

**STRATEGIC MANAGEMENT RESEARCH  
SUB-PLAN  
2007 TO 2010**

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## STRATEGIC RESEARCH SUB-PLAN 2007 – 2010

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### OVERVIEW

The Strategic Research Management Sub-Plan is framed within the overall goals of the UNE Strategic Management Plan, and its stated purpose is to assist the business of UNE in identifying priorities, making decisions and monitoring progress.

UNE's mechanism for determining its Research Strategy has been a transparent process and widely owned. The Faculties and Schools have been involved in its design.

Implementation of the Strategic Research Management Sub-Plan is the responsibility of the Pro Vice-Chancellor, Research.

The Strategic Research Management Sub-Plan is underpinned by the internal funding mechanisms for research, and it seeks to add value to existing activity by pro-actively highlighting new opportunities for internal and external collaboration.

The Strategic Research Management Sub-Plan will be effectively communicated, monitored, reviewed, and refined. It will be capable of evolving in response to events.



**PROFESSOR PETER FLOOD**

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# STRATEGIC RESEARCH SUB-PLAN 2007 – 2010

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## **PRIORITY 1:**

### **PROMOTING INTEGRATED, INTERDISCIPLINARY RESEARCH AT UNE**

The Strategic Research Management Sub-Plan seeks to add value to existing activity by pro-actively highlighting new opportunities for internal and external collaboration

- A.1 - Achieve distinction through integrated, interdisciplinary innovation*
- A.2 - Establish and Maintain a Vision-led performance structure*
- A.3 - Build new focus and outcomes in academic work and service*
- A.4 - Co-ordinate UNE presence to influence key audiences*
- A.5 - Sustain competitive advantage in a complex, changing sector*

#### **1.1 ALIGN THE STRATEGIC FOCUS OF RESEARCH AT UNE TOWARDS A MORE INTEGRATED MULTIDISCIPLINARY APPROACH**

##### Outcomes:

- *Greater alignment of Research Institutes and Centres to UNE's research strengths will result in a measurable increase in internal and external collaborations.*
- *New Faculty Research Directors will promote, coordinate and facilitate research activity*

##### **1.1.1** UNE Research Institutes and Centres will identify and promote cross- and multi-disciplinary research across Schools and Faculties.

Research Institutes and Centres will be reviewed in 2007 and reclassified (see 1.2), and re-aligned to Research Strength areas (groups) as defined by the RQF exercise.

##### **1.1.2** Two new Faculty Research Directors will be appointed, one in each Faculty, to promote, encourage and facilitate cross- and multi-disciplinary research across Schools and Faculties.

#### **1.2 SEEK TO ADD MORE VALUE TO EXISTING RESEARCH ACTIVITY BY PRO-ACTIVELY HIGHLIGHTING NEW OPPORTUNITIES FOR INTERNAL AND EXTERNAL COLLABORATION.**

##### Outcomes:

- *UNE Research Institutes and Centres will become more competitive in targeted research areas.*
- *UNE, through the Research Institutes and Centres will participate in and initiate more collaborative research ventures.*

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- *Revised Policy and Procedures for the establishment of Research Institutes and Centres will promote better governance of the research activity at UNE.*

- 1.2.1 Review and re-organise the Research Institutes and Centres to enhance Research Performance. A comprehensive review of UNE Research Institutes and Centres will be conducted.
- 1.2.2 Redefine and restructure, where necessary, UNE Research Institutes and Centres to increase research productivity and performance. A Review Panel will decide on the status of each Research Institute and Centre based on research strengths and specific criteria.
- 1.2.3 Revise the Policy and Procedures on the establishment of UNE Research Institutes and Centres. This item will be included in the TORs for the Working Group on Research Institutes and Centres.
- 1.2.4 Identify and realign reporting structures of the Research Centres to the Heads of Schools. All Directors of Research Institutes and Centres will report to a Head of School in their major research discipline area.
- 1.2.5 Target funding from the Schools to support the Research Institutes and Centres. Monetary support from Schools to Research Institutes and Centres will be included in the Schools' budgets.

### **1.3 REVITALISE RESEARCH ACTIVITY IN UNE'S IDENTIFIED RESEARCH STRENGTHS**

#### Outcomes:

- *UNE will increase the level of funding from external sources through the Research Institutes and Centres.*
- *Consolidated and more focused Research Institutes and Centres will increase UNE's research impact and capacity to attract more external funding for research to UNE.*
- *UNE will undertake more consultancies and outsource expertise.*

- 1.3.1 Develop and renew support structures for research strengths to promote greater research productivity. The RQF Groupings will be used to identify research strengths.
- 1.3.2 Provide support services to the Research Institutes and Centres to assist them to increase external funding to support new projects and ventures.

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1.3.3 Improved management of the consultancies procedures and streamline the process to encourage more staff to undertake consultancies and outsource their expertise and increase UNE's profile.

### **1.4 ENCOURAGE AND COORDINATE THE GROWTH OF NEW AREAS OF RESEARCH DEVELOPING WITHIN THE SCHOOLS.**

#### Outcomes:

- *UNE has mechanisms in place to pro-actively identify and promote new research growth areas.*
- *UNE has strategies in place to support and fund new research growth areas.*

1.4.1 Develop, promote and support structures for new research activity with the potential to grow into substantial research foci. New research organisational structures will be implemented and funding will be targeted to support new research growth areas. Support will be made available to early career researchers.

1.4.2 Promote current research activity internally through regular seminars and news bulletins to increase the level of knowledge across the whole UNE community.

