

2018

ATN Grants Scheme for Excellence in Learning and Teaching

Programme information and application instructions

Version 1.0

August 2017

Submission closing date:

Friday 20 October 2017

In each year, one round of Strategic Initiative Grants will be held by the ATN.

Acknowledgement

This ATN Grants Scheme for Excellence in Learning and Teaching Programme: Information and application instructions document has been developed using the Office for Learning and Teaching 2016 Innovation and Development Grants and Strategic Priority Commissioned Grants: Programme information and application instructions, Version 1.0 (August 2015).

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1 INTRODUCTION

1.1 The promotion of excellence in learning and teaching in the ATN universities and higher education

The Australian Technology Network (ATN) has established a collaborative grants scheme for Excellence in Learning and Teaching. This scheme provides the ATN with a competitive edge in learning and teaching excellence. It builds on the ATN's national reputation as a leader in learning and teaching by investing in the development and support of their staff through this grants scheme.

The Strategic Initiative Grants programme is administered by the ATN. This document provides programme information and application instructions for full proposals.

1.2 Aim of the Strategic Initiative Grants

The aim of the grants programme is to provide funding for academic and professional staff to investigate, discover, develop and implement innovations in learning and teaching. Grants facilitate scholarship and research into learning and teaching, and promote systemic change in the sector. They play an important role in providing esteem for learning and teaching scholarship and practice.

This scheme provides a way for academic and professional staff to further evidence their achievements of the Australian University Teaching Criteria and Standards (<http://uniteachingcriteria.edu.au/>) and Higher Education UK Academy Professional Standards Framework (<https://www.heacademy.ac.uk/recognition-accreditation/uk-professional-standards-framework-ukpsf>) through the attainment of grants that support the scholarship of learning and teaching. The attainment of grants is also an important criterion for career progression in academic promotion processes.

Strategic Initiative Grants support research, development and innovation related to the enhancement of learning and teaching in higher education. The applications should address at least one of the ATN priority areas (see Section 4).

The duration of Strategic Initiative projects is one year. The ATN Steering Committee will only consider requests for extensions to two year for very large projects (a large project being over \$150,000).

Applications for funding are expected to propose significant projects that: have a solid evidence base to establish project need and sector readiness, including pilot-research data; show a well-developed strategy for achieving systemic impact across the ATN; and involve partnerships with ATN institutions, other higher education providers, accreditation bodies and/or councils of deans who are representative of those able to facilitate the planned impact.

Applicants are required to ensure that the perspectives of all ATN institutions are taken into consideration in the development of their project and must demonstrate suitability of the project for all ATN institutional contexts. In developing the grants, it is expected that ATN institutions will partner with at least one other ATN institution and that remaining ATN members will be drawn upon to play a role such as external evaluator. It is suggested that 1-2 meetings with each institution is included in the project plan (note that this does not necessarily mean physical travel and the ATN Steering Committee would encourage virtual methods of connecting so that funds are not spent on unnecessary travel).

Funding: up to \$235,000 per Strategic Initiative Grant
up to \$100,000 for Commissioned grant

1.3 Eligibility

Full-time, part-time and sessional academic and professional staff who are actively involved in learning and teaching related activities are eligible to apply for the Strategic Initiative Grants. Lead applicants will be required to provide a statement from their Head of School/Department regarding their 'capacity to successfully undertake the project'.

Applicants must be employees of an ATN institution (Curtin, QUT, RMIT, UniSA, and UTS). Other education bodies, associations, industry or entities can be a partner. Students may also be included on project teams.

1.4 Roles and responsibilities

In relation to the grants programmes, the roles and responsibilities are as follows:

The ATN Grants Scheme for Excellence in Learning and Teaching Steering Committee:

The relevant Deputy Vice Chancellor from each ATN institution and the Executive Director of the ATN are responsible for the ATN Grants Scheme for Excellence in Learning and Teaching. These executives (or their nominee) comprise the Steering Committee that oversees the grants. The Chair for the ATN Grants Scheme is rotated between the universities every two years, in alignment with the Chairing of the ATN group.

The ATN Chair University is responsible for preparing the information and application instructions, receipting and collating all grant applications, selecting assessors and providing secretariat support to the ATN grants specialist panel, and for administering the funding. The Chair may delegate this responsibility to the Program Administrator.

The Steering Committee retains the discretion not to award grants.

The Steering Committee reserves the right to make the first public announcement of successful applications.

Peer Assessors:

Assessors selected by the Steering Committee will assess all applications against the information and selection criteria in these instructions.

1.5 Closing date

Applications are submitted to the ATN at info@atn.edu.au by the closing date:

5:00 pm AEST Monday 20 October 2017.

Please note that all applications must be submitted through your university contact officer. Your university will indicate a process for internal review and a due date for submission, prior to the ATN submission date.

1.6 Notification of results of applications

It is estimated that applicants would be notified of the outcome of an application by mid-December 2017.

2 STRATEGIC INITIATIVE GRANTS PROGRAMME

This section provides information on the Strategic Initiative Grants programmes' objectives, rounds, requirements and other general guidance.

Strategic Initiative Grants have the following objectives:

- promote and support strategic change within the ATN and higher education for the enhancement of learning and teaching, and the benefit of the student experience
- raise the profile and encourage recognition of the fundamental importance of teaching and learning in higher education institutions and in the general community
- develop effective mechanisms for the identification, development, dissemination and embedding of good individual and institutional practice in learning and teaching in the ATN and Australian higher education
- develop and support reciprocal ATN and national arrangements for the purpose of sharing and benchmarking learning and teaching processes
- develop and enhance a deep understanding and knowledge of the learning process appropriate to the disciplines being taught
- build leadership capacity in ways that promote and advance learning and teaching within the ATN and Australian higher education.

Funding: A maximum of \$470,000 is available for Strategic Initiative Grants (up to \$235,000 per Strategic Initiative Grant and \$100,000 for Commissioned Grants)

2.1 ATN collaborations

Strategic Initiative Grants must include at least one partner ATN institution and may include partner institutions which are not ATN members where a financial contribution (either cash and/or in-kind) is incorporated within the project. Commissioned Grants must include all ATN universities. Applications will need to be submitted by a lead ATN institution. The lead institution must ensure each named collaborating ATN institution has agreed to have its name put forward as a collaborating institution before submitting a project proposal.

The lead institution must be authorised to act on behalf of all members of the consortia or collaborative group, and enter into agreements which are binding on them. For the purposes of the application, all consortia members and the lead institution should be clearly identified.

