

RESEARCH IMPACT STRATEGY 2023 - 2025



ACKNOWLEDGEMENT OF COUNTRY

LaTrobe University acknowledges that our campuses are located on the unceded lands of many traditional custodians in Victoria and NSW. We recognise their ongoing connection to the land and value their unique contribution to the University and wider Australian society.

La Trobe University is committed to providing opportunities for Aboriginal and Torres Strait Islander people, both as individuals and for communities, through learning and teaching, research and community partnerships across all our campuses.

We pay our respects to Elders past and present and thank them for their ongoing care of the land, skies, and waterways of this beautiful country.

We acknowledge our Indigenous staff for their valuable contributions, dedication and ongoing support of our strategic objectives.

CONTENTS

04 Research Impact at La Trobe

05 Context

6 What is impact?

7 Our motivation

8 Strategic drivers

09 Alignment with strategic goals

10 Our strategic goals

11 Research 2030

12 Case studies

14 Strategy success

15 Enabling Impact

16 Dimensions to enable impact

17 Developing impact

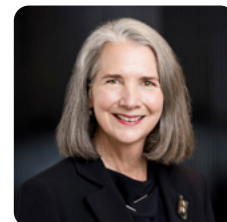
17 Integrating impact

18 Evaluating impact

18 Celebrating impact

19 Goals and accountabilities

A MESSAGE FROM PROFESSOR SUSAN DODDS SENIOR DEPUTY VICE-CHANCELLOR, RESEARCH AND INDUSTRY ENGAGEMENT



I'm pleased to release the refreshed Research Impact Strategy 2023–2025 to the La Trobe community.

A great deal has changed since the previous strategy was developed. The University's structural transformation in 2021 enabled our research to coalesce around five major themes, reflecting the United Nations' Sustainable Development Goals (SDGs). Suspension of the Australian Research Council's Engagement and Impact Assessment has opened new opportunities for recognising and sharing impact across the national higher education sector. Globally, impact has increased in importance as a measure of research performance, most prominently in the Times Higher Education impact rankings, where La Trobe has excelled. In 2022, La Trobe was ranked second in Australia for gender equality and fourth in the world for our research on key diseases and conditions, our support for healthcare professions, and the health of our students and staff. For all these reasons, it is imperative that we not only continue to produce high-impact research, but also that we maximise its visibility.

As a University for the public good, La Trobe has always valued the societal contribution of our research. This strategy has been updated and sets out our priorities for the next three years: developing infrastructure, building capacity and successfully communicating the genuine real-world change that our research initiates.

To our research community, this strategy aims to recognise, support and celebrate the important work you do in collaboration with our external partners and encourage you to pursue proven pathways to impact such as long-term collaboration, industry engagement and public involvement in research. Make the most of the training, support and resources provided by RED, the Research Office and Industry Engagement teams.

I look forward to watching La Trobe's reputation for high-impact research grow locally, nationally and internationally through implementation of the Research Impact Strategy 2023–2025.

1. Times Higher Education (THE), 2022, Impact Rankings 2022: gender equality
2. Times Higher Education (THE), 2022, Impact Rankings 2022: good health and well-being