1.4.3 Revitalise the 'Access to Expertise' database and promote it to external parties including journalists.

1.4.4 Utilise the UNE Events Calendar more effectively to promote internal activities to the UNE Community.

### **1.5 NEW BENCHMARKING MEASURES WILL INCREASE UNE'S IMPACT AND QUALITY OF RESEARCH.**

#### Outcomes:

- *Benchmarks will be assessed annually and reported to the Vice-Chancellor by the DVCR.*
- *Assessment of outcomes will utilise the benchmarks of social, economic, environmental and cultural benefit.*
- *Implement 'Good Practice' Guidelines.*

1.5.1 Establish new benchmarks for research performance at UNE. New benchmarks will be communicated to the Schools and Research Institutes and Centres.

Research Performance will be assessed within each School using the indices:

- **Research Performance** – authorship of a research publication;
- **Supervision Performance** – supervision of a HDR student;
- **HDR completion data;**

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- **Grant Performance** – Holders of externally funded research grants.

An Annual Benchmarking cycle will be established to gather, analyse, review and evaluate research performance data in order to identify practices that high-performing institutions use and to make changes and recycle the process on an agreed timeframe.

A Research Productivity Index (RPI) will be implemented to record publications, HDR supervision and completions and grant success.

### **1.6 ENSURE THE RESEARCH STRATEGY IS EFFECTIVELY COMMUNICATED, MONITORED, REVIEWED, DEVELOPED AND DEFINED**

#### *Outcomes:*

- *Communication systems developed to achieve maximum effectiveness.*
- *Distribution of DEST research funding will be delegated to the DVCR to distribute on strong strategic foundations.*
- *Improved communication and collaboration with School Research Committees.*

1.6.1 Ensure effective management of the Strategic Research Management Sub-Plan at all levels and communicate information via the Research Webpage, une-official and management staff. Performance will be reviewed and monitored at all levels.

1.6.2 Academic Board Research Committee representation will be aligned with the new Schools, Faculties and Research Institutes and Centres structures.

1.6.3 Distribution of DEST RBF to be the delegation of the DVCR to allocate strategically towards new projects and ventures (Decisions to be made on delegations for the management of research and research funding).

A strategic research funding pool will be managed by the DVCR with a bidding system in place for Schools to vie for new project and ventures funding.

1.6.4 The Strategy needs to be flexible enough to evolve in response to events, to develop and define the communication systems to achieve maximum effectiveness, and to communicate the Good Practice Guidelines to Faculties, Schools and Research Directorate staff.

## **PRIORITY 2:**

### **CREATE ‘REGIONAL TO GLOBAL’ RESEARCH IMPACT**

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*B.1 - Harness and Build regionality focus; commercialise expertise.*

*B.2 - Learn with regional communities: local, national and global.*

*B.3 - Engage productively with surrounding areas.*

### **2.1 IMPROVE REGIONAL RESEARCH FOCUS.**

#### Outcomes:

- *UNE will improve its regional research focus and capture expertise to increase focus on commercialisation of research, engaging more with the regional community and promoting research at UNE more effectively.*

2.1.1 Develop Internal Research Strategy through the Research Management Sub-Plan.

2.1.2 External promotion of UNE Research Capacity and Dissemination of UNE research to the wider community will be effected through the production of an Annual Research Report promoting UNE Research Activity and Performance, and through the maintenance of a webpage highlighting current research developments and innovation.

2.1.3 Effective exploitation of Research will be encouraged and will facilitate the commercialisation of knowledge assets and IP.

### **2.2 COMMUNITY ENGAGEMENT**

#### Outcomes:

- *Involve State and Commonwealth agencies, NGOs and community groups*

### **2.3 DEVELOP NEW PARTNERSHIPS**

#### Outcomes:

- *Increase in number and value of collaborative ventures with new external partners*

2.3.1 UNE seeks to establish an effective two-way communication strategy between themselves and major sponsors and pro-actively seeks to develop that relationship.

### **2.4 DEVELOP NEW COLLABORATIONS**

#### Outcomes:

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- *The Institution has clear mechanisms in place to handle internal and external enquiries regarding possible research and consultancy opportunities and to monitor the outcomes of these on a regular basis.*

- 2.4.1 Research Services Directorate (RSD) will work with the HoS to investigate, promote and communicate new opportunities for UNE academic staff to pursue.

The RSD will conduct regular information sessions and targeted workshops with the purpose of providing information on funding opportunities and development of proposals for funding.

New guidelines will be established to ensure effective negotiations occur between Research Centre Directors and Heads of Schools for funding and salaries of school academic staff who wish to work with Research Institutes and Centres.

- 2.4.2 Directors of Research Institutes and Centres will be proactive and work with the RSD and HoS in initiating new partnerships and collaborations.

The RSD will conduct regular meetings with Directors of Research Institutes and Centres to assist with proposal development and development of collaborative research teams to respond to opportunities – (this should be included in HoS PDs so that it is targeted in their KPIs).

### **PRIORITY 3:**

#### **ENSURE STUDENT INTERESTS ARE PARAMOUNT**

- C.1 - Secure current student markets; provide an outstanding experience*
- C.3 - Achieve superior student engagement, learning and skills outcomes*
- C.4 - Explore new education markets, modes and opportunities*

#### **3.1 IMPROVE SERVICES CURRENTLY PROVIDED TO HIGHER DEGREE RESEARCH STUDENTS**

##### Outcomes:

- *Improve the HDR student experience*
- *Increase HDR commencements*
- *Increase HDR completions*
- *IP compliance achieved for HDRs and Supervisors*

- 3.1.1 Implement HDR Training through the introduction of 20 on-line training modules for HDR students, and a series of workshops, including induction for HDR students.