Formal collaborations or partnerships must be acknowledged in documentation regarding the project. Collaborating universities will contribute substantially to the project, usually through a project team member. To acknowledge this commitment, project proposals must be endorsed in writing by way of a letter of endorsement from the DVC Academic or equivalent, of lead and collaborating/partner institutions before submission.

2.2 Resubmitting past applications

All ATN applications should be innovative and respond to a current topic of interest. They should not be a resubmission of a previous application with minor edits.

Applications that have been unsuccessful in previous national or ATN grant rounds should not be resubmitted without clear consideration and justification of a new need for the work or a significantly

revised proposal, taking into account assessors' comments on the previous application that justifies re-assessment.

2.3 Compliance

The ATN Steering Committee reserves the right not to process an application which does not comply with these instructions. The Committee also reserves the right to ask for a proposal to be modified and/or re-submitted for decision.

Individuals may not hold the substantive responsibility (e.g. project leader) for more than one ATN funded grant concurrently. While this restriction does not apply to project team members, care should be taken by individuals not to over commit. If awarded a grant, the ATN expects each team member, including the leader, to be available to undertake the work as described in the application.

Under normal circumstances, applications involving a project leader whose final report to a previous ATN project is overdue or deemed not of a satisfactory standard at the time of close of applications will not be accepted. The ATN Steering Committee has the discretion to rule on this matter.

2.4 Obligations associated with receiving a grant

There are a number of obligations associated with receiving a grant. Applicants should be familiar with the obligations of grant holders when considering applying for a grant and in the design of their grant proposal. Details of these are provided at Appendix 1.

2.5 Intellectual property

All applications and project materials become the property of the ATN. To support greater impact of grant funding, project outputs and outcomes will be made available on the ATN website to the higher education sector for use and further development. Details on intellectual property are provided at Appendix 3.

2.6 Privacy and confidentiality information

The ATN will comply with the Australian Privacy Principles ('APPs') contained in the Privacy Act 1988 (Cth) (Privacy Act) when handling all personal information provided for nomination purposes.

For information about the APP's privacy policy (including information on how personal information is handled, how to access or correct personal information, or how to make a complaint) please go to <http://education.gov.au/privacy>, or request a copy of the privacy policy from privacy@education.gov.au.

In accordance with the APPs, application forms for this scheme will include details of:

- the purposes for which the ATN will collect personal information,
- how the ATN will use the information, and
- any person, body or agency to whom the ATN may disclose information and for what purpose.

It is important that all bodies and persons involved in the grant application are aware of these arrangements.

If applicants receive a grant, the ATN may publish their personal information (excluding telephone contact details): in media releases; in presentations; in conference programmes; in booklets about the ATN grants; and on the ATN or ATN institution website. The ATN may disclose applicants' personal information for any directly related purpose or any other purpose required or authorised by law.

3 STRATEGIC INITIATIVE GRANTS And COMMISSIONED GRANTS – ASSESSMENT CRITERIA

Criteria to be addressed in Strategic Initiative Grant and Commissioned Grant applications

Applications for funding need to address the following criteria:

- A. Project aim, rationale, need and sector readiness**
- B. Project outputs (or deliverables)**
- C. Project impact and dissemination**
- D. Project approach**
- E. Project team and governance**
- F. Project budget**
- G. Project evaluation**

All criteria need to be addressed under separate headings in the application. Grants will be assessed using the criteria outlined in this section (see Appendix 2).

All grant applications need to ensure consideration of and inclusion of relevant Indigenous expertise and perspectives in relevant proposed grant projects.

A. Project aim, rationale, need and sector readiness

Applications need to clearly identify:

- how the project will address one of the programme priorities (Sections 4) and contribute to the enhancement of learning and teaching in higher education in relation to that priority
- the aim of the project: what is the project trying to achieve or change, and why; and who is the project intending to reach
- need for and usefulness of the project and its outcomes to:
 - teaching and learning at the ATN Universities as a whole
- readiness for the project in terms of:
 - the willingness and ability of stakeholders to facilitate, adopt and implement change
 - the ways in which it utilises and advances existing national and international knowledge relevant to the programme priority.
- how the project will build on a strong theoretical framework that is grounded in the literature or in past projects that have been supported by the OLT and its predecessors.

Applications must highlight relevant completed OLT's grants programme work taken into consideration when developing the application. In particular, applicants are encouraged to look to the OLT Good Practice Reports which aggregate completed projects in various thematic areas.

B. Project outputs (or deliverables)

Applications need to clearly identify:

- the proposed outputs for the project. The project outputs (or deliverables) should be realistic in respect of the proposed timeframe and project resourcing
- what is in the scope of the project, compared to what is not in scope
- any assumptions made in delivering the outputs of the project, and where they are significant, when and how the accuracy of the assumptions may be verified to reduce risk to the project (eg assumptions around significant participant involvement in project activities).

Applicants for the Strategic Initiative Grants and Commissioned Grants are advised to build sustainability of the outputs of their proposed project into its design, without the need for further ATN funding after completion of the project.

C. Project impact and dissemination

All ATN grants are required to project and plan for positive and substantial impact (changes and benefits) for students, staff, ATN Universities and the higher education sector, as appropriate to the scale and scope of the project.

The application should clearly identify:

- the plan for achieving impact. An impact plan that is based on the Impact Management Planning and Evaluation Ladder (IMPEL) framework needs to be submitted as part of the application. As per the IMPEL framework, the plan will include a completed matrix and responses to key questions. Please refer Appendix 5 for guidance on preparing the impact plan.
- a strong dissemination strategy, as one mechanism to achieve impact, that is multi-faceted and includes a range of dissemination activities and events (for example: publications; a website; forum, symposium, conference or roundtable; resources, including a handbook, framework or best practice principles; and videos, flyers and glossy publications
- the project team's ability to bring about the identified outcomes and planned impact
- the key relationships needed to facilitate impact.

D. Project approach

The application should clearly identify:

- an approach to completing the project on-time and within budget which is considered coherent and appropriate to the outputs and impact the project is designed to achieve
- any project stages, major tasks or activities, milestones, and any associated outputs
- a timeline for the approach that shows project stages as well as any dependencies between stages and tasks
- a feasible plan for achieving impact, expressed throughout the project tasks
- the methodology proposed for the project. If surveys and focus groups are proposed, a realistic plan and timeframe for recruiting participants needs to be taken into account.

The timeline should assume that the project, if the grant application is successful, will begin in **February 2018**. Project duration for the Strategic Initiative Grants and Commissioned Grants, is a maximum of one year. Timelines need to recognise the lead-up time required for larger, more complex projects or those with a number of partners. For example, putting in place relevant inter-institutional agreements and obtaining ethics approval can take some months.