**MEASURABLE,
DEMONSTRABLE
AND BENEFICIAL
CHANGE OCCURRING
BEYOND THE
UNIVERSITY AS
A RESULT OF
OUR RESEARCH**

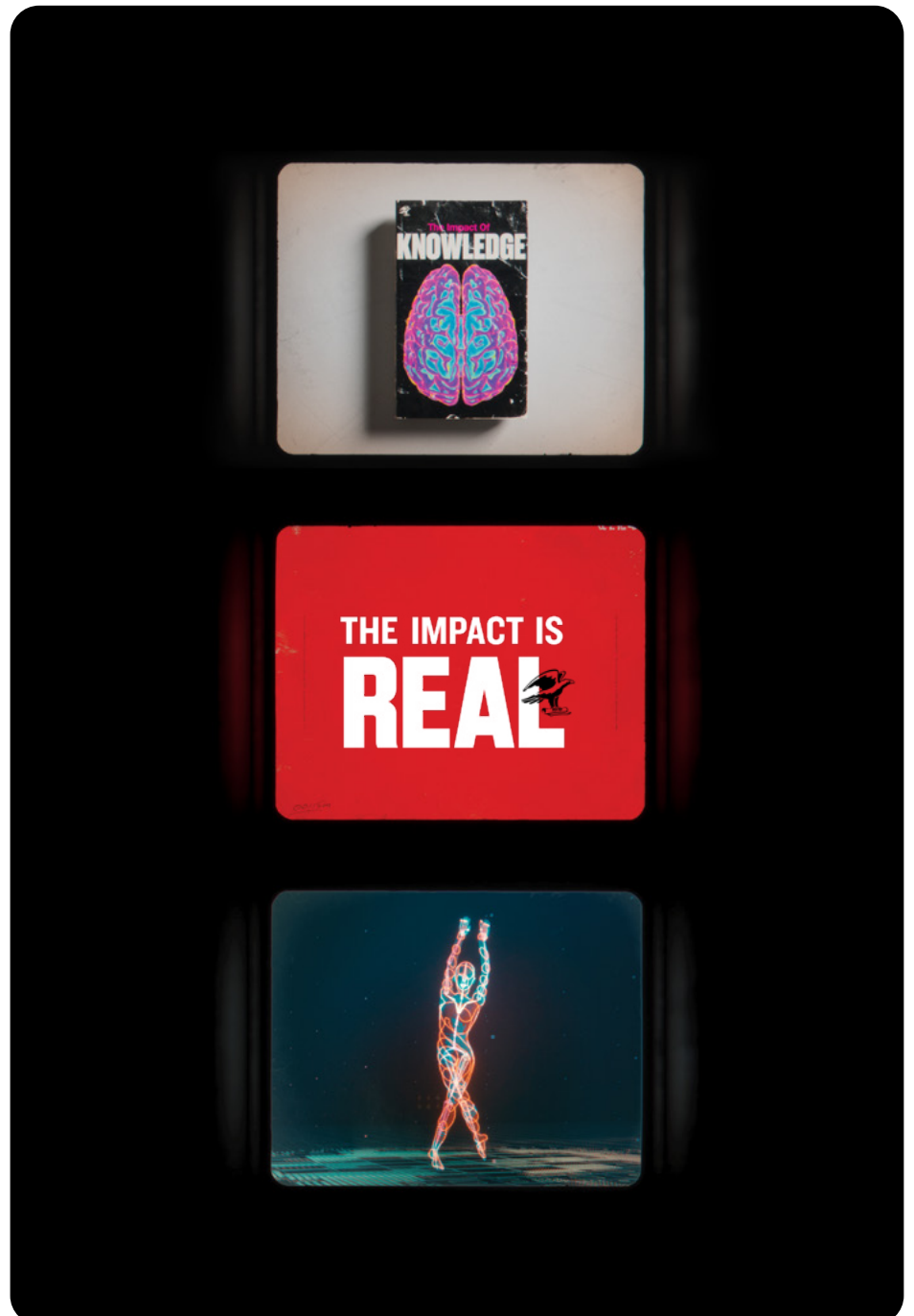
RESEARCH IMPACT AT LA TROBE

THE IMPACT IS REAL

At the heart of our strategy, history and brand is a longstanding commitment to initiating genuine change and impact that solves today's problems, now. We focus on critical areas where we have strength and expertise, and collaborations that are true partnerships are central to our value proposition and ongoing success. We make long-term investments in world-class facilities to ensure we're at the fore of our research areas – our La Trobe University City of the Future is a clear example of this.

Our cornerstone research themes include: sustainable food and agriculture; resilient environments and communities; healthy people, families and communities; understanding and preventing disease; and social change and equity. We are proud of the demonstrable and profound impact our researchers are making across Australia and the world.

With a commitment to demonstrating our progress against strategy, and showcasing rigour in how our work manifests as positive change in the wider community, we need to evaluate and communicate precisely where the benefits of our research are being realised. The Research Impact Strategy 2023–2025 sets out our plan for doing so.



CONTEXT



WHAT IS IMPACT?