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- 3.1.2 Implementation of new policies and simplified procedures and communicated to all stakeholders.
- 3.1.3 Revised and enlarged “Gold Book” for HDR students and supervisors, with ongoing maintenance and communications to students via webpage
- 3.1.4 Maintain an up-to-date Register of Supervisors
- 3.1.5 Improvement of IP registration and tracking. Compliance with procedures will be enforced.
- 3.1.6 Auditing of Minimum Standards of Facilities for HDR students will be undertaken on an annual basis.

### **3.2 CREATE A MORE FLEXIBLE APPROACH TO THE AWARDING OF SCHOLARSHIPS, ALIGNING THEM MORE STRATEGICALLY**

#### Outcomes:

- *Each year 50% of scholarships will be allocated strategically, increasing to 100% by 2010*

- 3.2.1 Strategically aligning scholarships to identified research strengths
- 3.2.2 Aligning scholarships to high profile researchers
- 3.2.3 Aligning scholarships to targeted countries
- 3.2.4 Gain more industry related scholarships, including CRC scholarships and NSW DET

### **3.3 UNE WILL DEVELOP AN ENVIRONMENT AND CULTURE OF CONNECTING RESEARCH TO ALL TEACHING AND LEARNING**

#### Outcomes:

- *Integration of the Research Sub-Plan and the Teaching and Learning Sub-Plans*

- 3.3.1 UNE will ensure that all teaching, where relevant, is research-informed

### **3.4 UNE WILL IDENTIFY SPECIFIC FUTURE MARKETS FOR HIGHER DEGREE RESEARCH STUDENTS**

#### Outcomes:

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- *Increased quality and numbers of domestic and international HDRs commencing and completing at UNE*

- 3.4.1 Identify research intensive universities overseas, without limiting our intake to specific universities
- 3.4.2 Identify and apply for appropriate international funding, including scholarships for HDR Students

### **PRIORITY 4:**

#### **FOCUS AND ALIGN ALL ACTIVITIES**

- D.1 - Ensure clear and effective governance systems and practices.*
- D.2 - Align Plan Strategies, resources and decision making*
- D.3 - Build performance by measurement, assessment and recognition*
- D.4 – Advance organisational renewal with aligned staff development*

#### **4.1 GOVERNANCE, COMPLIANCE AND REPORTING SYSTEMS**

- 4.1.1 Improve communications between the Office of the DVCR and PVC/Deans, HoS, Directors of Institutes and Centres and the general UNE community through effective use of the UNE intranet.
- 4.1.2 Improve Reporting systems. Advise PVC/Deans and HoS of reporting requirements to DVCR
- 4.1.3 Improve POW reporting and audit trails. Instruct PVC/Deans to comply with reporting requirements of the POW policy. Reports to be submitted by the PVC/Deans to the DVCR at the beginning of each semester
- 4.1.4 IP administration will be streamlined and compliance will be monitored on a regular basis.

#### **4.2 INCREASE RESEARCH PRODUCTIVITY**

##### Outcomes:

- *UNE will increase Higher Degree Research student enrolments and completions*
- *UNE will attract more external grant funding*
- *UNE will increase research productivity through publications*

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- *UNE will increase its effectiveness in Research Productivity Index (RPI) output and productivity by increasing its range of Research programs.*
- *Research Institutes and Centres will become self-supporting through generating sufficient income to continue operation in their area of research strengths. This does not include the salaries of the school academics involved in the Research Institute/Centre*
- *UNE will increase its efficiency by assigning RPI points per FTE Academic Staff*

4.2.1 Quantitative Targets will be set to increase HDR completions, new HDR enrolments, grant funding and research publications. School Specific KPIs and individual academic KPIs will be set.

4.2.2 UNE will target more non-ARC funding bodies for research activities. Directors of Research Institutes and Centres will target new sources of funding.

4.2.3 Schemes will be developed to reward 'research active' academics.

4.2.4 UNE will support the Research Institutes and Centres in order to expand the number of Research Programs undertaken. Directors of Research Institutes and Centres will negotiate their annual budget with HoS.

4.2.5 New strategies will be developed to ensure that funding will continue for Research Institutes and Centres. Balanced Individual budgets will be developed for each Research Institute and Centre. Salaries will be kept to under 80% of total budget for the Centre (external appointments only). Directors of Centres will report to a HoS in their major research discipline area.

4.2.6 Research targets will be determined. Research KPI targets will be set for FTE Academic staff - RPI points per FTE Academic Staff.

### **PRIORITY 5:**

#### **EMPOWER STAFF, STRENGTHEN ACCOUNTABILITY**

*E.1 - Achieve beneficial change through forthright, open review*

*E.2 - Delegate authority with associated accountability measures*

*E.3 - Streamline UNE processes*

*E.4 - Advance use of communication, internet and information technology*

*E.5 - Align financial management to strategies; diversify income sources*

#### **5.1 CONDUCT REVIEWS OF UNE RESEARCH POLICY AND PROCESSES TO EMPOWER STAFF AND STRENGTHEN ACCOUNTABILITY**

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### Outcomes:

- *Policies and procedures are designed to ensure compliance and streamline processes*

5.1.1 Comprehensive review of Research Institutes and Centres will take place in October 2007.

5.1.2 Review of Research Reward Schemes

5.1.3 Review of Research Strategies with the Academic Board Research Committee working groups to devise more effective strategies.

