institute is communicated and promoted internally and externally by the department/faculty with support from the Communications and External Relations Division (see Appendix Two attached, *Launch Guidelines for Research Centres and Institutes*). All Research Centres and Institutes are listed (with associated staff) in the University Calendar.

3.2 Full proposals for the establishment of Research Centres and Institutes are to be prepared using the proposal form available from the Research Office. Each proposal should contain the following information:

- i. A copy of the one page preliminary proposal
- ii. Proposed name of the Research Centre/Institute;
- iii. Faculties and departments within and across which the Research Centre/Institute will operate;
- iv. The host faculty;
- v. The name of the Research Centre/Institute director (if known);
- vi. The name and position of the line manager of the director;
- vii. The proposed research programme;
- viii. The research Outcomes and Objectives for a five to ten-year period;
- ix. The composition and proposed terms of reference for, and operation of, the Governance structure of the Centre/Institute;
- x. Details of proposed and existing end-user relationships;

- xi. National and international collaborations (including proposed or negotiated MoUs with partner organisations);
- xii. An initial marketing plan;
- xiii. An external funding plan (including scholarships) for a 5-10 year period;
- xiv. A signed agreement with the dean of the host Faculty setting out the budget and operating models;
- xv. The staff development plan including succession, mentoring emerging research staff, Research/postdoctoral fellows, and supervision of postgraduate students;
- xvi. The proposed physical location for the Centre/Institute and and plan for access to key facilities (e.g. laboratories, equipment etc);
- xvii. Publication, IP management, knowledge transfer and commercialisation plans, as appropriate;
- xviii. Names (where available), roles and time commitment of all staff involved;
- xix. Milestone table with timeline for the initial 3 years of operation;
- xx. Agreed arrangements for cost and revenue sharing between the faculty (and departments if relevant). (Note that this may be already covered by the MOU of xiii)
- xxi. Annual Budget for the initial 3 years showing all revenue (internal and external) and all costs (including teaching relief, research students, overheads and provision of supporting infrastructure and resources) to be developed in conjunction with Research Office staff on the basis of the University Budget Model;
- xxii. Expected return on investment (figures developed in conjunction with the director of Finance).

4. Administration of Research Centres and Institutes

- 4.1 The administration of a Research Centre/Institute must comply with the relevant University policies relating to Intellectual Property, External Contracts and Staff Conduct and the *Handbook on Research and Outside Professional Activities*.
- 4.2 A Research Centre/Institute will promote its activities through the relevant faculty/department websites, and through printed material. All promotional material must be approved by the University's Communications and External Relations Division and must display the University's official logo.

5. Reporting for Research Centres and Institutes

- 5.1 The overall performance of a Research Centre/Institute is monitored by the dean of the host faculty.
- 5.2 A Research Centre/Institute must submit an annual report to the dean(s) of the faculties across which it operates, and to the Research Committee.
- 5.3 Annual reports, which are due in May each year, should be completed using the report form available from the Research Office and must contain the following information for the year in question:
 - i. Name of the Research Centre/Institute;
 - ii. Name of the director;
 - iii. Summary of purpose and achievements or progress to date. This summary should be written for a lay audience and be in a style ready to be used for public relations and marketing activities;
 - iv. Activities of international and national significance, including international visitors;
 - v. New collaborations;
 - vi. External revenue generation;
 - vii. Research degree completions;
 - viii. Details of publications;

- ix. Completed milestone table;
- x. Budget report.

6. Review of Research Centres and Institutes

- 6.1 The University will formally review all Research Centres and Institutes on a five year cycle. The Terms of Reference for these reviews will be established and maintained by the Research Committee and communicated well in advance of the commencement of any review.
- 6.2 Research Centre/Institute reviews will include assessment of the following performance criteria, as appropriate:
 - i. Contribution to the University's Strategic goals;
 - ii. International and national level of influence, including participation in and contribution to key policy development, high-calibre international exchange, and awards and acknowledgements received;
 - iii. Delivery of the research objectives in terms of new knowledge/technologies created, IP identified, new methodologies developed, or other outcomes;
 - iv. Level of high-quality publications and evidence of peer esteem;
 - v. Level of external funding and progress towards/maintenance of self sufficiency;
 - vi. Level of staff development;
 - vii. Numbers of research postgraduate students (and degree completions); refer 1.6 (iii)
 - viii. Effectiveness of knowledge transfer to end users;
 - ix. Growth in end-user involvement.