MEASURABLE, DEMONSTRABLE AND BENEFICIAL CHANGE

Globally, impact has evolved over the past decade from a peripheral consideration to a core function of research activity. It has become a critical measure of research quality and key to meeting stakeholder expectations regarding a societal return on investment in research. We can articulate the value of our research not only in terms of income, publication metrics and higher degree completions, but also in terms of its benefit to organisations and communities outside academia.

La Trobe has a proud history of conducting research to address pressing societal needs. Our researchers work in partnership with industry, government and communities to solve problems of local, national and global importance. We are constantly seeking new ways to engage with our partners, build lasting relationships and develop solutions for the challenges facing our society.

WHAT ARE OUR PATHWAYS TO IMPACT?

The pathways to impact are as diverse as our research itself. Wherever change or benefit can be demonstrated, impact has occurred.

Some of the commonly recognised forms of impact include:

✓ ENVIRONMENTAL

✓ TECHNOLOGICAL

✓ ECONOMIC

✓ MEDICAL

✓ CULTURAL

✓ SOCIAL

Impact may be realised in numerous ways, such as: changes to policy or practice, improvements in patient outcomes or quality of life, improvements to products or services, shifts in public discourse, profit or cost savings, environmental or legal protections. It may involve close collaboration with a single partner, or distribution of knowledge over a wide network.

Possible pathways include:

- collaboration, including co-design, consumer participation and public involvement in research
- commercialisation
 - ◊ licensing
 - ◊ start-ups
- social enterprise
- consultancy, contract research
- participation in public discourse.

Determining an appropriate pathway to impact at the outset of a project facilitates evaluation and review.

OUR MOTIVATION

THERE IS A LONG TRADITION OF RESEARCH WITH IMPACT AT LA TROBE

This is in accordance with our founding mission to serve the community for the educational, economic, social and cultural benefit of Victorians, and for the wider Australian and international communities. To supplement these principles, new motivators – including our renewed brand proposition that is committed to demonstrating the tangible impact we make – have emerged which prompt a coordinated approach to the generation, evaluation and communication of impact.

MOTIVATORS

U.N. SUSTAINABLE DEVELOPMENT GOALS

INDUSTRY COLLABORATION

PUBLIC ACCOUNTABILITY

ENGAGEMENT & IMPACT REPORTING

LOCAL PATHS TO GLOBAL CHANGE

RESEARCH IMPACT AT LA TROBE

A culture that supports research to generate measurable, demonstrable and beneficial change beyond the university

GOOD HEALTH AND WELL-BEING

SUSTAINABLE CITIES AND COMMUNITIES

PREVENTING DISEASES

PEACE, JUSTICE AND REDUCED INEQUALITIES

PROTECTING ECOSYSTEMS

OUTCOMES

STRATEGIC DRIVERS

There are five strategic drivers that motivate the development of a strategy guiding not only how La Trobe can most effectively deliver research impact, but also how this impact can best be recorded and publicised. These motivators explain why it is a strategic priority for the University to sustain a culture conducive to conducting and promoting outward-facing research.

1. UNITED NATIONS' SUSTAINABLE DEVELOPMENT GOALS

As reflected in our Research Themes, La Trobe is committed to supporting research that fulfils the United Nations' Sustainable Development Goals, recognising that urgent global challenges such as overcoming inequality and climate change can only be addressed by action on multiple fronts, including healthcare, scientific innovation and equitable access to knowledge. Change begins at a local level. We recognise the particular value of our regional Victorian partnerships, and research co-designed with diverse stakeholders including Indigenous communities. La Trobe participates annually in the Times Higher Education (THE) Impact Ranking, based on the United Nations' Sustainable Development Goals, which measures the impact of our research against these global challenges. In 2022, we ranked 19th in the world and 3rd in Australia.

4. ENGAGEMENT AND IMPACT REPORTING

Although the Australian Research Council will not be conducting an Engagement and Impact Assessment in 2024, it is our intention to remain prepared for potential new formats of engagement and impact reporting, including any reporting requirements linked to specific funding. In the 2018 Engagement & Impact Assessment, La Trobe was ranked third in Victoria for the number of impact case studies rated 'high', and was the only university in the state to receive a 'high' score for interdisciplinary research. We intend to build on this strong performance by enabling researchers to identify impact and gather evidence throughout the research lifecycle. We also commit to maintaining the precedent set by the ARC for distinguishing research that benefits Indigenous communities.