5.1.4 Review of all policies, procedures and processes in Research Services Directorate.

### **5.2 RESEARCH INSTITUTES AND CENTRES**

#### Outcomes:

- *Heads of Schools will be accountable for research productivity in their Schools*

5.2.1 Review of Organisational structure of the Research Portfolio

5.2.2 Establish Research Committees in each School. Each School Research Committee to develop a School Research Plan with Research and Research Training targets

5.2.3 Research Institutes and Centres will review their activities and report annually to the DVCR.

### **5.3 REVIEW UNE RESEARCH ADMINISTRATION TO STREAMLINE PROCESSES**

#### Outcomes:

- *Annual review and report on service provision to stakeholders, namely: students, staff, partners*

5.3.1 Implement an annual review of service provision to all clients.

### **5.4 ENHANCE USE OF AND FUNCTION OF RESEARCH BASED IT SYSTEMS**

#### Outcomes:

- *ITD based HDR and research support*

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- 5.4.1 Improve internet access to information for HDR students
- 5.4.2 Improve process for collection of data for DEST returns
- 5.4.3 Provide more online access to administration processes for both staff and HDR students
- 5.4.4 Ensure research outputs, both DEST and non-DEST eligible publications, are made available through the open access repository “e-publications@UNE”
- 5.4.5 Encourage PhD students to provide access to their theses electronically to ensure that all UNE PhD theses are openly available through the on-line ADT program

### **5.5 DEVELOP RESEARCH BUDGETS IN LINE WITH STRATEGIC PLANNING**

#### Outcomes:

- *Implement new integrated budget process*

- 5.5.1 Identify new external sources of funding for research

# STRATEGIC RESEARCH PLAN 2007 - 2010

## PRIORITY 1: Promoting Integrated, Interdisciplinary Research at UNE

STRATEGY / GOAL	OUTCOME MEASURES	STRATEGIES	LINK TO STRATEGIC PLAN STRATEGY	ACTIONS	WHO	WHEN	DELIVERABLES / KPI's	HOW MUCH	REVIEW / REPORTING DATE
1.1 Align the strategic focus of Research at UNE towards a more integrated multidisciplinary approach	Greater alignment of Research Institutes and Centres to UNE's Research Strengths will result in a measurable increase in internal and external collaborations New Faculty Research Directors will promote, coordinate and facilitate research activity	1.1.1 UNE Research Institutes and Centres to identify and promote cross- and multi-disciplinary research across Schools and Faculties	A.3 Build new focus and outcomes in academic work and service  A.5 Sustain competitive advantage in a complex, changing sector	Research Institutes and Centres to be reviewed and reclassified (see 1.2)	ABRC & DVCR	Aug 2007 to Dec 2007	Research Institutes and Centres will develop national reputations		December 2007, next review December 2010
				Research Institutes and Centres to be aligned into Research Strength areas as defined by the RQF exercise	DVCR, RSD, Faculties and Schools	2008	Increased HDR enrolments and completions; increased publications and grants	HDR enrolments up by 5% by 2010; publications at national average and grant income up by 5% by 2010	Annual review of performance
		1.1.2 Faculty Research Directors will promote, encourage and facilitate research across Schools and Faculties.		Two new Faculty Research Directors will be appointed, one in each Faculty	DVCR PVC/Deans	2007	Increased cross- and multi-disciplinary research at UNE		
1.2 Seek to add more value to existing research activity by pro-actively highlighting new opportunities for internal and external collaboration	UNE Research Centres and Institutes will become more competitive in targeted research areas	1.2.1 Review and re-organise the Research Institutes and Centres to enhance Research Performance	A.1 Achieve distinction through integrated, interdisciplinary innovation  A.2 Establish and Maintain a Vision-led performance structure	Conduct a comprehensive review of UNE Research Institutes and Centres.	DVCR, ABRC Working Group	Aug to Dec 2007; Dec 2010	Fewer number of Research Institutes and Centres	Reduce number of Research institutes and Centres by 50%	30 December 2007
				A Review Panel will decide on the status of each Research Institute and Centre based on research strengths and specific criteria	DVCR, ABRC, Faculties and Schools	Aug-Sep 2007	Better defined focus of research in Institutes and Centres Better governance and accountability of Research Institutes and Centres	Research activities and outcomes increased by 5% by 2010	Annual reporting against KPIs
	UNE, through the Research Institutes and Centres will participate in and initiate more collaborative research ventures	1.2.2 Redefine and restructure, where necessary, UNE Research Institutes and Centres to increase research productivity and performance							

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### PRIORITY 1: Promoting Integrated, Interdisciplinary Research at UNE

