



Australian Government



Office for
Learning & Teaching

Office for Learning and Teaching Grants Programmes

Information for managing your project

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Purpose

This project management information document lists important information for you to refer to while managing your OLT project. The information in this document applies to all OLT Grants – Innovation and Development Grants, Seed Grants, Extension Grants and Strategic Priority Commissioned Grants.

This document includes information about:

- Project establishment
- Project management
- Project impact and dissemination
- Project reporting
- Intellectual property

Stay in contact

We encourage you to contact us with questions, updates, and good and bad news. If your project is not progressing as planned, we would rather know earlier than later so we can help you resolve the issue. We also want to hear your good news stories, progress, achievements and information about upcoming project activities.

OLT contact details

Office for Learning and Teaching
Level 10, 255 Elizabeth Street
Sydney NSW 2001

GPO Box 9880

Sydney NSW 2001

Email: learningandteaching@education.gov.au

Phone: (02) 6240 0625

Fax: (02) 6267 4499

Stay in contact with your Institutional Contact Officer (ICO)

Please stay in touch with your ICO throughout the project. The OLT often communicates with ICOs and it's important that they are aware of the progress of your project. Often, ICOs have a wealth of experience and they will be able to help you with initial questions and problems. The ICO list is on the OLT website <http://www.olt.gov.au/ico-list>

Project establishment

Funding agreement

The funding agreement has been signed and a copy returned to the lead institution's Vice-Chancellor's office. If you and the project team do not have a copy, please either obtain one from the lead institution or contact the OLT for an electronic copy.

The funding agreement outlines important clauses that you need to be aware of. We suggest you read through the agreement carefully and check with your legal office if there are any clauses you are unsure about. We ask you to take particular note of the Intellectual Property clauses (discussed further below).

The funding agreement also outlines important project milestones, such as due dates for progress reports and for the final report. It also lists the project deliverables that you will need to work towards, as well as project payment milestones.

Cross-institutional agreements

The funding agreement for your project is an agreement between the OLT and the lead institution and as such all changes to the project will need to be cleared with the lead institution. Arrangements with partner institutions are between the lead institution and the partners and although the OLT can provide advice on how to manage issues, we cannot mandate requirements.

For collaborative projects, you will need to establish an agreement on who takes responsibility for what. You will most likely have done this at the time of application but you may need to formalise the process now that funding has been received. Usually formalising the agreement between parties is either done through a formal funding agreement or via an exchange of emails.

The method you choose will depend on your own internal requirements. An exchange of emails can be the simplest way to formalise an arrangement but if project funds are to be distributed, you may want a formal funding agreement. This can take the form of a full agreement or a letter signed by both parties.

The OLT does not stipulate whether you need a formal cross-institutional agreement. This is an internal matter for you to decide within the project team.

Ethics approval

Obtaining ethics approval in almost all cases takes much longer than originally anticipated. We suggest you apply for ethics approval as soon as possible (if required).

External evaluator

For projects funded to a value of \$120,000 and above, appointing an external evaluator is compulsory¹. The evaluator will often be an expert in the field and it is useful if you can find

¹ Strategic Priority Commissioned Projects are not required to appoint an external evaluator, the OLT instead appoints an external evaluator. Strategic Priority Commissioned Projects do not need to include an external evaluator report in the final report.

someone who has previously been involved in an OLT project. The external evaluator cannot be a member of the project team.

Key documents for an external evaluator include: the original application; the funding agreement; and the impact plan (for projects funded from 2014 onwards).

The external evaluator's report needs to be included as an attachment to the final report.

Reference group

All project teams should appoint a reference group. This is a requirement for Innovation and Development full proposals, and for Strategic Priority Commissioned grants. Seed grants are encouraged to appoint a reference group, but it is not a formal requirement.

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 OLT 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.

In some cases, the OLT will determine that a reference group be appointed to either one or a number of projects designed to contribute to the same or similar outcomes. In this case, the OLT reserves the right to appoint reference group members.

Some reference groups are involved from very early on in the project while others come on board later on. Some projects use reference groups for input into the day-to-day planning of the project while others seek more strategic input from their reference group. Some reference group members dedicate a significant amount of time to the project while others dedicate less time. It is important to discuss and agree on these matters with the reference group at the onset of the project.