2. INDUSTRY COLLABORATION

Successful impact involves engaging with external partners, including industry collaboration to translate our research. A framework for planning, sharing and publicising impact is invaluable not only for attracting investment, but also for establishing fruitful partnerships, developing shared goals and ensuring adequate evaluation. Our industry partners include a wide range of commercial entities, community organisations and government agencies. There is an increasing need to build appropriate consultation, engagement and evaluation practices into research undertaken on behalf of external stakeholders, facilitating transparency and accountability for all parties. Co-design is also a key principle informing every stage of project development, including meaningful evaluation and reporting.

5. LOCAL PATHS TO GLOBAL CHANGE

We forge and follow local paths to global change. Whether occurring within Australia or overseas, we recognise that change starts and ends with those who benefit from our innovations in healthcare, food production, legislative reform or cultural enrichment. The principles of co-design and public involvement contribute to a research culture that welcomes dialogue throughout the lifetime of a project, and beyond. Large-scale problems can be effectively addressed by myriad local solutions and a focus on their immediate, tangible manifestation.

3. PUBLIC ACCOUNTABILITY

In the interests of public accountability, the public benefit delivered by research may be demonstrated by analysis of its impact. Whether supported by competitive grants, industry investment or philanthropic donation, all research responds to a need for knowledge and returns something to society. This return may be humanitarian, cultural or philosophical and need not involve quantifiable benefits such as commercial success. It includes the contributions made by our researchers to improvements in public services, e.g. through government consultation or the expert evaluation of services and policies. Impact may be scalable, or it may be designed to fulfil a local need. Its value to stakeholders can nevertheless still be verified, with public involvement determining the parameters of this value.

Our accountability to Indigenous communities involved in research includes leaving a structural legacy of training, employment and leadership. We recognise that meaningful impact for Indigenous participants is not confined to consultation or the implementation of research findings, but also incorporates the effects and the after-effects of collaboration itself. Long-term investment is a cultural responsibility inherent in any research undertaken with Indigenous communities.

ALIGNMENT WITH STRATEGIC GOALS



OUR STRATEGIC GOALS

LA TROBE UNIVERSITY

At La Trobe we're committed to maximising the contribution our research makes to the economy, society, environment and culture, beyond the contribution to academic research.

RESEARCH EXCELLENCE

Excellent research is complemented by excellence in knowledge exchange. The very definition of research excellence now recognises impact as an inherent component. Our strategy will increase capacity among our researchers to embed stakeholder engagement and impact in their work, and will provide support to track and capture evidence of success.

AN OUTSTANDING STUDENT EXPERIENCE

Being taught by academics whose research is grounded in collaboration with industry, government and community organisations provides unique learning experiences at the interface between theory and practice. The application of our research to solving global problems will attract both undergraduate and graduate research students to La Trobe, in accordance with the growing trend for value-driven decision-making among young people. We will train the next generation in responding to the needs of the Australian society and the international community.

STUDENT AND GRADUATE EMPLOYABILITY

Our Industry PhD program already provides a unique, deeply engaged experience for graduate researchers. Moreover, successful implementation of the Research Impact Strategy will also see La Trobe's 'traditional' PhD graduates sought out for their potential to achieve impact – whether their chosen career path lies within or beyond the higher education sector. Alongside their (inter) disciplinary specialism, our graduates will develop valuable skills in stakeholder engagement and knowledge transfer.

PARTNER OF CHOICE

Our reputation for delivering excellent research with high impact for end-users will be outstanding. Purposeful engagement with stakeholders will increase our income stream from commercial and philanthropic sources. New and existing partners will actively seek out our researchers because of their proven track record in understanding stakeholder needs, successful collaboration, and implementing research outcomes to achieve demonstrable benefit. Strong partnerships are fundamental to delivering impact, as research challenges are defined through such partnerships, and effective solutions are delivered.

RESEARCH 2030

COLLABORATION ACROSS DISCIPLINES INCREASES THE POTENTIAL FOR IMPACT

This approach is key to La Trobe's Research 2030 strategy, which identifies five priority areas linked to the United Nations' Sustainable Development Goals. These priority areas, the Research Themes, may be illustrated by a selection of projects which tackle challenges as wide-ranging as biodiversity, cancer treatment, gender equity, climate action and Indigenous rights.