STRATEGY / GOAL	OUTCOME MEASURES	STRATEGIES	LINK TO STRATEGIC PLAN STRATEGY	ACTIONS	WHO	WHEN	DELIVERABLES / KPI's	HOW MUCH	REVIEW / REPORTING DATE
<b>1.2 (cont'd)</b> Seek to add more value to existing research activity by pro-actively highlighting new opportunities for internal and external collaboration	Revised Policy and Procedures for the establishment of Institutes and Centres will promote better governance of the research activity	1.2.3 Revise the Policy and Procedures on the Establishment of UNE Research Institutes and Centres	<b>A.1</b> Achieve distinction through integrated, interdisciplinary innovation  <b>A.2</b> Establish and Maintain a Vision-led performance structure	To be included in the TORs for the Review Panel Working Group on Centres and Institutes	DVCR & ABRC	Dec 2007	New Policy		December 2007
	Revised reporting structures will streamline processes	1.2.4 Identify and realign reporting structures of the Research Institutes and Centres to the Heads of Schools		All Directors of Research Institutes and Centres will report to a Head of School in the major disciplinary research area	DVCR ABRC PVC/Deans	Dec 2007	Reporting commencing in 2008		January 2008
		1.2.5 Target funding from the Schools to support the Research Institutes and Centres		Monetary support to Research Institutes and Centres to be included in School budgets	DVCR ABRC	Jan 2008	Revised budget process from 2009	Funding is dependent in 2009 on the RQF	December 2009
<b>1.3</b> Revitalise research activity in UNE's identified research strengths	UNE will increase the level of funding from external sources through the Research Institutes and Centres	1.3.1 Develop and renew support structures for research strengths to promote greater research productivity	<b>A.1</b> Achieve distinction through integrated, interdisciplinary innovation  <b>A.3</b> Build new focus and outcomes in academic work and service  <b>A.4</b> Co-ordinate UNE presence to influence key audiences  <b>A.5</b> Sustain competitive advantage in a complex, changing sector	The RQF Groupings will be used to identify research strengths	All	Jan 2008	RQF grouping identified and strategic funding provided from 2009		December 2008 Annual budget allocation
	Consolidated and more focused Research Institutes and Centres will increase UNE's research impact and capacity to attract more external funding to UNE	1.3.2 Provide support services to the Research Institutes and Centres to assist them to increase external funding to support new projects and ventures.			RSD				
	UNE will undertake more research consultancies and outsource expertise	1.3.3. Improve management of the consultancies procedures and streamline the process to encourage more staff to undertake consultancies and outsource their expertise to increase UNE's profile.		Streamline consultancy process	RSD				

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### PRIORITY 1: Promoting Integrated, Interdisciplinary Research at UNE

STRATEGY / GOAL	OUTCOME MEASURES	STRATEGIES	LINK TO STRATEGIC PLAN STRATEGY	ACTIONS	WHO	WHEN	DELIVERABLES / KPI's	HOW MUCH	REVIEW / REPORTING DATE
1.4 Encourage and coordinate the growth of new areas of research developing within the Schools	Mechanisms in place to pro-actively identify and promote new research growth areas	1.4.1 Develop, promote and support structures for new research activity with the potential to grow into substantial research foci	A.3 Build new focus and outcomes in academic work and service  A.4 Co-ordinate UNE presence to influence key audiences  A.5 Sustain competitive advantage in a complex, changing sector	Implement new research organisational structures	ABRC & DVCR	Start 2008	New funding schemes introduced from 2009	30% of RQF budget allocated to new research initiatives	Dec 2009
	Strategies in place to support and fund new research growth areas			Target funding to support new research growth areas; ensure support of researchers					
				Ensure measures in place to support early career researchers					
		1.4.2 Promote current research activity internally through regular seminars and news bulletins to increase the level of knowledge across the whole UNE community.		Enable access of information from schools & research centres to RSD & M&PA	RSD HoS to liaise with M&PA	Nov 2007			Dec 2007
		1.4.3 Revitalise the 'Access to Expertise' database and promote it to external parties including journalists.		Setup procedures whereby regular and up-to-date information is available to distribute	RSD System Manager HoS School Research committees	Jan 2008			Dec 2007
		1.4.4 Utilise the UNE Events Calendar more effectively to promote internal activities to the UNE Community.		RSD to liaise with M&PA to implement a process to enable the promotion of research activities	RSD M&PA HoS	Nov 2007			

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### PRIORITY 1: Promoting Integrated, Interdisciplinary Research at UNE

STRATEGY / GOAL	OUTCOME MEASURES	STRATEGIES	LINK TO STRATEGIC PLAN STRATEGY	ACTIONS	WHO	WHEN	DELIVERABLES / KPI's	HOW MUCH	REVIEW / REPORTING DATE
1.5 New benchmarking measures will increase UNE's Impact and Quality of research	Benchmarks will be assessed annually and reported to the Vice-Chancellor by the DVCR  Assessment of outcomes will utilise the benchmarks of social, economic, environmental and cultural benefit.  Implement 'Good Practice' Guidelines	1.5.1 Establish new benchmarks for research performance at UNE	A.5 Sustain competitive advantage in a complex, changing sector	Communicate new benchmarks to the Schools and Research Institutes and Centres.	DVCR		HDR enrolments HDR commencements HDR completions HDR Scholarships Publications and grants		Annually
				Performance will be assessed within Schools using indices of: Research authorship performance, HDR Supervision & Completion, and External Grant success	DVCR	Annually	As above	Results incorporated into budget process	Report on the 31 March of the following year; will be used to formulate budget in following year
				Establish a Benchmarking cycle as per the Good Practice guidelines	DVCR	Jan each year	Increased performance	5% increase by 2010	Review Annually
				A Research Productivity Index (RPI) will be implemented					

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### PRIORITY 1: Promoting Integrated, Interdisciplinary Research at UNE