Terms of reference may be agreed to set expectations of the role and likely time commitment of the group or, at the very least, the first meeting should discuss the role of the reference group and agree on that role and minute the meeting. All meetings should have an agenda and minutes which are kept as part of the records of the project.

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

The OLT also recognises that there will be occasions when payment for expert advice is appropriate and necessary. Project teams should consult with the OLT when considering commissioning external advisory services.

Project management

Project management workshop

The OLT organises project management workshops that are attended by the individual most responsible for the day-to-day management of the project. The workshop is held over two days in Sydney, generally at the beginning of March and the beginning of October. We will be in touch with information about the workshop after the funding agreement is signed.

Managing the project team

1. Project manager

Effective project management is critical to the success of projects. Whether this function is undertaken through a dedicated, skilled project manager or as part of the role of the project leader is up to each project. However, it should be noted that the OLT understands the role of the project leader to predominantly relate to project leadership, direction and oversight, with some managerial responsibilities.

In some cases, project managers are only employed to manage the logistics of the project, while in other cases, they are involved in research activities as part of their role.

2. Managing team turnover

We understand that life is not static and that things change, particularly if you have a large project team and a multi-year project. It is not unusual for a team member or even project leader to change through the life of a project. Often this is not a major issue but we do ask that you let the OLT know if there are changes in personnel.

If a team member needs to be replaced, an email to the OLT outlining who the replacement will be will suffice. If the team leader changes, there are a number of possible scenarios. In some instances the project stays with the lead institution and a replacement project leader is identified. On other occasions, the lead institution changes, in which case both the previous lead institution and the new lead institution need to agree to this change. It is critical that, whatever the new arrangement, it can deliver the project, as originally conceived and agreed.

If a new institution becomes involved in a project, you need to provide a letter of support from the DVC(A) or equivalent, indicating that the new institution supports the relevant team member/s as part of the project. Conversely, if a person leaves a project team, it is the project leader's responsibility to ensure the departing team member's institution nominates a new representative or, if the institution decides to withdraw from the project, the lead institution would need to demonstrate to the OLT that project deliverables will not be compromised by the change.

Managing timelines

The timeline and reporting due dates for the project are set out in the funding agreement. We understand that sometimes, due to unforeseen circumstances, there might be the need for an extension to due dates. The OLT will only consider short extensions on a case-by-case

basis. Extensions will only be considered for issues or events that will have a demonstrable and unexpected impact on the project. If something happens and you think it will affect your ability to deliver the project on time, please be in touch with the OLT as soon as possible to discuss. Progress reports are a good time to reflect on actual project progress, and to have a frank and open discussion with the OLT about the status of your project.

Managing finances

Managing the budget of a project is an important aspect of managing a project. You have submitted a project budget as part of the project application and funding was granted based on your submitted budget. If for your project, part of the funds were paid on signing the funding agreement, then the rest of the funds will be released when the majority of the first payment is expended and when there has been sufficient and demonstrable progress against the deliverables. In order to have the second payment released, you will need to submit a financial acquittal of first payment. The template and some frequently asked questions are available in [Appendix A](#).

Managing stakeholders

Managing your project's stakeholders and 'bringing them along' throughout the life of your project is important to project success. You will have internal (e.g. project team) and external (e.g. the Minister for Education, OLT, non-partner institutions) stakeholders, and it is important to understand, think through and plan for their communication needs. A well-thought through communication strategy is especially important for longer and larger projects. Please contact the OLT if you are thinking about engaging the Australian Government Minister for Education.

Communication with senior staff in your institution is critical. We suggest you book time with your DVC to discuss your project's progress on several occasions throughout the project's life span. The OLT also updates its Grants Standing Committee and Strategic Advisory Committee about project progress, so it is important to ensure your DVC or equivalent is aware of how your project is tracking.

Project impact and dissemination

The impact of your project should be considered throughout its duration and not just at the end. When applying for an OLT grant, you were asked to consider how the project and project outcomes would be relevant to higher education in Australia (applications from 2015 onwards). The OLT has introduced greater structure and additional resources to assist you in planning for 'project Impact'.