The Impact Strategy intersects with several other strategic plans currently in place or under development. They include the University Rankings Strategy, Commercialisation Strategic Plan, Public Involvement Strategy and Indigenous Strategic Plan. While the focus of each remains distinct, their aims are mutually reinforced.

RESILIENT ENVIRONMENTS & COMMUNITIES



UNDERSTANDING & PREVENTING DISEASE



HEALTHY PEOPLE, FAMILIES & COMMUNITIES



SUSTAINABLE FOOD & AGRICULTURE



SOCIAL CHANGE & EQUITY



CASE STUDIES

ECOSYSTEM RESILIENCE MONITORING TARGETS

RESILIENT ENVIRONMENTS & COMMUNITIES

Researchers from the Research Centre for Future Landscapes at La Trobe have developed a world-first set of metrics to measure and report on the effect of fire management on environmental values and ecosystem resilience. The metrics are comprehensive, capturing different components of fire regimes and of biodiversity, and provide a direct link between strategic goals and on-the-ground actions. Specific, measurable and realistic targets have been set for each metric, filling a longstanding gap in the capacity of management to quantify the impact of fire management activities on biodiversity and actively promote ecosystem resilience. Following their trial at Wilson's Promontory, the metrics are now under review by Department of Environment, Land Water and Planning (DELWP) for state-wide application in fire management and reporting policy.

Prof. Andrew Bennett, Dr Jim Radford, Dr Angie Haslem and Prof. Michael Clarke (Environmental Sciences)



REDUCING VIOLENCE AGAINST WOMEN AND CHILDREN IN TIMOR-LESTE

HEALTHY PEOPLE, FAMILIES & COMMUNITIES

It's estimated that 58% of women in Timor-Leste have experienced physical and/or sexual violence from their intimate partner. La Trobe researchers have worked with women survivors of violence and first responders to develop educational resources and pilot the World Health Organisation's first curriculum for health providers to support women experiencing violence, with a new emphasis on including children and people with disability. As a result, the Ministry of Higher Education has now made responding to gender-based violence (GBV) a compulsory subject for all midwifery degrees in Timor-Leste. The work has led to a new joint venture with the United Nations and Timor-Leste Ministry of Health to develop a national in-service curriculum to address GBV, and has formed the basis of a training manual for healthcare providers issued internationally by the United Nations.

Dr. Kayli Wild, Prof. Angela Taft and Dr. Leesa Hooker (Nursing And Midwifery)



NANO_M_SLIDE

UNDERSTANDING & PREVENTING DISEASE

NanoMslide is a fast and cost-effective technology that could revolutionise the way we detect early-stage breast cancer. Diagnostic error represents a significant cost to the Australian economy. For example, over- and under-treatment costs for breast cancer are approximately \$40,000 per patient per error, and yet some studies claim over 80% of all diagnostic errors are preventable. Research recently published in Nature demonstrated how the NanoMslide can instantly distinguish cancer cells from normal cells using a conventional optical microscope. This allows time for early interventions and better patient outcomes, with health economic and societal impacts for Australia. While this research has only been conducted in breast cancer, the scope for NanoMslide extends far beyond this, with applications currently being worked on in a range of other cancers and diseases as well.

Prof. Brian Abbey and Dr Eugeniu Balaur (Physics)



CASE STUDIES

GENETIC REDUCTION OF METHANE EMISSIONS IN AUSTRALIAN DAIRY CATTLE

SUSTAINABLE FOOD & AGRICULTURE

In Australia, livestock emissions account for 70% of greenhouse gas emissions in the agricultural sector. Up to 44% of livestock emissions are methane and 65% of these emissions come from cattle. In partnership with DataGene, Agriculture Victoria Research, Dairy Australia and the Gardiner Dairy Foundation, La Trobe researchers have developed an index that includes predictors of methane. It is now implemented in the Australian national breeding program. This allows for farmers to make a conscious breeding decision, reducing the environmental impact of dairy cattle while balancing genetic progress in other valuable traits such as production, health and fertility. The sustainability index released by DataGene provides Australian dairy farmers with a breeding tool to add into their mix of management practices to reduce their system's emissions intensity. Work is now underway to measure and predict methane traits.