E. Project team and governance

Where grant applications include partner institutions, the application should clearly identify:

- the roles and responsibilities of proposed project team members, as well as reference group members, in relation to delivering the project. A diagrammatic depiction of project governance is encouraged.
- demonstrated capability (skills and experience) and capacity (time) of the project team to deliver on the proposed scale and scope of the project (NB: the quality and timeliness of the project leader's previous work will be taken into account when considering applications for funding).

Further information about what is required in relation to project governance is contained in Appendix 6.

A. Project budget

The application should clearly identify and justify:

- all expenses associated with the project, broken down as per the budget template, and where there are other funding sources, what they are proposed to cover
- a budget that is appropriate to the project outputs, timeframe, scale and scope.

All grants are expected to receive substantial institutional support in addition to the requested ATN funding. Applications that receive appropriate institutional support will be deemed stronger than applications that receive limited institutional support.

Budgets for all Strategic Initiative Grants and Commissioned Grants are required to include activities that engage with all ATN institutions to ensure the perspectives of all ATN institutions are taken into consideration in the development of the project. Conference attendance and associated travel costs should only be included in the budget as an in-kind contribution by the ATN institution. As previously noted, the ATN Steering Committee would encourage virtual methods of connecting so that funds are not spent on unnecessary travel.

Further information about what is required in relation to the proposed project budget, including the budget template, is contained in Appendix 7.

B. Project evaluation

All Strategic Initiative Grants and Commissioned Grants are required to engage an independent external evaluator/s. Evaluators must be members of the ATN who represent the universities that are not included as members of the project or from an area that can demonstrate independency. A good evaluator helps to keep a project on track, anticipate and manage around issues, establish the impact of a project and reflect on its success. Provision in the budget must be made for project evaluation.

Applications should clearly identify:

- an evaluation strategy that is aligned to the scale, scope and timeframe for the project.
- how the evaluation will contribute to establishing the impact of the project, and its value to the ATN institutions and higher education sector.

The evaluator will provide an approved evaluation report for each project team to include in the project's final report.

The [Grants Programmes - Evaluating Projects](#) resource developed by Paul Chesterton and Rick Cummings provides guidance and assistance with project evaluation to individuals and groups submitting proposals for funding under the previous OLT's or ATN's grants programme. The guidance is in the nature of background information on what project evaluation is and what constitutes good practice in the evaluation of learning and teaching projects.

4 STRATEGIC INITIATIVE GRANTS AND COMMISSIONED GRANTS - PRIORITY AREAS 2018

For 2018 there will be two priority areas. The first area will be open to all applicants. The second area is a commissioned grant.

1. Work integrated learning (WIL) and Employability

This priority may include: establishing sustainable approaches to enabling collaborative partnerships with students with industry and community; redesigning the curriculum to ensure coherent integration of WIL across a course(s); preparing work ready graduates; students engaging in authentic experiences of professional service or workplace practice (including such things as placements, industry projects, clinical practicum, simulations, role - plays, university-based projects); preparing graduates to be globally employable in the light of the changing workforce; enabling collaborative partnerships with students, industry and community throughout the process of change and transformation; and delivering learning outcomes that prepare students for future employment and how to embed this in the curriculum.

2. Learning analytics – commissioned grant

Commissioned grants: A group has been identified by the DVCAs representing all ATN universities. The group has been asked to present a proposal for a project up to \$100,000. The application should follow guidelines as set out in this documentation and timelines for 2018. The commissioned grants will be reviewed directly by the ATN DVC A group and not peer-reviewed.

Note: Purchases of software and associated equipment should be consistent with Legal and Compliance regulations and procedures (i.e. Learning Technology Services, CITS, and Records Information Management etc.).

Where participation/feedback from staff/students is undertaken and publishing of project outcomes is desirable, applicants should provide consideration of Ethics approval in the Project Proposal.

Applications should focus on strategies and approaches embedded across the curriculum that focus on the preparation of learners for the future. Data analytics are expected to support the project where possible. It is expected that projects will employ a rigorous and empirical methodology.

Priority will be given to projects whose outcomes include the collation of high quality resources and showcases for the ATN institutions will be prioritised. Projects that focus on single discipline based outcomes or curricula that do not benefit the ATN will not be considered.

Projects should take into consideration all relevant OLT Projects and national reports such as the work undertaken by the B20 Human Capital Taskforce Report www.b20australia.info/Pages/humancapital.aspx, and associated entities, and the National Work Integrated Learning Strategy, developed by Universities Australia, Australian Chamber of Commerce and Industry, Australian Industry Group, the Business Council of Australia and the Australian Collaborative Education Network www.universitiesaustralia.edu.au/news/media-releases/Landmark-strategy-to-make-graduates-more--job-ready-#.VSMh9XIcSUK.

5 APPLICATION INFORMATION

Format for submission

The final application is to be submitted to the ATN at info@atn.edu.au, copying in program administrator Prof Margaret Hicks, Margaret.Hicks@unisa.edu.au. The actual application should be submitted in the form of one PDF document using the Application Template (Section 6). Please note that applications must be submitted through your university contact officer.

The Grant Proposal is limited to 20 A4 pages for Strategic Initiative Grant and Commissioned Grant and need to address all criteria outlined in Section 3. This does not include appendices (refer below). The Font used should be 11 pt Arial or Calibri. The ATN recommends that margins are not too narrow to allow for printing.

All parts of the application (including the appendices) need to be combined into one PDF file. Please use appropriate software such as Adobe Professional, rather than a scanner.

Appendices to the full proposal include:

- a letter of endorsement from the DVC Academic, or equivalent, of lead and partner institutions. See [Appendix 4](#) for proformas. Please note that letters must be tailored to the specific grant application and must outline alignment of the proposed grant project with institutional priorities.
- additional letters of support from accrediting bodies/Councils of Deans can also be included. Additional institutional letters (ie Head of School/Supervisors) are not required.
- short biographies for the project leader and each of the team members, including involvement in recent and relevant national projects, outlining their capacity and relevant experience to lead and/or undertake the project (limit of four A4 pages for the whole project team) .
- design specifications. Applications which propose technological developments must submit design specifications (limit one A4 page) with the following details:
 - the functionality of the proposed development (including, in the case of website development, a description of the user interface and any user scenario)
 - the sustainability of the development
 - the scalability of the development
 - the technical expertise available to the project team
 - the availability of any required technology or infrastructure

Note that references need to be included in the application, not in the appendices.

Note that websites developed as part of any ATN grant need to be kept live and updated for at least five years after completion of the grant project.