Project impact plan

All grants projects funded from 2014 onwards will be asked to maintain a completed project impact plan². This project impact plan will assist in continuously reviewing project impact and realigning activities, as needed, to maximise impact, both during the life of the project, and after it has been completed. During progress reports, you will be asked to reflect on the currency of your project impact plan and discuss any changes needed to maximise impact.

² For grants funded in 2014, only Innovation and Development full proposals will be asked to develop a project impact plan shortly after commencement of the project (not seed projects or Strategic Priority Commissioned Projects). The OLT will be in touch with these grants directly to discuss.

Note: For projects funded prior to 2014, the impact plan may be used to report on project impact, but is not a requirement.

The Impact Planning Template and explanatory notes are included in [Appendix B](#), and are available on the website www.olt.gov.au/impact.

A key way to achieve impact is through dissemination. Dissemination of project findings and outputs should have been something the project team considered during the application process. A solid dissemination strategy is multi-faceted and will include a range of dissemination activities and events. For example: project websites; presentations, workshops and conferences; journal articles; media, including social media; final reports; flyers and newsletters; and frameworks or best practice principles.

Note that websites developed as part of the project need to be kept updated and live for a minimum of five years after project completion, as per funding agreement.

Media engagement

Positive promotion of OLT-funded activities in the media is encouraged and the OLT can help you with this. When considering media engagement, the following should be noted:

- project leaders should make contact with their institution's media team, and with the office of their Deputy Vice-Chancellor, to ensure the timing of media engagement is appropriate, and to ensure optimal preparedness
- recommendations that might result from a project must not be provided to the media before the final report has been released by the OLT
- a project should have made significant progress before media coverage is sought
- in the case of a collaborative project, any media release should include all partners' names.
- the project leader at the lead institution should be the key liaison point for the media

Project events

A resource entitled *Working with Workshops* is available on the OLT webpage at www.olt.gov.au/grants-and-projects/project-management. Specifically intended for use by OLT Fellows and project teams, it provides useful background and practical hints for those designing and planning events in their programmes or projects.

The OLT is interested in the events you organise, and is keen to attend. Please send information about upcoming events to learningandteaching@education.gov.au.

Reporting

Progress reporting

OLT progress reports are less about compliance and more about the OLT engaging with the project and supporting project progress. Generally, every six months, a progress report is due to the OLT. This is where you update us with information about your progress against project deliverables and let us know if there are any issues. All reporting dates are included in the funding agreement.

The OLT has recently changed the format of its progress reporting. As of October 2014, all progress reports will be verbal reports and will be conducted by phone or through a face-to-face meeting with the project leader and/or the project manager³. We also welcome any team members to participate in the conversation. The verbal progress reporting guidance document on the website www.olt.gov.au/grants-and-projects/project-management details what will be covered during the discussion.

The reporting dates for your project are outlined in the funding agreement and are also available once you log in to the OLT Grants Portal. Please contact us if you don't have the login details and/or password.

You will receive an automated reminder about each progress report due date. The OLT will be in touch with the project leader about four weeks before the due date of the progress report to arrange a time for the verbal progress discussion. You can of course start preparing ahead of the OLT contacting you.

Final report

A final report is due at the end of your project and will be published on the OLT website, together with any other resources your project has developed. 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 can make use of what has been delivered and achieved. The final report will also briefly document how the project outcomes have been achieved.

Keep in mind that the final report is a tool to disseminate project findings and outputs. It needs to be written for a wide audience, enabling maximum impact.

The OLT has recently changed the format of its final report⁴. Please refer to the OLT website www.olt.gov.au/grants-and-projects/project-management for guidelines about required content, and for the template. In brief, the final report has three parts, with page limits of 1:3:25. The three parts are:

- Part one: the **achievements statement** (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

³ For all grants, a transition period applies. The OLT will be in touch directly with further detailed information.

⁴ For all grants, a transition period applies. The OLT will be in touch directly with further detailed information.

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 25 pages) is used to provide more detailed information about the project. Part three also includes a certification by the Deputy Vice-Chancellor.

Please note that for Extension Grants, part two should be maximum one page, and part three should be maximum ten pages. A one-page achievements statement is also required.