**Prof. Jennie Pryce and
Dr. Caeli Richardson**
(AgriBio / Applied Systems Biology)



REPATRIATION OF YIRRKALA BARK PETITION

SOCIAL CHANGE & EQUITY

In 1963, the Yolngu people of north-eastern Arnhem Land petitioned parliament for an inquiry into bauxite mining on their lands, representing the historic first step in the Aboriginal land rights movement. Two petitions are in Parliament House, exhibited beside Australia's copy of the Magna Carta. One resides in the vaults of the National Museum of Australia. The whereabouts of the fourth petition document were unknown, and its very existence uncertain, until research by Prof. Claire Wright traced it to ninety-year-old Ms McKie, whose first husband had been gifted it by the former Minister for Indigenous Affairs. Prof Wright was then able to inform the Yolngu elders that the lost petition been located, and it has now been ceremonially repatriated by its traditional owners. Following restoration, it will be returned to Country and displayed in Yirrkala's Buku-Larrnggay Mulka Art Centre. The bark petition is both a foundational document of Australian democracy and an irreplaceable cultural treasure.

Prof. Clare Wright (History)



STRATEGY SUCCESS

WHAT DOES SUCCESS LOOK LIKE?

The effectiveness of this strategy will be evaluated according to a set of indicators derived from Research 2030. By the end of 2025, it is anticipated that we will have realised the following outcomes:

1. OUR RESEARCH IS ALIGNED WITH THE UN'S SUSTAINABLE DEVELOPMENT GOALS

- The Engagement & Impact Steering Committee provides informed oversight of impact delivery via our interdisciplinary Research Themes.
- We have maintained a strong performance in the global Times Higher Education Impact rankings.
- Our impact reporting correlates research outcomes systematically with the SDGs.

2. WE ARE PARTNER OF CHOICE IN OUR CORE RESEARCH AREAS, AS REPRESENTED BY THE RESEARCH THEMES

- Existing partnerships generating impact have been consolidated or extended, as indicated by repeat collaborations and/or investment, and new partnerships have been established.
- Impact can be securely attributed to our choice of partners and methods of engagement.
- An end-to-end process is in place for tracking and reporting on impact arising from industry partnerships.

3. WE EMPLOY EFFECTIVE PLANNING AND PATHWAYS TO IMPACT

- Online resources assist researchers with planning, monitoring and recording their impact.
- Impact plans and associated reporting processes are in place for schools, centres and institutes.

4. OUR RESEARCH COMMUNITY IS EMPOWERED TO EVALUATE THE IMPACT OF THEIR RESEARCH

- Engagement plans and impact evaluation are integrated into research project development.
- Impact data and planning have been integrated into major funding pipelines, including philanthropic donation and industry investment.
- Researchers have been provided with a suite of relevant resources and professional development, facilitated by clear channels of communication with schools, centres and institutes.

5. IMPACT SUCCESS IS RECOGNISED AND CELEBRATED

- Impact success stories are shared and promoted.
- We have reviewed the ways in which academic performance captures activity leading to impact and/or the creation of viable pathways to impact (which may include engagement activity, partnership development, co-design and/or public involvement in research).
- We have continued to offer an annual award recognising achievement in research impact.

ENABLING IMPACT



DIMENSIONS TO ENABLE IMPACT

THE FOUR DIMENSIONS TO ENABLING IMPACT

There are four dimensions to enabling impact at La Trobe: developing, integrating, evaluating and celebrating. Each of these dimensions forms a phase of the impact lifecycle, from foundational planning through to publicising our achievements. Together, they function to further embed impact into academic and professional practice at the University.

DEVELOPING IMPACT

Building capacity and allocating support.



INTEGRATING IMPACT

Networking across Schools and professional teams to facilitate effective planning.



EVALUATING IMPACT

Providing system and processes to monitor, evaluate and report our impact.



CELEBRATING IMPACT

Rewarding and recognising impact and sharing our stories.