Applications proposing software development/apps should aim to develop open source software, and should consider and address sustainability post-completion of the grant project and ensure the proposed project outputs comply with the conditions for Intellectual Property for each of the universities involved in the project.

Submission and deadlines

Applications must be received by **5:00pm (AEST/AEDT)** on the closing date. An application that does not meet the deadline for submission may not be considered.

6 APPLICATION FORM

Project Title

Project titles should be no more than 15 words long and should clearly and succinctly describe what the project will be doing. Do not use capitals except for proper nouns and the first word of the title. We recommend you limit the use of punctuation.

My project title is exactly fifteen words long and fits very neatly into this space

Lead Institution

- Curtin
- UTS
- QUT
- UniSA
- RMIT

Project Leader

Title	
First Name	
Surname	
Email	
Phone	Enter the two-digit area code followed by an eight-digit landline or a mobile number.
Location	Please include the address in full, including office and building number.

Priority Area

Select the programme priority area being addressed by the application. Only one priority area can be selected.

- Employability skills for the 21st Century

- Learning Analytics (Commissioned Grant only)

Amount (excl GST) in AUS\$

State the amount of funding being requested from the ATN i.e. not including any institutional contributions.

Funding requested	AUS\$
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Team Agreement (are all team members in agreement with this proposal?)

- Yes
 No

Are you currently involved in any other learning and teaching projects funded by another source, including the OLT, ARC, NHMRC, government, industry or your own institution?

If Yes, please provide details in the text box including the OLT reference number where applicable (eg: PP8-123), project title and the nature of your involvement (eg: team member). In relation to this field, you are required to provide details of the time you are able to allocate to the project outlined in the application.

- No
 Yes – please complete table below

OLT Ref #	Project Title	Lead Institution	Role in project

Does this application build on a previous funded project?

If yes, please list the OLT project reference number where applicable and title in the text box provided.

- No
 Yes – please complete table below

OLT Ref #	Project Title	Lead Institution	Role in project

Partner ATN Institution/s

- Curtin
- UTS
- QUT
- UniSA
- RMIT

Add more partners

List other higher education institutions and relevant other bodies who will be partners in the project. Agreement needs to have already been obtained from collaborating institutions. Please enter the institution's official name, not an abbreviation i.e. The University of Sydney, not Sydney Uni; University of Canberra, not UC.

Partner #	Name of Institution	Name of lead contact
Partner 1		
Partner 2		
Partner 3		
Partner 4		
Partner 5		

Partner is endorsed by:

Specify the name and position of the DVC Academic, or their equivalent, from the lead institution only e.g. Professor Bob Smith, DVC Academic.

I endorse this partner on the basis of the attached application:	
Title	
Name	
Position title	

Aim

Provide a succinct outline of what impacts the project has been designed to achieve (55 word limit) using simple language that avoids technical jargon.

Abstract

Summarise the rationale/need for the project and what the project sets out to address/achieve - 155 word limit.

Key Words:

To assist in analysis and web searches please list key descriptors/search words - 20 word limit.

Discipline

(Provide the name of the discipline that most closely reflects the topic of your application. If the proposed project is not discipline-specific, please select 'not disciplinary based')

Grant personnel

Key personnel include the project leader and team members. Please provide the following information for each team member:

Team Member	Role	Title, First Name & Surname	Email address
1			
2			
3			
4			

5			
6			
7			
8			

Terms and conditions:

Please acknowledge you have read and agree the Privacy Terms and Conditions.

Yes, I have read the Privacy Terms and Conditions

Grant proposal

Insert the Grant Proposal here: it is limited to 20 A4 pages and needs to address all criteria outlined in Section 3. The page limit does not include appendices (refer below). The proposal must address all criteria outlined in Section 3 of the Guidelines.

A. Project aim, rationale, need and sector readiness

B. Project outputs (or deliverables)

C. Project impact and dissemination

D. Project approach

E. Project team and governance

F. Project budget

G. Project evaluation

Include the Appendices to the full proposal at the end of the Proposal.

Saving and naming the application

All parts of the application (including the appendices) need to be combined into one PDF file. Please use appropriate software such as Adobe Professional, rather than a scanner.

Please ensure all appendices are included as part of this document. Please note that the file must be named according to the type, programme, institution, applicant, and year, that is:

Strategic Initiative Grants:

Strategic_institution_applicant_year

For example: an application submitted to the 2017 strategic initiative grants programme by an applicant from RMIT University with the surname Smith would be named

Strategic_rmit_smith_17

Within ten business days of the application being submitted, applicants will be sent a confirmation email. This email will confirm that your application has been received. As some systems treat automated mail as SPAM, please check your junk email for a receipt. If you do not receive the reference or email confirmation, please contact the ATN at info@atn.edu.au.

Please note that once an application is submitted, applicants will not be able to add any further attachments. Please ensure that all of the correct attachments are provided at the time of submission.

7 CONTACT DETAILS

The Institutional Contact Officers for the ATN are:

Curtin	Perth	Associate Professor Beatrice Tucker- Director Curtin Learning Institute	(08) 9266 1092 b.tucker@curtin.edu.au
QUT	Brisbane	Ms Georgia Smeal - Manager Awards and Grants Service	(07) 3138 9858 awardsgrants@qut.edu.au
RMIT	Melbourne	Dr Julie Willems Academic Developer RMIT Learning and Teaching Academy	(03) 9925 4298 learningandteachingacademy@rmit.edu.au
UniSA	Adelaide	Associate Professor Gavin Sanderson –Senior Lecturer Scholarship of Teaching & Learning Teaching and Innovation Unit	(08) 8302 7865 gavin.sanderson@unisa.edu.au
UTS	Sydney	Ms Katrina Waite - Lecturer, Institute for Interactive Media and Learning	(02) 9514 2480 Katrina.Waite@uts.edu.au

Appendix 1: Obligations associated with receiving a grant

ATN grant conditions

Lead institutions as recipients of the funding enter into an agreement with the ATN.

The ATN Grant Conditions specify the outcomes of the project to be achieved, the payment arrangements, financial and performance reporting requirements, requirements regarding intellectual property, requirements regarding variation to the agreement, acquittal of grants and other related issues.

Performance

The lead institution is responsible to the ATN Steering Committee for managing the performance of the project through the project leader(s). This responsibility is expressed through institutional sign-off on project proposals, being the recipient of the grant specified in the ATN Grant Conditions and performance reporting.

The project leaders should contact the ATN Steering Committee if there are any changes to the project in terms of staffing, ethics approval, scope of project, deliverables and finances.