STRATEGY / GOAL	OUTCOME MEASURES	STRATEGIES	LINK TO STRATEGIC PLAN STRATEGY	ACTIONS	WHO	WHEN	DELIVERABLES / KPI's	HOW MUCH	REVIEW / REPORTING DATE
<b>1.6</b> Ensure the Research Strategy is effectively communicated, monitored, reviewed, developed and defined	Communication systems developed to achieve maximum effectiveness	<b>1.6.1</b> Ensure effective management of the Research Strategy at all levels	<b>A.3</b> Build new focus and outcomes in academic work and service	Communicate through Research webpage, UNE-Official and management staff  Review and monitor performance at all levels	DVCR & Director RSD with Systems Manager  DVCR and ABRC	January each year	New Schemes in place		Ongoing; Review Annually
	Distribution of DEST research funding will be delegated to the DVCR to allocate on strong strategic foundations.	<b>1.6.2</b> Academic Board Research Committee representation will be aligned with the new Schools, Faculties and Research Institutes and Centres structures.							
	Improved communication and collaboration with School Research Committees.	<b>1.6.3</b> Distribution of DEST RBF to be the delegation of the DVCR to allocate strategically towards new projects and ventures		A strategic research funding pool will be managed by the DVCR with a bidding system in place for Schools to vie for new project and ventures funding.					
		<b>1.6.4</b> The Strategy needs to be flexible enough to evolve in response to events		Develop and define the communication systems to achieve maximum effectiveness  Communicate 'Good Practice' guidelines					

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### PRIORITY 2: Create 'Regional to Global' Research Impact

STRATEGY / GOAL	OUTCOME MEASURES	STRATEGIES	LINK TO STRATEGIC PLAN STRATEGY	ACTIONS	WHO	WHEN	DELIVERABLE S / KPI's	HOW MUCH	REVIEW / REPORTING DATE
2.1 Improve Regional research focus	UNE will improve its regional research focus and capture expertise to increase focus on commercialisation of research, engaging more with the regional community and promoting research at UNE more effectively.	2.1.1 Develop Internal Research Strategy	B.1 Harness and Build regionality focus; commercialise expertise	Develop Research Strategic Management Sub-Plan	DVCR & ABRC	Oct 2007	New regional schemes		Annually
		2.1.2 External promotion of UNE Research Capacity and Dissemination of UNE research to the wider community		UNE will produce an Annual Research Report promoting UNE Research Activity and performance	DVCR & RSD	Annually		UNE Annual Research Report	Information to the Manager, RSD by 31 January each year
		2.1.3 Commercialisation and Exploitation of Research		UNE will maintain a webpage highlighting current research developments and innovation	Manager, RSD to maintain website	Ongoing		Information to be provided to the Manager, Research Services	
		UNE will encourage and facilitate the commercialisation of knowledge assets and IP. Report to the DVCR annually on commercialisation of UNE generated IP		Director, RSD	Ongoing	New patents New Licences New and increased royalties	December 2010		
2.2 Community engagement	Involve State and Commonwealth agencies, NGOs and community groups	2.2.1	B.2 Learn with regional communities: local, national and global	CRCs	DVCR	Every 2 years	Successful bids for CRCs	2 successful CRC bids by 2010	December 2010
2.3 Develop new partnerships	Increase in number and value of collaborative ventures with new external partners	2.3.1 UNE seeks to establish an effective two-way communication strategy between themselves and major sponsors and pro-actively seeks to develop that relationship.	B.3 Engage productively with surrounding areas	New partnerships	DVCR	Annually	New partnerships NGO, local, State & Commonwealth Governments	2 new partnerships annually	December each year

## STRATEGIC RESEARCH PLAN 2007 - 2010

PRIORITY 2: Create 'Regional to Global' Impact

STRATEGY / GOAL	OUTCOME MEASURES	STRATEGIES	LINK TO STRATEGIC PLAN STRATEGY	ACTIONS	WHO	WHEN	DELIVERABLES / KPI's	HOW MUCH	REVIEW / REPORTING DATE
2.4 Develop New collaborations	The Institution has clear mechanisms in place to handle internal and external enquiries regarding possible research and consultancy opportunities and to monitor the outcomes of these on a regular basis.	2.4.1 Research Services Directorate (RSD) will work with the HoS to investigate, promote and communicate new opportunities for UNE academic staff to pursue	<p>B.1 Harness and Build regionality focus; commercialise expertise</p> <p>B.3 Engage productively with surrounding areas</p> <p>B.4 Develop new paths through national and international collaboration</p>	<p>The RSD will conduct regular information sessions and targeted workshops with the purpose of providing information on funding opportunities and development of proposals for funding</p> <p>New guidelines will be established to ensure effective negotiations occur for funding and salaries of school academic staff who wish to work with Research Institutes and Centres.</p>	Director and staff of RSD; DVCR	Annually	New collaborations		Annual
		2.4.2 Directors of Research Institutes and Centres will be proactive and work with the RSD and HoS in initiating new partnerships and collaborations		<p>The RSD will conduct regular meetings with Directors of Research Institutes and Centres to assist with proposal development of collaborative research teams to respond to opportunities</p>					