The final report should be submitted via the OLT Portal (however for Extension Grants, please email the final report to learningandteaching@education.gov.au). At the completion of the project, final project outputs should also be forwarded to the OLT. These may include papers, reports, DVDs etc.

The OLT will review the submission and may request changes to the report prior to finalisation. Once any requested changes have been made the publication approval/release will be issued in an official written notification from the OLT.

Once approved for publication, the OLT will send you a final agreed version of the final report. This is the version that will be published on the OLT web page and no further changes should be made to the final report from this time.

Financial reporting

1. Budget statements/Second payments

If your project has received the full grant upfront, you will only need to submit a financial acquittal at the end of the project, once the final report is submitted. The OLT will check project spending during the verbal progress reports.

If your project will have a second payment, this payment will only be made if 70 percent or more of the first payment is spent, and if progress of the project is satisfactory against the planned deliverables. Sometimes this will coincide with the due date of a progress report, but this will not always be the case.

Once your project is ready for the second payment, please email a completed and signed 'financial acquittal of first payment' to the OLT. The template and some frequently asked questions are in Appendix A.

2. Final financial acquittal

The signed financial statement of acquittal of funds, on the official OLT template, must be provided to the OLT within two months of the project completion, as per the funding agreement. A project will not be considered complete until this is received.

The final financial acquittal should include a certified statement of income and expenditure against the budget categories specified in the approved project proposal. The template for the final financial acquittal is included in [Appendix A](#).

Intellectual property (IP)

IP in the funding agreement

As per the funding agreement, the Department of Education owns the project material and the intellectual property rights to all project materials and the Department grants a licence to you to reproduce, adapt and exploit the intellectual property rights.

Acknowledging the OLT

Through your funding agreement with the Department of Education, each grant recipient is required to acknowledge the Australian Government Office for Learning and Teaching in all published project material, including journal articles, presentations, websites, and advertising and promotional materials associated with the project.

1. Acknowledgement statement

The following statement should appear in all material developed in association with the project:

Support for this project/activity has been provided by the Australian Government Office for Learning and Teaching. The views in this project/activity do not necessarily reflect the views of the Australian Government Office for Learning and Teaching.

Please choose only one of the words “project” or “activity” as is appropriate. This may also be replaced with terms such as “publication”, “website”, “brochure” etc. as appropriate. Where space is limited, please include the statement “supported by” next to the OLT logo.

2. OLT logo and branding

The OLT has a unique logo that may be used as part of your project. As this logo contains a Commonwealth Crest, there are restrictions on its use. For details, please contact the OLT at learningandteaching@education.gov.au. We will send you the logo file and instructions on how to use the logo. Each distinct use of the logo needs to be approved by the OLT before it can be used on any project material.

The OLT logo may be used in conjunction with the acknowledgement statement, or a shortened version of it. Using the logo is not a requirement.

Creative Commons

Websites, DVDs and other multimedia resources also need to have the Creative Commons information added:



Unless otherwise noted, content on this site is licensed under the Creative Commons Attribution-ShareAlike 4.0 Unported License

Information on the creative commons licence can be found at:

<http://creativecommons.org/licences>

Other useful links

Project impact www.olt.gov.au/impact

Project dissemination www.olt.gov.au/grants-and-projects/dissemination

Project evaluation www.olt.gov.au/evaluation

Appendix A: Financial reporting templates and financial frequently asked questions (FAQs)

Financial acquittal of first payment/budget statement

This financial acquittal of first payment is required if you have been asked to provide it to release your second payment. It can also be used in case projects are asked to submit an additional budget statement.

All expenditure should be reported in whole dollars, exclusive of GST.

	First payment acquittal			
	Budget \$	Expenditure		Balance \$
		Actual \$	Committed ⁵ \$	
Personnel				
<i>Sub total</i>				
Project support				
<i>Sub total</i>				
Project activities				
<i>Sub total</i>				
Institutional overhead levy <i>Sub Total</i>				
Total				

⁵ Committed expenditure represents funds for purchases or personnel costs that have already occurred and are awaiting invoices/payments.