Changes to the Project Leader

Should the project leader need to withdraw from the project, written notification should be provided to the ATN Steering Committee with information on how the project will continue to be supported by the lead institution and/or another ATN team member.

If the project leader moves to an institution outside the ATN group then a) It would be acceptable for another ATN team member to assume the CI role or b) remaining funds would need to be returned to the ATN grant funding pool. The above changes will need to be approved by the ATN Steering Committee.

Changes to collaborations, partnerships and other roles

Proposed changes in partner institutions, e.g. withdrawal or addition of a partner during the project, must be supported by the DVC Academic, or equivalent, of the institution/s concerned and written notification of the change and endorsement provided to the ATN Steering Committee.

Reporting

Institutions are required to report on the progress, final outcomes and financial expenditure associated with their project, as specified in the ATN Grant Conditions. Project leaders are strongly encouraged to ensure the DVC Academic, or equivalent, is kept updated about project progress. Reporting requirements should be considered when formulating the proposal for the project.

When a project team is not able to meet the milestones or the date for completion of the project, the project leader must seek an extension in writing from the ATN Steering Committee at least one month before the due date. Please note that extensions are only approved in exceptional circumstances. If a project does not progress according to the projected timeframe, the ATN Steering Committee reserves the right to not grant extensions and to not make payments.

Progress reporting

All projects are required to complete an interim progress report at four-monthly intervals. The Program Administrator will liaise on a regular basis with Project leaders re reporting.

Financial reporting

Funding must be used for the purposes specified in the ATN Grant Conditions. Financial reporting and acquittal processes provide assurance of this to the ATN Steering Committee.

A final financial acquittal satisfying the terms in the ATN Grant Conditions must be provided by the agreed completion date of the project (the date when all reporting and acquittal of funding should have been finalised).

The final financial acquittal should itemise how funds were used in the course of the project and be signed as true and accurate by the authorised person within the lead institution as specified in the ATN Grant Conditions.

Any funds not expended at the end of the project must be returned to the ATN. The ATN Steering Committee retains the right to reclaim funds if the recipient institution fails to comply with these instructions or the ATN Grant Conditions or where an overpayment has occurred.

Final project report

Final reports should profile the outcomes and outputs of the project, highlighting the impact the project has had and can have in the future and describing how other institutions (particularly ATN institutions) can make use of what has been delivered and achieved. The final report will also briefly document how the project outcomes have been achieved.

Strategic Initiative Grants and Commissioned Grants

The final report for a Strategic Initiative Grant and Commissioned Grant will be published on the ATN website following the allocation of an ISBN. In brief, the three parts of the report are:

- Part one: the **achievements statement** (maximum one page only). This is a stand-alone key-messages document, presenting the main outcomes and outputs of the project. The single page is designed to quickly and effectively communicate key points and resources from the project. Part 1 should be able to stand-alone from Parts 2 and 3 and may be distributed to promote and further disseminate project outcomes and outputs.
Part two: the **executive summary** (maximum three pages) is used to summarise the issue/s and context for the project, its outputs, key findings, and recommendations for future action (where relevant). The information in this part should also be able to stand alone as a summary document of the project.
- Part three: the **narrative** (maximum 10 pages), is used to provide more detailed information about the project.

Instructions on inclusions for all parts of the final report will be provided to successful project leaders..

Project teams are required to budget and arrange for professional editing of all parts of the Strategic Initiative final report. The ATN's written approval must be obtained prior to publishing any project reports required under the ATN Grant Conditions. This provision does not limit the publishing of academic articles, conference papers or web materials as part of a project.

Appendix 2: Assessment process

The assessment of applications for the Strategic Initiative Grants involves a number of steps.

The first step involves the ATN Program Administrator:

- considering whether a proposal complies with the requirements set out in this document
- grouping applications according to priority areas
- assigning the proposal to at least two ATN assessors for review.

The second step is peer assessment, which is at the heart of the assessment process. It involves the assessment of applications by the ATN assessors against the criteria set out in Section 3. Each criterion receives a score out of 5.

The aim, need, rationale and sector readiness (Criterion 1) are key to a grant project. Criterion 1 is therefore considered a threshold criterion for the Strategic Initiative Grants. If this criterion receives a low score by peer assessors, then the remainder of the criteria will not be considered.

Applications may also be moderated. Assessors meet to discuss their evaluations and make joint recommendations. Following the external assessment process, the ATN will rank each proposal relative to the others.

Peer assessors' feedback and ratings on applications form the basis of recommendations to the ATN's grants panel. An assessment report summarising the assessment process and the assessors' general comments as well as ratings on the applications will be provided to the grants panel for its consideration. The grants panel provides advice to the ATN Steering Committee regarding allocation of grants funding.

Commissioned grants will be assessed by the ATN DVC A group.

Selection of assessors

The ATN Steering Committee is responsible for the selection of suitable assessors. Assessors may have received citations or awards; are OLT Fellows, Discipline Scholars, project leaders or team members; or are senior, retired academics.

In selecting assessors, the ATN Steering Committee will take into account discipline expertise, learning and teaching expertise, experience assessing applications or nominations and the potential professional development for the individuals and benefit to their institutions provided by their participation in the assessment exercise.

Strict conflict of interest provisions are enforced: no one may assess a proposal if they took part in its preparation; and, assessors do not assess proposals involving their own institution. All members of applicant teams are ineligible to participate in that round's assessments, and this principle is generally also applied to proposed members of reference groups. Assessors sign a conflict of interest declaration and a confidentiality agreement.

Notification of results of applications

Applicants will be advised of the results of their applications by email.

The ATN Steering Committee reserves the right to make the first public announcement of successful applications.

Appendix 3: Intellectual property

Project proposals

All applications become the property of the ATN on submission to copy, modify or otherwise deal with information for the purposes of:

- assessment and decision-making
- verification of the accuracy, consistency and adequacy of the information contained in the application
- preparation and management of any ATN Grant Conditions
- administration of ATN grants programme.

Project Material

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

Intellectual Property Rights in the Project Material created under the ATN Grant Conditions will vest in the ATN immediately on their creation.

The ATN will grant to the lead institution a permanent, irrevocable, free, world-wide, non exclusive licence (including a right of sub-licence) to use, reproduce, adapt and exploit the Intellectual Property Rights in the Project Material for any purpose.

In the case that the ATN needs to use any of the Existing Material or Third Party Material provided by the lead institution in connection with the Project, the lead institution will grant to, or obtain for the Commonwealth, a permanent, irrevocable, world-wide, royalty free, non-exclusive licence (including the right to sub-licence) to use, reproduce, adapt, modify and communicate that Material.