## STRATEGIC RESEARCH PLAN 2007 - 2010

### PRIORITY 3: Ensure Student interests are paramount

STRATEGY / GOAL	OUTCOME MEASURES	STRATEGIES	LINK TO STRATEGIC PLAN STRATEGY	ACTIONS	WHO	WHEN	DELIVERABLES / KPI's	HOW MUCH	REVIEW / REPORTING DATE		
3.1 Improve services currently provided to Higher Degree Research Students	Improve the HDR student experience	3.1.1 Implement HDR Training	C.1 Secure current student markets; provide an outstanding experience  C.3 Achieve superior student engagement, learning and skills outcomes	Introduction of 20 on-line training modules for HDR students	DoGS; RSD	Dec 2008	New HDR training	Several units developed	Annual		
	Increase HDR enrolments			Conduct a series of workshops, including induction for HDR students	DoGS; RSD		New workshops	Two, IP and commercialisation			
	Increase HDR completions			New and updated policies and procedures to be communicated to all stakeholders	RSD	Dec 2008	Revised policies	All policies revised			
	IP compliance achieved for HDRs and Supervisors	3.1.2 Implementation of new policies and simplified procedures		3.1.3 Revised and enlarged "Gold Book" for HDR students and supervisors							
	3.1.4 Maintain an up-to-date Register of Supervisors		Register established; Continually audit data	RSD		Ongoing		Ongoing			
	3.1.5 Improvement of IP registration and tracking		Register established; Enforce and audit data collection and compliance with procedures	RSD; DVCR		Ongoing		Ongoing			
	3.1.6 Auditing of Minimum Standards of Facilities for HDR students		Audit to be undertaken regularly	DoGS; RSD		Completed audit		Dec 2008; then annually			

## STRATEGIC RESEARCH PLAN 2007 - 2010

### PRIORITY 3: Ensure Student interests are paramount

STRATEGY / GOAL	OUTCOME MEASURES	STRATEGIES	LINK TO STRATEGIC PLAN STRATEGY	ACTIONS	WHO	WHEN	DELIVERABLES / KPI's	HOW MUCH	REVIEW / REPORTING DATE
3.2 Create a more flexible approach to the awarding of scholarships, aligning them more strategically	Each year allocate 50% of scholarships strategically; increasing to 100% by 2010	3.2.1 Strategically aligning scholarships to identified research strategies	C.1 Secure current student markets; provide an outstanding experience  C.3 Achieve superior student engagement, learning and skills outcomes  C.4 Explore new education markets, modes and opportunities	Align scholarships to strengths	DVCR, Scholarships Committee	Start 2007	Scholarships aligned to identified research strengths	50% in 2007 75% in 2008 100% in 2009	Annual
		3.2.2 Aligning scholarships to high profile researchers for new ventures		Align scholarships to researchers	DVCR, Scholarships Committee		Start 2008	Scholarships aligned to researchers	100% aligned by 2009
		3.2.3 Aligning scholarships to targeted countries to attract quality Int'l HDRs		Identify which countries to target	DVCR, Scholarships Committee	Country specific scholarships		4 per year increasing to 10 in 2009	Annual
		3.2.4 Gain more industry related scholarships, including CRC scholarships and NSW DET		New scholarships	DVCR; HoS	Additional scholarships	Target 50 new scholarships by 2010	Annual	
3.3 UNE will develop an environment and culture of connecting research to all teaching and learning	Teaching /Research nexus identified	3.3.1 UNE will ensure that all teaching, where relevant, is research informed		Align Teaching and Research	DVCR; PVC/Deans; HoS		Alignment of Teaching & Research		Annual
3.4 UNE will identify specific future markets for Higher Degree Research Students	Increased quality and numbers of domestic and International HDRs enrolling and completing at UNE	3.4.1 Identify research intensive universities overseas, without limiting our intake to specific universities		Develop new partnerships	DVCR; HoS		Universities identified, e.g. India, China	2 new partnerships established annually	Annual
		3.4.2 Identify and apply for appropriate international funding, including scholarships for HDR Students		New scholarships	DVCR; HoS		Two new international scholarships established annually	Total of 6 new international scholarships	

## STRATEGIC RESEARCH PLAN 2007 - 2010

### PRIORITY 4: Focus and Align all Activities

STRATEGY / GOAL	OUTCOME MEASURES	STRATEGIES	LINK TO STRATEGIC PLAN STRATEGY	ACTIONS	WHO	WHEN	DELIVERABLES / KPI's	HOW MUCH	REVIEW / REPORTING DATE
4.1 Governance, Compliance and Reporting Systems	New systems introduced to serve 2009 RQF	4.1.1 Improve communications between all parties to research activity	D.1 Ensure clear and effective governance systems and practices. D.2 Align Plan Strategies, resources and decision making D.3 Build performance by measurement, assessment and recognition D.4 Advance organisational renewal with aligned staff development	More effective use of UNE-Official bulletins Reiterate responsibilities of reporting	DVCR RSD	December 2008	Improved communication		Annual
		4.1.2 Improve Reporting systems		Advise PVC/Deans and HoS of reporting requirements to DVCR	DVCR	December 2008			
		4.1.3 Improve POW reporting and audit trails		Instruct PVC/Deans to comply with reporting requirements of the POW policy  Reports to be submitted to the DVCR	DVCR  PVC/Deans	Six-monthly	Reporting mandatory	Half-yearly reporting in place	To VC who reports to the A&C C'tee  Reports due at the end of each semester
	Policy in place	4.1.4 IP Administration and compliance		New IP policy introduced in 2007	DVCR RSD		Full compliance with new policy	As necessary	Annual Report Review Policy and outcomes
4.2 Increase research productivity	UNE will increase Higher Degree Research student enrolments and completions	4.2.1 Quantitative Targets will be set to increase HDR completions, new HDR enrolments, grant funding and research publications		Set School Specific KPIs as well as individual KPIs	DVCR	When School re-org is completed (end of July 2007)	Increase number of HDR commencements by 5% per annum	5% per annum increase in HDR commencements	Annual
	UNE will attract more external grant funding	4.2.2 UNE will target more non-ARC funding bodies for research activities		Directors of Research Institutes and Centres to target new sources of funding	Directors of Research Institutes and Centres		Grant numbers at national average		Annual
	UNE will increase research productivity through publications	4.2.3 Schemes will be developed to reward 'research active' academics		Development of new Reward Schemes for research productivity	DVCR ABRC		Publications at or above national average	Depends on RQF \$ income	2009