DEVELOPING IMPACT

BUILDING CAPACITY AND ALLOCATING SUPPORT

We will encourage a culture that values and generates impact from research, from the overarching themes through the research centres and institutes, academic schools and personal career planning. To fulfil the aims of the Research 2030 strategy, all research centres have developed unique impact goals, for which we will establish effective reporting and review. Recognising impact as a component of academic performance will likewise facilitate accountability and recognition of value.

As the professional practice of impact evolves, new training materials and tools become available. La Trobe researchers will need to access them in order to remain competitive and current. Our aim is to foster research translation, stakeholder engagement and impact evaluation skills for researchers across disciplines at all career stages. Researchers will be supported through a combination of professional development workshops and one-to-one consultation, providing opportunities to develop knowledge and skills according to individual needs and research goals. We will ensure that the provision of training and support is equitable and accessible to all campuses and fulfils the gender equity objectives of the Athena Swan initiative.

ACTIONS

- Coordinate governance, oversight and resource allocation via an Engagement & Impact Steering Committee comprising Research Theme leadership and representation from relevant professional services.
- Establish regular reporting and monitoring for school, centre and institute impact goals.
- Deliver relevant professional development for researchers at all levels and career stages, facilitated by clear channels of communication with schools, centres and institutes.
- Provide advice and insights regarding external partnerships.
- Offer training and guidance on appropriate engagement with Indigenous communities.

INTEGRATING IMPACT

NETWORKING ACROSS SCHOOLS AND PROFESSIONAL TEAMS TO FACILITATE EFFECTIVE PLANNING

Greater impact can be generated and demonstrated more readily if supported by forward planning and a coordinated approach. Effective planning and demonstration of past successes also increases researchers' abilities to attract funding and support for research proposals that can further generate and enhance research impact. To meet our strategic goal of recognition as a partner of choice, we will support school, centre and institute leadership to implement their plans for stakeholder engagement, impact recording and evaluation. This will involve working closely with leadership at all levels to ensure impact plans are sustainable, consistent and equitable. On an individual level, researchers will also be provided with tools and resources to plan and report effectively. In response to impact plans, professional teams can collaborate in supporting specific actions, and receive targeted training when required.

Generating and demonstrating impact is a responsibility shared by academic and professional staff, and capturing the outcome of this investment involves the application of many different skills. The Industry Engagement team, for example, provides expert support in understanding markets, identifying opportunities and attracting investment. Sharing information across teams in different professional areas will prevent duplication while improving communication overall.

ACTIONS

- Provide and promote online resources to assist researchers with planning, monitoring and recording impact.
- Support school, centre and institute leadership to realise their impact goals.
- Integrate impact data and planning with funding pipelines, including philanthropic donation and industry investment.
- Connect researchers with industry representatives and provide seamless relationship management for industry partners.

EVALUATING IMPACT

PROVIDING SYSTEM AND PROCESSES TO MONITOR, EVALUATE AND REPORT OUR IMPACT

The establishment of an impact pipeline is already underway, enabling projects to be tracked from initiation through to completion and beyond. The Research Impact team will use this data to provide researchers with targeted support, assisting them to maximise their engagement and impact. Where applicable, researchers are also encouraged to publish peer-reviewed analysis and evaluation of public involvement. Consultation with researchers has indicated the need for a coordinated approach to tracking impact and recording the associated evidence, which can accommodate diverse disciplinary needs. To complement this system, we will also assess the need for additional digital platforms and datasets to trace the impact of our research.

ACTIONS

- Establish a coordinated and flexible approach to impact reporting, to ensure complete capture and avoid duplication.
- Ensure all relevant activity is appropriately captured and delivered for the annual THE Impact Ranking.
- Design and implement an end-to-end approach that facilitates impact planning at the outset of major initiatives.
- Explore technical options for recording and evaluating engagement and impact.

CELEBRATING IMPACT

REWARDING AND RECOGNISING IMPACT AND SHARING OUR STORIES

Impact now features in career success, academic promotions and individual research plans. However, there may be further ways that strategic value to the University might be recognised, thus providing incentives for increased participation in a culture of impact. Through a process of consultation and review, we will consider additional opportunities for impact and engagement to be recognised as integral aspects of research excellence.