Certification

Certification by project leader

I certify that this is an accurate representation of the financial situation of the project.

Project leader:

Signature: Date:

Certification by DVC/PVC (Academic), or equivalent, or official delegate

I acknowledge submission of the additional financial statement.

Full name:

Position:

Signature: Date:

Please upload on the OLT portal or send via email to learningandteaching@education.gov.au.

Final financial acquittal: template

UNIVERSITY OF XXX LETTERHEAD

FINAL FINANCIAL ACQUITTAL

Project reference: <Project reference>

Project Title: <Project title>

	\$ Excl GST
Income:	
<i>OLT Grant</i>	222,000
Expenditure:	
Personnel	142,500
Project support	30,000
Project activities	20,000
Attendance at OLT events	3,000
Institutional overhead level	15,000
<i>Total expenditure</i>	210,500
Balance	11,500
Commitments: (if relevant)	
Travel costs	2,000
Web page development	5,000
xxx	3,000
Final Result	-500

I, < John Smith >, have reviewed the above statement. I can confirm that this is a true and fair representation of expenditure associated with the OLT grant received, and the funds were expended on the conduct of the project and in accordance with the funding agreement.

.....
<John Smith, CPA>
<Divisional Finance Manager>
<Office of the Deputy Vice-Chancellor>
<The University of XXX>

.....
<Professor Steve Jones>
<Project Leader>

Financial FAQs

1. General questions

Q: My institution requires financial statements to be presented in a format that is different from your requirements. Is it acceptable for me to provide a budget statement in a different format?

No, budget statements must be provided on the OLT template. This is an OLT requirement.

Q: My institution does not take the institutional overhead levy and assigns it to the project's account for the project's activities. How do I know if this is the case for my institution? If this occurs, how do I show this expenditure?

This is an internal matter for the university. You will need to check with the research department and/or the finance department within your institution.

Q: What happens if my institution has a different accounting system/code and I have problems reconciling the account statement generated by my institution with the original budget submitted in the proposal?

We understand that each institution is unique and has its own preferred way of reporting income and expenditure. Therefore, although the template allows for a breakdown of costs within the broad categories (personnel, project support etc) it is not compulsory to include any further detail against the sub-headings. It will be sufficient to state the total amount requested in the original budget, the actual amount spent and the balance for each category.

Q: I did not attend or did not spend all of the money allocated to attend OLT events. Do I have to refund this money?

No, you do not have to refund this money. It can be allocated to other expenditure for your project. You should explain this in a footnote to your budget statement.

Q: As my project has progressed, I have found that I need less money for one activity and more for another activity. Is it acceptable for me to reallocate funding between categories?

You are able to reallocate small amounts of funding between categories as necessary (up to \$1,000). For significant movements, or for movements that affect the deliverables of your project, you should contact the OLT to discuss your specific circumstances.

2. Questions regarding financial acquittal of first payment

Q: When do I need to complete a budget statement?

If your project will have a second payment, this payment will only be made if 70 percent or more of the first payment is spent, and if progress of the project is satisfactory against the planned deliverables. Once your project is ready for the second payment, please email a completed 'financial acquittal of first payment' to the OLT, as per template above.

You will also need to complete and submit a final financial acquittal at the agreed upon date as per the funding agreement, at completion of the project.

Q: What should I show in the “Budget” column of the template?

This is the budget provided by you in your application for funding. The budget provided in this column should match the budget from the funding agreement.

Q: What should I show in the “Actual” column of the template?

This represents the funding that you have actually expended.

Q: What should I show in the “Committed” column of the template?

This represents money for purchases or personnel costs where the goods or services have already been delivered but invoices have not yet been paid or you are under contracted obligation to pay for further services/products. You should not include any expenditure that you have budgeted for but have not yet incurred.

Q: What should I show in the “Balance” column of the template?

The “Balance” column represents the difference between Budget and Expenditure.

Q: What do I need to do if more than 10% of total funding received to date has not been expended?

When more than 10% of funding will be carried over, you must provide an explanation for the unexpended funds and assess the impact it will have on the project. You must then submit a revised budget which will reflect how the unexpended funds will be utilised.

Q: What do I need to do if we are overspent or underspend in any of the individual categories?