## STRATEGIC RESEARCH PLAN 2007 - 2010

### PRIORITY 4: Focus and Align all Activities

STRATEGY / GOAL	OUTCOME MEASURES	STRATEGIES	LINK TO STRATEGIC PLAN STRATEGY	ACTIONS	WHO	WHEN	DELIVERABLES / KPI's	HOW MUCH	REVIEW / REPORTING DATE
4.2 (cont'd) Increase research productivity	UNE will increase its effectiveness in Research Productivity Index (RPI) output and productivity by increasing its range of Research programs.	4.2.4 UNE will support the Research Institutes and Centres in order to expand the number of Research Programs undertaken	D.2 Align Plan Strategies, resources and decision making D.3 Build performance by measurement, assessment and recognition A.3 Build new focus and outcomes in academic work	Directors of Research Institutes and Centres will negotiate their annual budget with HoS	Directors of Research Institutes and Centres; HoS; DVCR	July each year	Budget to be agreed to		Annual
	Research Institutes and Centres will become self-supporting through generating sufficient income to continue operation, not including salaries of school academics in Research Institutes or Centres	4.2.5 New strategies will be developed to ensure that funding will continue for Research Institutes and Centres	E.2 Delegate Authority, with associated accountability measures	Individual budgets to be developed for each Research Institute and Centre	HoS & Directors of Research Institutes and Centres	June each year	Balanced budget; Salaries kept to under 80% of total budget		December each year
	UNE will increase its efficiency by assigning RPI points per FTE Academic Staff	4.2.6 Research targets to be determined		Directors of Research Institutes and Centres to report to a HoS					
				Set Research KPI targets for FTE academic staff	DVCR & ABRC	Annual	RPI points per FTE academic Staff		Annual

## STRATEGIC RESEARCH PLAN 2007 - 2010

### PRIORITY 5: Empower staff, strengthen accountability

STRATEGY / GOAL	OUTCOME MEASURES	STRATEGIES	LINK TO STRATEGIC PLAN STRATEGY	ACTIONS	WHO	WHEN	DELIVERABLES / KPI's	HOW MUCH	REVIEW / REPORTING DATE
5.1 Conduct Reviews of UNE Research Policy and processes to empower staff and strengthen accountability	Policies and procedures are designed to ensure compliance and streamline processes	5.1.1 Review of Research Institutes and Centres	E.1 Achieve beneficial change through forthright, open review E.2 Delegate authority with associated accountability measures E.3 Streamline UNE processes	Reviewed in 2007	DVCR ABRC	December 2007	Review completed		Dec 2007 Dec 2010
		5.1.2 Review of Research Reward Schemes		Review	DVCR ABRC	Mid-2008	Review recommendation		2008 for funding in 2009
		5.1.3 Review of Research Strategies with the Academic Board Research Committee with Working groups		Review strategies	DVCR ABRC HoS	Sept 2008	Review completed		2009
		5.1.4 Review of procedures and processes in Research Services		Review processes	DoGS DVCR ABRC	2008	Review report		2008 then annually
5.2 Research Institutes and Centres	Heads of Schools to be accountable for research productivity in their Schools	5.2.1 Review of Organisational Structure of the Research Portfolio		Review	DVCR	2008			2009
		5.2.2 Establish Research Committees in each School		Each School Research Committee to develop a School Research Plan with research and research training targets	DVCR HoS	2007	Established Research Committees		December 2007
5.3 Review UNE research administration to streamline processes	Annual review and report on service provision to stakeholders namely: students, staff, partners	5.3.1 Review of service provision		Assess efficiency processes; Annual review process implemented	DVCR ABRC	Sept	Processes streamlined		Annual

## STRATEGIC RESEARCH PLAN 2007 - 2010

### PRIORITY 5: Empower Staff, strengthen Accountability

STRATEGY / GOAL	OUTCOME MEASURES	STRATEGIES	LINK TO STRATEGIC PLAN STRATEGY	ACTIONS	WHO	WHEN	DELIVERABLE S / KPI's	HOW MUCH	REVIEW / REPORTING DATE
5.4 Enhance use of and function of research based IT systems	ITD based HDR services and research support	5.4.1 Improve internet access to information for HDR students	E.4 Advance use of communication internet and information technology  E.5 Align financial management to strategies; diversify income sources	Streamline processes	DVCR ABRC	2008	Improved access		Ongoing
		5.4.2 Improve process for collection of data for DEST returns		DVCR Dir RSD	2008	Improved processes		Ongoing	
		5.4.3 Provide more online access to administration processes for both staff and HDR students		DVCR	2008	Online access made possible		Ongoing	
		5.4.4 Ensure research outputs are made available		RSD Library		All DEST and non-DEST eligible publications, available openly online		Ongoing	
		5.4.5 Encourage PhD students to provide access to their theses electronically		RSD Library		All PhD theses available online via ADT		Ongoing	
5.5 Develop Research budgets in line with strategic planning	Improved and integrated budget process	5.5.1 Identify external sources of funding for research		Identify new sources	DVCR		New external sources identified		Annual