The ATN will make publically available all Project Material under the Creative Commons Attribution-ShareAlike Licence.

Issues associated with existing intellectual property are addressed in the ATN Grant Conditions.

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

Appendix 4: Proforma for letters of support

Proforma for lead institution

Endorsement letters must not exceed two pages.

The use of this proforma is mandatory.

Letter of support from the DVC Academic or equivalent must be on the institution's DVC Academic's letterhead.

Letter from the lead institution must include the following:

- Title, name and position of the project leader(s) and team members from that institution (if any)
- Title of the application
- The aims of the project and how this aligns with institutional priorities
- The intended impacts of the project, and their institutional relevance
- That the institution will support the time commitment of the project leader and team members from that institution (if any) as indicated in the budget

Certification by the DVC Academic or equivalent

I certify that the application:

- Meets the eligibility criteria as specified in the relevant 2018 programme and operational information, and application instructions
- Complies with the relevant 2018 programme and operational information, and application instructions and if the application is successful [name of lead institution] agrees to abide by the terms in the ATN Grant Conditions
- [Name of lead institution] will notify the ATN if there are any changes in the project leader's circumstances which may impact on his/her eligibility to participate in, or ability to perform, the project subsequent to the submission of this proposal

Signature(s) of DVC Academic or equivalent

Proforma for partner institution(s)

Endorsement letters must not exceed two pages.

The use of this proforma is mandatory.

Letter(s) of support from the DVC Academic or equivalent must be on the institution's DVC Academic's letterhead.

Letter(s) from the partner institution(s) must include the following:

- Title, name and position of the project leader
- Title, name and position of team member(s) from that partner institution
- Title of the application
- The aims of the project and how this aligns with institutional priorities
- The intended impacts of the project, and their institutional relevance
- The institution will support the time commitment of the team member(s) as indicated in the budget

Certification by the DVC Academic or equivalent

I certify that:

- If the application is successful [name of partner institution] agrees to abide by the terms of the Conditions of grant between the ATN and the lead institution
- [Name of partner institution] will notify the ATN if there are any changes in the team member(s)' from the [Name of partner institution] circumstances which may impact on his/her eligibility to participate in, or ability to perform, the project subsequent to the submission of this proposal

Signature(s) of DVC Academic or equivalent

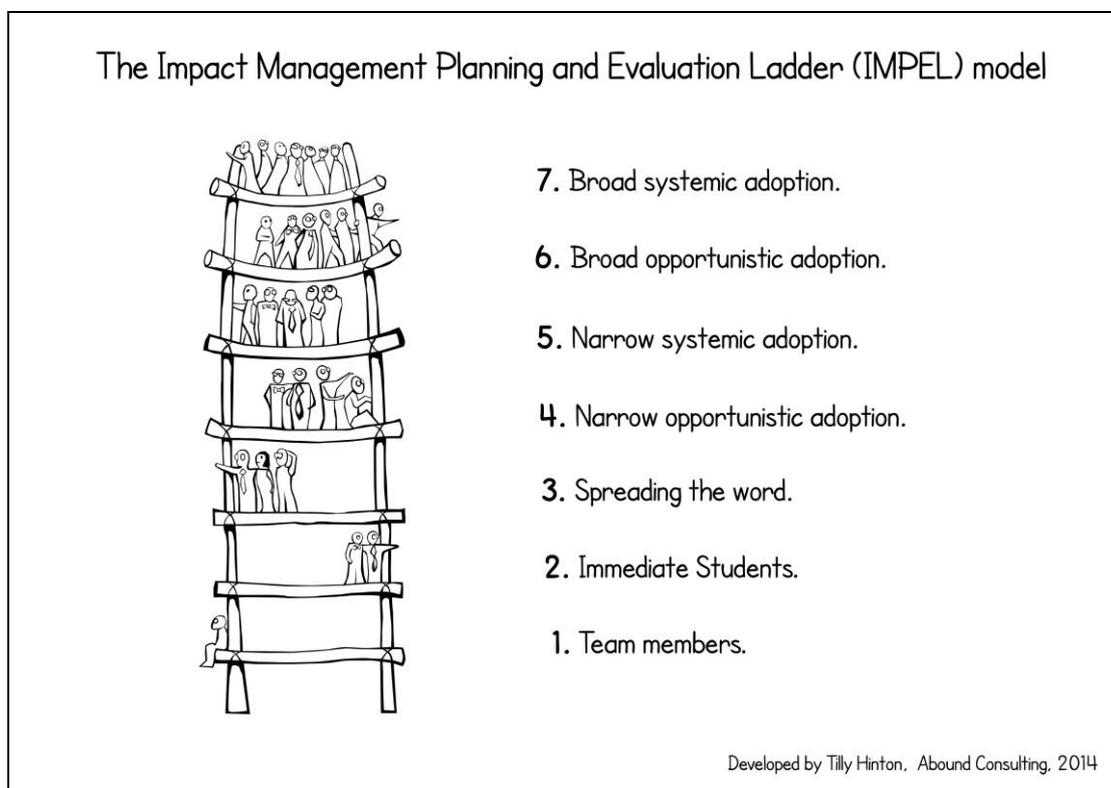
Appendix 5: Project impact planning

The Impact Management Planning and Evaluation Ladder (IMPEL)

The IMPEL model provides a framework for describing different types of change that can be achieved through educational development projects. Each stage, or ladder rung, is incrementally broader in impact than the last. These rungs are:

- (1) Changes for project team members
- (2) Changes by project team members leading to changes for students who are directly influenced
- (3) Contributions to knowledge in the field; growth or spread of disseminated ideas; serendipitous adoption/adaptation by people beyond the project's intended reach
- (4) Changes by opportunistic adopters at participating institutions leading to changes for students who are directly influenced
- (5) Systemic changes at participating institutions leading to changes for all relevant students
- (6) Changes by opportunistic adopters beyond participating institutions leading to changes for students who are directly influenced
- (7) Systemic changes beyond participating institutions leading to changes for all relevant students.

The model offers both a prompt for project teams in the planning, execution and reflection stages of educational development projects, as well as a cogent frame for funding agencies to enunciate expectations, make funding decisions and evaluate the efficacy of funding schemes in facilitating strategic educational change.



Project Impact Plan

Impact is the difference that a project makes in its sphere of influence, both during and after the funding period. Maximising impact requires forecasting and planning. The questions and matrix below provide a structure to prompt active and ongoing consideration and re-evaluation of impact and how it may be maximised given the evolution of the project. Maintaining updated responses to the template is not intended to be a reporting requirement, rather a strategic steering tool for the project. The responses to the questions below, including input to the matrix, are expected to change over the life of the project, as the work and results progress. The ATN will be interested in discussing evolving projections of impact at key points during the project, including at progress and final reporting points.