If the variation in expenditure for any individual category is greater than plus or minus \$1000 of the original budget, please footnote the table to explain each of the differences.

Q: What happens to my second payment if I have not spent 70 percent of my first payment?

Your second payment may be delayed if you have requested to carry-forward more than one third of your first payment. If this occurs, you will be asked to provide an additional financial acquittal at such a time when you have spent the majority of your first payment. This can be negotiated with the OLT as appropriate.

Q: What if I need the second payment for a major expense despite not having spent all of the first payment?

Please contact the OLT to discuss any special circumstances.

3. Questions regarding final financial acquittal

Q: Why do you require endorsement from the university's finance manager?

All funding provided by the Australian Government must be accounted for and audited in accordance with Australian accounting standards. A financial officer is required to ensure this takes place.

Q: What qualifications must the financial officer have?

The financial officer must be a senior executive officer employed by your institution who has primary responsibility for managing the audit functions, or a certified practicing accountant, chartered accountant, or a member of the National Institute of Accountants and who has your institution's delegation.

Q: What happens if there is a sum of money unexpended at the end of the project?

If a project has unexpended funds at completion, the project leader should contact the OLT to discuss how this money could be used or if it should be refunded.

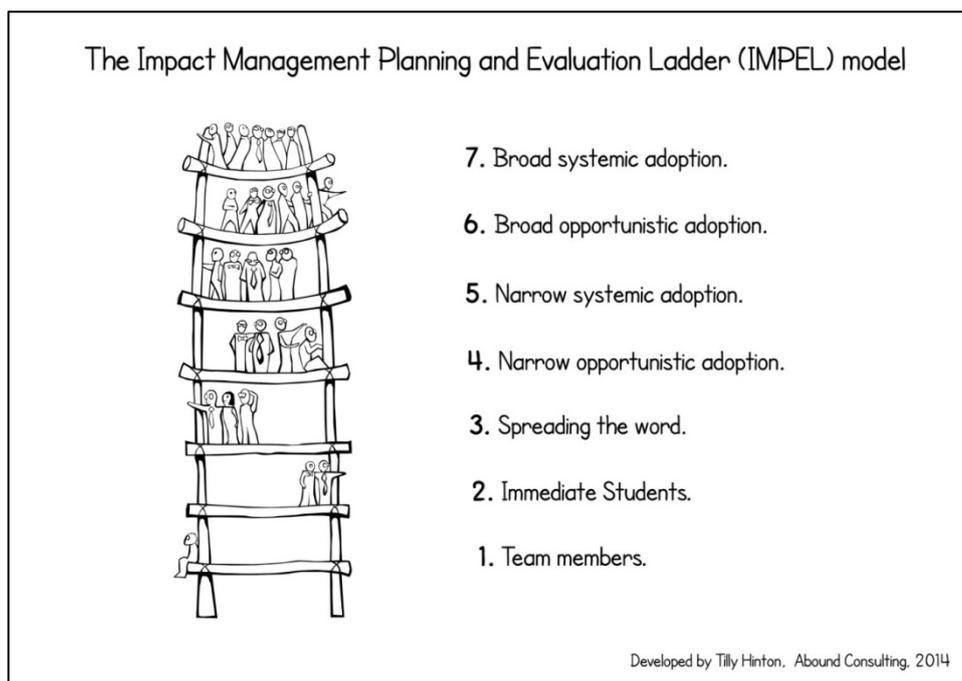
Appendix B: Project Impact

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 OLT 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)?⁶
3. What are your strategies for engaging with stakeholders throughout the project?

⁶ The full version of the IMPEL model, developed by Tilly Hinton while on secondment to the Office for Learning and Teaching, is online at <http://www.olt.gov.au/grants-and-projects/impact>. Further information on this model and resources to assist in considering project impact are available on the website.

4. How will you enable transfer⁷ 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?

⁷ Transfer in this context means 'the processes undertaken to maintain momentum and impact beyond the funded life of the project and beyond the project team', Hinton, T., Gannaway, D., Berry, B., & Moore, K. (2011). *The D-Cubed Guide: Planning for Effective Dissemination*. Sydney: Australian Teaching and Learning Council.