Approved by Academic Board, 16 June 2015

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Appendix One: Budget and Governance Model for Research Centres and Institutes

(A) Staffing Arrangements

1. University of Waikato staff outside of the host faculty who are funded by external research contracts obtained by the Research Centre/Institute are also members of the Research Centre/Institute. Membership is tied to funding and members are therefore responsible to the director of the Research Centre/Institute for delivering specific objectives relating to the relevant research contracts. However, such staff will not be line-managed by the director of the Research Centre/Institute.
2. Other individuals can be associates of the Research Centre/Institute. Associates support and assist the work of the Research Centre/Institute through activities such as peer reviewing grant applications, collaborative research and contributions to postgraduate supervision. Associates may reasonably expect to become members if they are participants in successful bids for external research funding.
3. Associates are more likely to work on small short-term, community case study research and project-by-project supervision.
4. The director of the Research Centre/Institute is the line manager of staff who are wholly employed in the Research Centre/Institute.
5. Management of staff processes such as annual leave, promotion/GSSR, professional development and goal setting etc., of all the Research Centre/Institute staff are line managed by the dean through the director.
6. In cases where a staff member is an associate of the Research Centre/Institute, the chairperson of the associate's department may consult the director of the Research Centre/Institute with respect to HR issues.
7. The Research Centre/Institute requires adequate administrative support. For long-term viability and given the Research Centre/Institute's showcasing of the University's research expertise, this should be funded from University overhead as an indirect cost associated with external research revenue and commercial income.
8. Appointment of new Research Centre/Institute staff and/or research assistants and the provision of related computing facilities and space will be considered against Research Centre/Institute-specific criteria (as opposed to conventional staff-student ratios). The criteria will include the gaining or pursuit of external funding which existing staff are unable to incorporate into their workload, and which will cover the requested appointment. Such appointments will typically be on a fixed-term basis.

(B) Financial Arrangements

1. An Research Centre/Institute will primarily be funded through revenue obtained from research and commercial revenue.
 - 1.1. Research overhead contributions are calculated at 110% of University salaries. Overhead contributions are allocated between the faculty and the central support services at 33% and 67% respectively.
 - 1.2. Research overhead contributions to faculty (33%) will normally be used to support the indirect costs within the faculty.
 - 1.3. Commercial activities are required to deliver a minimum 22.5% return on revenue. The budget model allocates the full 22.5% to the central support services. In exceptional circumstances, approval may be given by the CFO to amend the minimum return of 22.5%.
 - 1.4. The need for flexibility in the interests of developing commercial revenue, balanced with the need to cover all reasonable costs associated with the project, is acknowledged.

- 1.5. The dean will agree with the director of the Research Centre/Institute the appropriate distribution of residual (77.5%) commercial revenue between the faculty and the Research Centre/Institute for each specific project when the project budget is approved.
 - 1.6. Currently the University requires salaries to be paid through the Running Grant. Therefore all salary recoveries must be paid into a faculty/ Research Centre/Institute account. Salary recoveries cannot be paid into a Research Trust account.
 - 1.7. The allocation of salary recoveries is 100% to the budget source of where the salaries are funded, i.e. proportionately to faculty/ Research Centre/Institute as the case may be.
 - 1.8. The direct costs incurred in relation to research revenue are allocated 100% to the research project/activity.
 - 1.9. Administrative support will also need to be factored into the costs.
 - 1.10. On completion of a project, residual funding will be disbursed 50% to faculty Research Trust account and 50% to the Research Centre/Institute for use at the discretion of the director.
2. A Research Centre/Institute may also be funded through revenue obtained from EFTS and PBRF funding.
- 2.1. EFTS Funding
 - i. Academic staff involved in teaching in Research Centres/Institutes may do so in their role as a member of the Research Centre/Institute or as an associate of the Research Centre/Institute or as a member of a programme/department.
 - ii. The extent of any teaching (nominal EFT value) of individual Research Centre/Institute staff members will be agreed with the dean on an annual basis during the budget process, for the following financial year, and an agreed sum transferred from the faculty to the Research Centre/Institute in respect of the teaching contribution made by Research Centre/Institute staff to faculty undergraduate and graduate teaching programmes. Alternatively, if appropriate in circumstances where a Research Centre/Institute staff member contributes significantly to the teaching of a programme/department, an appropriate level of salary can be paid by the faculty for that financial year.
 - iii. Where the Research Centre/Institute has obtained funding to support a postgraduate student (e.g. a scholarship funded from an external research contract) the dean will facilitate negotiation between the director of the Research Centre/Institute and the chairperson of department to ensure an equitable distribution between the department and Research Centre/Institute of the EFTS revenue associated with the student. In cases where supervision is entirely from within the Research Centre/Institute then the expectation would be that the bulk (61%) of the EFTS related revenue will be allocated to the Research Centre/Institute.
 - 2.2. PBRF Funding
 - i. The Chief Financial Officer will provide annual forecasts of the estimated PBRF revenue in respect to the Research Centre/Institute during the budget process each year.
 - ii. This revenue will be subject to the 39% overheads deduction and allocated to central support services.
 - iii. The dean will agree with the director of the Research Centre/Institute the appropriate distribution of residual (61) PBRF revenue between the faculty and the Research Centre/Institute for each financial year.
 - iv. The faculty portion of PBRF revenue will recognize the Research Centre/Institute's contribution to the Scholarship and Strategic Funds and the University surplus.
 - v. The faculty portion of PBRF revenue will also contribute to contestable funds within the faculty (contestable and small research grants, conferences and professional development) to which Research Centre/Institute staff may apply.
 - vi. The Research Centre/Institute portion of PBRF revenue will be used to support staff and postgraduate research within the Research Centre/Institute.