	Anticipated changes at:			
	<i>NB: these are approximations & text is not expected in every cell</i>			
	Project completion	Six months post-completion	Twelve months post-completion	Twenty-four months post-completion
(1) Team members				
(2) Immediate students				
(3) Spreading the word				
(4) Narrow opportunistic adoption				
(5) Narrow systemic adoption				
(6) Broad opportunistic adoption				
(7) Broad systemic adoption				

1. What indicators exist that there is a climate of readiness for change in relation to your intended project?
2. In brief and indicatively, what impacts (changes and benefits) do you expect your project to bring about, at the following levels and stages of the Impact Management Planning and Evaluation Ladder (IMPEL)?¹
3. What are your strategies for engaging with stakeholders throughout the project?
4. How will you enable transfer² that is ensuring that your project remains impactful after the funding period?
5. What barriers may exist to achieving change in your project?
6. How will you keep track of the project's impact? What analytics may be useful?
7. How will you maintain relevant project materials for others to access after the project is completed?

¹ The full version of the IMPEL model, developed by Tilly Hinton whilst on secondment to the Office for Learning and Teaching, is online at www.olt.gov.au/impact. Further information on this model and resources to assist in considering project impact are also available on the website.

² Refer definition of 'transfer' above when used in this context

Appendix 6: Information about project team and governance

Project leaders and project teams

The project leader(s) must take significant intellectual responsibility for the proposed project, its design, conduct and results. This requires a serious time commitment (usually at least 20 percent of the leader's time).

Individuals may not hold the substantive responsibility (e.g. project leader/director/fellow) for more than two ATN-funded learning and teaching grants concurrently unless the DVC Academic approves a greater commitment and provides details of how the time will be allocated to enable individuals to carry out their responsibilities to the projects. While this restriction does not apply to project team members, care should be taken by individuals not to over commit. If awarded a grant, the ATN expects each team member, including the leader, to be available to undertake the work as described in the application.

All applications must include a letter of support from the DVC Academic from the lead and partner institutions for the project leader(s) and every team member. A template is provided in Appendix 4. Letters of support must be included whether or not teaching relief or relief from normal duties has been requested from the ATN. Team members at partner institutions should check with their Institutional Contact Officer about the process for obtaining a 'partner institution' letter of support.

A staff member at any level and of any employment status from an eligible institution may apply for a grant or be a team member of a project if the university is willing to support that person as a staff member. Students may also be included on project teams.

Under normal circumstances, applications involving a project leader whose final report to a previous national project is overdue or not of a satisfactory standard at the time of close of applications will not be accepted. The chair of the grants specialist panel has the discretion to rule on this matter.

Project teams are encouraged to include one or two early career academics as substantive members of the project team.

All nominated project team members should be in agreement with the proposal at the time of submission. If it comes to the attention of the ATN that nominated team members are not aware of the application, the proposal will be deemed ineligible for funding.

Individuals may take an advisory role or contribute specific expertise which does not require close involvement in the project. These individuals would not normally be defined as project team members.

Reference Group

All Strategic Initiative project teams should appoint a reference group. A reference group will give you valuable feedback on project progress, and will often have a 'bigger picture' view, while project team members are closer to the details.

The reference group should include some external participants who have appropriate expertise to ensure there is constructive advice on conduct and direction of the project, and to ensure the project has maximum impact within the institution/s engaged in the project and beyond those institutions. The ATN may appoint a representative to the reference group.

An external participant is a person who is not a member of the project team. They do not need to be external to the participating institutions.

The ATN understands that individuals serving in this capacity do so as part of their collegiate responsibility to the sector and the ATN. Project budgets should cover out-of-pocket expenses only.

The ATN also recognises that there will be occasions when payment for expert advice is appropriate and necessary.

Collaborative Projects

All applications for grants are expected to include ATN partner institutions. Collaboration between higher education institutions and/or relevant other bodies is also encouraged. Careful consideration should be given to the number and type of partners and their contribution to ensure the project is manageable. The lead institution must ensure each named collaborating institution/organisation has agreed to have its name put forward as a collaborating institution before submitting a project proposal. Failure to ensure the agreement of named collaborating institutions/organisations may result in the application being rejected by the ATN.

The lead institution must be authorised to act on behalf of all members of the consortia or collaborative group, and enter into agreements which are binding on them. For the purposes of the application, all consortia members and the lead institution should be clearly identified.

Formal collaborations or partnerships must be acknowledged in documentation regarding the project. Collaborating institution(s) will contribute substantially to the project, usually through a project team member. Where project partner institutions are not represented on the project team, a clear rationale should be included in the proposal to explain this absence as well as their proposed contribution.

International partnerships are encouraged where appropriate. As with other members of consortia, funding can be shared with international partners for their contribution to the project. This arrangement must be made through the lead institution. International partners must agree to the ATN Grant Conditions especially in relation to intellectual property.

Appendix 7: Information about project budget, funding and payment

Budget items

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

Funding for the Strategic Initiative Grant is up to \$235,000 per grant. The size of the grant sought must align with the scale, scope and significance of the proposed project.

All projects must be designed around stages that have particular outcomes and deliverables. Please keep in mind that the maximum project duration is one year.

The budget can contain provision for:

- Salaries or teaching relief and on-costs. If more than 20% of the overall funding amount requested from the ATN will go towards salaries or teaching relief, the reason for this needs to be explicitly justified in the budget justification.
- research activities
- project impact activities, including dissemination activities
- conference attendance and associated travel costs should not be included in the budget and covered by the ATN University as an in-kind contribution to the project
- technical and expert support, evaluation and resources essential to the conduct of the project
- remuneration of advisory or reference group members
- maximum of 10% for administrative costs and overheads (institutional levy).

The budget for Strategic Initiative proposals must include an allocation of \$3,000 for collaboration and/or dissemination activities.

The budget for Strategic Initiative proposals must include an allocation for the Project Evaluation.

The budget for Strategic Initiative proposals must also include an allocation (\$3,000) for editing and desktop publishing of the final report. The editing must be at a professional standard and ensure that the final report is fit for publication as a web-based product.

Please check that your budget adds up. The line items must add up to the sub-totals, and the sub-totals must add to the grand total.

Budget format and template

Budgets must comply with the recommended format and be included in your proposal document.