One way to celebrate impact success is by sharing these stories on a dedicated impact webpage, which not only showcases our work, but also increases its visibility for external stakeholders. Through strong relationships with the Communications and Marketing teams, we will be able to provide examples of high-impact projects that can be used to generate collateral focused on the outcomes of La Trobe's research. This will enhance the profile of individual researchers and centres, ideally attracting future industry and philanthropic investment.

ACTIONS

- Through due consultation process, review the ways in which we recognise activity leading to impact and/or the creation of viable pathways to impact.
- Provide a platform to share and promote our impact success stories.
- Utilise research impact success stories as part of University communications and marketing, in alignment with La Trobe's campaigns.

GOALS AND ACCOUNTABILITIES



GOALS AND ACCOUNTABILITIES

GOALS	SUCCESS INDICATOR	ACCOUNTABLE
1. Our research is aligned with the UN's Sustainable Development Goals		
a. Coordinate impact governance across all academic and key professional areas.	The Engagement & Impact Steering Committee provides oversight of impact delivery via our interdisciplinary Research Themes.	C-EISC TL
b. Publicise the impact of our research through our status in relevant university rankings.	We have maintained a strong performance in the global THE impact rankings.	SMRP MRI
c. Carry out research that demonstrably supports the UN's Sustainable Development Goals.	Our impact reporting correlates research outcomes systematically with SDGs.	MRI
2. We are partner of choice in core research areas, as represented by the Research Themes		
a. Gain recognition as partner of choice for industry partnerships that generate impact.	Existing partnerships generating impact have been consolidated or extended, and new partnerships established.	PVC (IE) PISL
b. Initiate and sustain effective partnerships that lead to impact.	Impact can be securely attributed to our choice of partners and methods of engagement.	PVC (IE) PISL
c. Assume accountability for the impact that is generated by industry partnerships.	An end-to-end process is in place for tracking and reporting on impact arising from industry partnerships.	MRI
3. We employ effective planning and pathways to impact		
a. Extrapolate for easy replication the pathways for impact and impact indicators appropriate for our research.	Online resources assist researchers with planning, monitoring and recording impact.	MRI D-RED
b. Create an academic environment that supports the generation of impact.	Impact plans and associated reporting processes are in place for schools, centres and institutes.	MRI ADRIE D-RC / I
4. Our research community is empowered to evaluate the impact of their research		
a. Embed impact planning at the outset of major initiatives.	Engagement plans and impact evaluation are integrated into research project development.	MRI D-RGD PISL
b. Lay the foundations for increasing research funding on the basis of realised and/or prospective impact.	Impact data has been integrated into major funding pipelines, including philanthropic donation and industry investment.	MRI D-RGD PVC (IE) D-Ph
c. Increase impact literacy across the research community.	Researchers have been provided with a suite of relevant resources and professional development, facilitated by clear channels of communication with schools, centres and institutes.	D-RED MRI ADRIE D-RC PVC (I)
5. Impact success is recognised and celebrated		
a. Raise the profile and reputation of La Trobe's research impact for the public and stakeholders.	Impact success stories are shared and promoted.	MRI SDVC-R D-MC
b. Encourage the pursuit of effective pathways to impact.	We have reviewed the ways in which academic performance captures activity leading to impact and/or the creation of viable pathways to impact.	EDRO C-EISC ADRIE
c. Celebrate outstanding impact achievements.	We have continued to offer an annual award recognising achievement in research impact.	SDVC-R

KEY

SDVC (R)	Senior Deputy Vice-Chancellor (Research)
EDRO	Executive Director, Research Office
PVC (IE)	Pro Vice-Chancellor (Industry Engagement)
MRI	Manager, Research Impact
C - EISC	Chair, Engagement & Impact Steering Committee
ADRIE	Associate Dean, Research & Industry Engagement
D-RC / I	Director, Research Centre / Institute
PVC (I)	Pro-Vice Chancellor (Indigenous)

D-RED	Director, Research Education and Development
D-MC	Director, Media & Communications
D-Ph	Director, Philanthropy
TL	Theme Lead
SMRP	Senior Manager, Research Performance
PISL	Public Involvement Strategic Lead
D-RGD	Director, Research Grant Development

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