(C) University Budget Model

The University budget is based around the following key principles, which must inform these arrangements:

1. All revenue is to contribute to the cost of the University's support activities.
2. Activities are differentiated between Teaching, Research, PBRF funding received from Government, External Research, Commercial & other income generating activities, such as Consultancies.
3. The three main activities are defined as:
 - 3.1 **EFTS**: all tuition fees and government grant income that is generated by student EFTS (including PBRF).
 - 3.2 **Research**: external research income for research that is contracted by a source of funds external to the University that is both PBRF and non PBRF.
 - 3.3 **Commercial**: any commercial activities, professional services and consultancy that generate income from external sources.
4. The University budget model budgets for the revenue and associated cost for each of the three activities individually – EFTS based Research and Commercial.
5. The budget model allocates the appropriate overhead contribution from each of the core revenue source to the central support services.
6. All faculties contribute to the scholarship and strategic funds and the University surplus.
7. After allowing for fixed components such as depreciation, scholarships, strategic investment and the University surplus the budget is allocated across the support services, leaving the unallocated amount available to the faculty/school/college to spend on delivering the agreed outcomes.
8. Commercial activities are budgeted on the basis of achieving a positive return on investment after making contribution to the University overheads.
9. Transfers to the University of Waikato Research Trust are to be budgeted through the University expenditure budget.

Research Centres and Institutes

- The University budget model acknowledges that a number of faculties are in the process of creating University Research Centres/Institutes. In order to accommodate these initiatives research revenue in the budget model is able to be separated between Research Centre/Institute and non-Research Centre/Institute revenue.
- Total Research for the Faculty equates to the sum of both the Research Institute and non-Research Institute activity.
- Research overhead contributions are calculated at 110% of University salaries (members of the Institute) for both Research Institute and non-Research Institute revenue. Overhead contributions are allocated between the Faculty and the central support services at 33% and 67% respectively.
- Income in advance will be identified annually and retained within the research accounts from one financial year to the next for disbursement and the settling of outstanding liabilities.

Commercial

- Commercial activities are required to deliver a minimum 22.5% return on revenue. The budget model allocates the full 22.5% to the central support services.
- In exceptional circumstances, approval may be given to amend the minimum return of 22.5%.

Scholarships

A fund for the centrally managed scholarship programme is created through the allocation of a portion of domestic and international tuition fee revenue from each faculty/school. The budget model allows a variable percentage rate to be applied to each of the following four combinations of tuition fee revenue:

- Domestic Undergraduate/Taught Postgraduate,
- Domestic Research Postgraduate,
- International Undergraduate/Taught Postgraduate,
- International Research Postgraduate.

The University requires approximately \$6.5m per annum to fund the scholarship programme. The allocation of this fund across the range of scholarships is in accordance with the criteria determined by the Scholarships Committee and is independent to the fund creation process. Individual faculties may decide to offer specific scholarships programmes in accordance with their teaching offerings. These scholarships must be funded from within the faculty budget.

Strategic Investment Fund

The Strategic Investment Fund is a contestable fund that provides assistance to faculties to achieve their strategic targets. In recent years this has been referred to as SRIF and invested directly in growing research capability.