All costs should be quoted exclusive of GST. All costs must be in whole dollars. The total funding amount requested from the ATN should be rounded to the nearest \$1,000, with subtotals and line items adjusted accordingly.

Budget template

		Budget 2017		
A	Personnel	ATN	Other \$	Total \$
	Subtotal for section A			
B	Project Support		Travel Conference	
	Subtotal for section B			
C	Project Activities			
	Subtotal for section C			
D	Compulsory Activities Dissemination activities* Editing Costs** Evaluation***			
	Subtotal for section D			
E	Miscellaneous			
	Subtotal for section E			
F	Institutional levy			
TOTAL PROJECT BUDGET#				

'Other' funding sources

The budget includes a column for 'other' sources of funding and this should show contributions from the lead institution and partners. This support may be in cash or in-kind. Other sources of funding are included here in order to show the total cost of the project.

Provide an explanation of how non-ATN contributions will support the project (use the same sub-headings as set out below). If there are no other sources of funding being provided by the lead institution or partners, explain why.

Budget sub-headings

The budget and justification should be grouped under specific sub-headings. The required budget sub-headings include:

Personnel:

This should include the salaries (e.g. project manager, research assistant/fellow), wages and on-costs of personnel who have overall responsibility for managing and implementing the project. The level of each appointment and the hours per week (or percentage of time committed) should be specified.

A maximum of 20% of the overall funding amount requested from the ATN can be for personnel costs.

Some institutions may have higher on-costs than others. Applicants need to check with their Institution Contact Officers.

Project Support:

This section must be completed where the purpose of expenditure is logistical. Project Support includes all non-staff expenditure for the administration and day-to-day management of the project. For example, project management meetings, stationery, travel, consumables. Please note the purchase of assets cannot to be included in the ATN budget.

Project Activities:

This section must be completed where the purpose of expenditure is directly linked to a project activity.

All costs which directly contribute to a specified activity, should be included here. For example: undertaking research, the hosting of conferences and workshops, communicating with stakeholders, website development and hosting, advocacy, publications (including production).

Note that websites developed as part of any ATN grant need to be kept live and updated for at least five years after completion of the grant project.

This also includes travel relating to specific activities, and personnel expenses if personnel are recruited for a specific project activity. For example a facilitator for a workshop, or an independent evaluator should be budgeted under Project Activities, as should travel to attend the workshop or to undertake the evaluation.

Compulsory activities:

* Dissemination: The budget for Strategic Initiative proposals must include an allocation of \$3,000 for collaboration and/or dissemination activities (see Budget items).

** Editing: Proposals must also include an allocation (\$3,000) for editing and desktop publishing of the final report (see Budget items).

*** Project Evaluation: All grants must be evaluated by an external evaluator. A maximum of \$5,000 can be allocated for this purpose for large grants up to \$235,000. For grants less than this, the figure should be adjusted accordingly

Institutional levy

If an institutional level is required, the maximum allocation is 10%.

Non-approved use of the grant

The grant cannot be used for:

- building works (including the purchase, construction, lease, renovation or fit out of premises)
- purchase of motor vehicles
- purchase of assets travel which is not directly related to achieving the outcomes of the project for which the grant was approved
- general recurrent funding.

Project funding

The initial grant payment will occur in January in the year after the grant was approved.

Payment of Grant

The ATN Grant Conditions document will contain the information on payment instalments linked to agreed project milestones.

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

Appendix 8: Definitions and descriptions

Application – this term refers to full proposals for Strategic Initiative Grants.

Deliverable – in the context of the grants programme, a deliverable is an output from the project - a product or resource that has been generated through undertaking the project. Deliverables include frameworks, criteria, learning resources, workshops, reports, learning objects and tools etc. The terms deliverable and output can be used interchangeably.

Dissemination – In the context of the grants programme, dissemination is ‘the planned process of understanding potential adopters and engaging with them throughout the life of the project, to facilitate commitment to sustained change’. It is a key means by which project impact is achieved. Dissemination activities are ‘The individual actions by which aspects of the project are disseminated to others, for awareness, knowledge, and action’.³

Impact – In the context of the grants programme, impact is the difference that a project makes in its sphere of influence, both during and after the funding period. Examples include institutional or national policy changes, new or amended funding commitments, new incentives or expectations that value particular pedagogical approaches and so on.

Innovation – In the context of the grants programme, the following definition will be applied:

the term ‘innovation’ refers to an idea, product, process or service that adds value, is useful or transforms current practice in the context to which it is applied. ‘First-generation innovators’ are those who do or create something new or different. ‘Second-generation innovators’ are those who take an innovation from one context and replicate, adapt or transform it for use within a new context⁴.

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

Outcome – in the context of applications under the grants programme, an outcome is a change or benefit that the project is designed to bring about, preferably described in a form that is measurable or for which evidence can be provided. To prepare an outcome statement as part of a project proposal, the question that should be posed is: *what is the project designed to achieve and how will the project team know they have been successful?* An outcome will be in existence by the time that a project’s funding ceases; impact describes these and subsequent changes and benefits. See also the definition for **deliverable**, as **outcome** and **deliverable** are often used interchangeably, which is incorrect.

Output – in the context of the grants programme, a deliverable is an output from the project - a product or resource that has been generated through undertaking the project. Deliverables include frameworks, criteria, learning resources, workshops, reports, learning objects and tools etc. The terms deliverable and output can be used interchangeably.

³ Hinton, T., Gannaway, D., Berry, B., & Moore, K. (2011). *The D-Cubed Guide: Planning for Effective Dissemination*. Sydney: Australian Teaching and Learning Council.

⁴ Southwell, D., Gannaway, D., Orrell, J., Chalmers, D. & Abraham, C., *Strategies for effective dissemination of project outcomes* (2005), p. 2.

Partner institution – partner institutions are those institutions that are actively engaged with the project through project team members. Institutions represented in an advisory process are not partner institutions.

Project leader – the project leader is responsible to their institution for the project. They provide the intellectual leadership for the project and are the point of contact between the OLT and the project on matters of substance to the project.

Project material – includes documents, equipment, software, goods, information and data stored by any means, for the purpose of the proposed project outlined in the application

Transfer – In the context of the grants programme, transfer means ‘the processes undertaken to maintain momentum and impact beyond the funded life of the project and beyond the project team’.⁵

Project team member – team members are actively engaged in the ongoing project work. They contribute directly to the success of the project through the contribution of time and intellectual resources to the project.

⁵ Hinton, T., Gannaway, D., Berry, B., & Moore, K. (2011). *The D-Cubed Guide: Planning for Effective Dissemination*. Sydney: Australian Teaching and Learning Council.