Deans have been invited to indicate their views about the budgeting for, and availability of, a SIF in 2012 and beyond.

Surplus

The Tertiary Education Commission has established a number of measures by which they can assess Tertiary Education Organisations financial viability and sustainability. One of these measures is ensuring that organisations consistently return a surplus of between 3% and 5% of external revenue. In line with this objective the University Council has tasked the University with achieving a 4% return in 2012 and this target is reflected in the budget model.

The achievement of a surplus each year ensures that the University is financially sound and in a position to reinvest in itself over time.

Research Trust

The University of Waikato Research Trust was established to hold, manage and administer funds set aside by the University from its operating budget to enable members of staff at the University to carry out academic research on behalf of the University using funds applied to the University by the Trust and in turn allocated to such members of staff.

Funds are able to be transferred to the Research Trust through one of the six approved gateways:

1. Awards
2. Seed Funds
3. Predicted Surpluses from external research
4. Final Surpluses from external research
5. Specific External funding
6. Minor consultancy

All transfers to the Research Trust are costs to the University and as such any anticipated transfers should be budgeted for as part of faculty/school/college budgets. These budget costs in the University budget then become the revenue budget for the Research Trust.

Utilisation of trust funds will need to be budgeted for separately as expenditure outside the University.

Communications Planning and Management

Research Centres and Institutes are asked to provide a copy of their business case and to advise the Communications and External Relations (CER) Office a minimum of 3 months ahead of their launch as to the proposed date to allow for proper communications planning and management. The following provides a guideline of the communications tasks that must be undertaken to ensure a successful launch:

1. Overall Management

- Communications team briefed and established, and web team alerted.
- Regular meetings established between the Communications team and the Research Centre/Institute Director and business manager.
- An overall launch plan and communications budget is prepared, responsibilities established.

2. Branding (Institutes only)

- To provide a bespoke identity for the institute that fits with the University branding and also fits a family of logos prepared for all the research institutes.
- To provide a special illustrative image for the Institute that can be used together with the brand to provide deeper illustrative information about the Institute, provide a “personality”, and a resource for design of the Institute’s collateral.

Branding (Centres)

- To provide a “word mark” for the Centre that sits alongside the University crest.

3. Collateral

- To provide a “corporate” brochure befitting the status of a research institute or a research centre with international connectivity and wide national collaborative work. Brochure to be tailored to whether it is an Institute or Centre and to include case studies that have all been individually signed off by researchers. Appropriate photography sourced.
- To provide a website befitting the status of a research institute or centre, CER team work with Web team.
- To design an invitation to the launch event (once launch event details finalised – see below).
- To prepare business cards, stationery, powerpoint templates (business cards to be provided ahead of the launch, stationery, powerpoint templates can be provided afterwards if there are time constraints).

4. Launch event

- A strong guest speaker is required as a draw-card for the launch. CER Office can assist with securing guest speakers, but each Institute/Centre is asked to secure the speaker early (ideally two months in advance) in order to confirm the final launch date and allow enough time to manage invitations.
- Launch date to be booked in Chancellor /VC /SLT diaries (as appropriate) and arrangements made to invite the University kaumātua to fulfil Māori protocol.
- If a symposium is planned to accompany the launch – then speakers must be approached, confirmed and speech titles determined ahead of the date for finalising invitations.

- Book appropriate venue, appropriate equipment and event collateral (University banners etc.), arrange catering.
- Guest list prepared (CER can help with suggestions, but this is a responsibility for the Institute/centre director and business manager to ensure key specialist stakeholders are included). Note that this is a time-consuming but very important task.
- Full briefings and/or speech notes prepared for Chancellor, Vice-Chancellor, and kaumātua once all other event details finalised.
- Photography for media, website, and filming for itunes-U (etc.) commissioned.

5. Media

- Media invitees list prepared and invitations sent.
- Media distribution list prepared.
- Media release prepared on launch of Research Centre/Institute based on newsworthiness of international guest speaker comments.
- Media advisory prepared.
- Follow-up media release to be prepared on symposium speakers comments.
- Individual journalists approached to arrange interviews with international guest speaker and/or director of the Research Centre/Institute on the day.

6. Internal Communications

- Event placed in University calendar (which sparks an automatic e-mail to staff the week prior).
- Articles prepared for Community – internal staff newsletter – pre and post-launch.
- Item prepared for Official Circular.
- Appropriate staff included in invitations list.

Communications and External Relations

January 2012