



LA TROBE
UNIVERSITY

RESEARCH & INNOVATION

2030



RESEARCH & INNOVATION 2030

**FOCUSING ON OUR
STRENGTHS, INVESTING
IN OUR PEOPLE AND
REALISING THE BENEFITS
OF OUR PARTNERSHIPS**

ACKNOWLEDGEMENT OF COUNTRY

La Trobe University acknowledges our campuses are located on the lands of many Traditional Custodians in Victoria and New South Wales. We recognise their ongoing connection to the land and value their unique contribution to the University and wider Australian society.

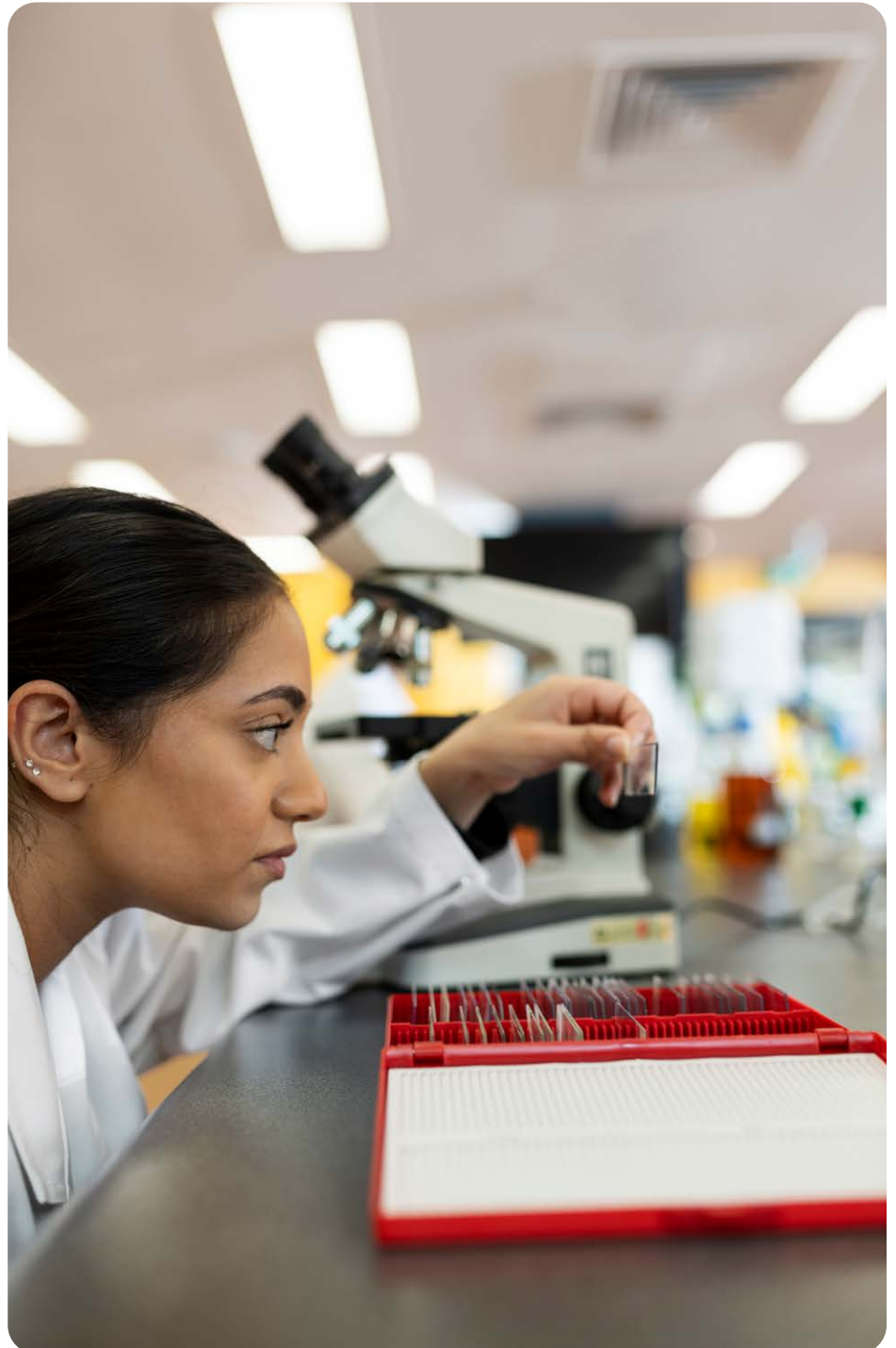
La Trobe University is committed to providing opportunities for Aboriginal and Torres Strait Islander people, both as individuals and communities, through teaching, learning, research and partnerships across all our campuses.

OUR RESEARCH VISION AND VALUES

We seek to understand the world and the major challenges it faces and to use our research for positive change and societal impact.

Our discovery and applied research is outcome-focused and highly valued by our partners and the communities we serve. It is conducted responsibly, ethically and with integrity.

Our researchers work with local, regional and global industry, community, government, and academic partners to transform lives, address inequities and grow economies. We embrace the diversity of our research workforce and graduate researchers who will be sought after for their ability to apply their knowledge, to collaborate, to adapt and innovate through new ideas and technologies, and to question the status quo in a changing world.





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Line ID: Tom_HN_G4 Price
Variety: Money Maker 2000
Treatment: High Nitrogen
Batch date: 24/10/2023

OUR PURPOSE

Research & Innovation 2030 is a refreshed realisation of Research 2030, La Trobe's Research & Industry Engagement strategy.

It sets out a renewed commitment to focus, building on our achievements in areas of capability and societal need to position our researchers to make world-leading contributions addressing challenges the world will face in 2030 and beyond. In a fiscally challenging external environment, it sets a path to creating a sustainable research program that supports excellence and leverages strong foundations for investment to grow concentrated areas of strength.

Conducting high quality, impactful research and supporting innovation that addresses the pressing societal needs described by the United Nation's *Sustainable Development Goals* (SDGs) and Australia's *National Science and Research Priorities* remains our core mission.

To achieve this mission, we must lift our performance;

- by attracting the resources necessary to conduct research
- invest in our people and research infrastructure, and
- by delivering outcomes that are high quality, impactful and globally recognised.

La Trobe is a university that makes world-leading contributions to society, but we cannot achieve this at scale in everything we do. We will continue to be a comprehensive research university and will support research excellence anywhere across the broad discipline base within our university.

We will invest in developing world-leading concentrations of research excellence to grow the scale and global reputation of our research aligned to two UN-SDGs, in health and wellbeing, and sustainable agriculture and food.



These strategic priority areas are aligned to La Trobe's strengths, our *Research & Innovation Precinct* domain areas, and the climate, economic and workforce challenges faced by the regional communities we serve. Through this approach, our leading broad-based research will support the challenges faced by Australia across all national priority areas and we will be the partner of choice for Government and private sectors in addressing those priorities for which we offer significant strength and capability at scale.

We seek to have a positive impact on the communities we serve through our research and the innovation ecosystem we create, by delivering solutions for health and food security, promoting equitable development, driving economic growth and creating

jobs. We will work with partners and communities to deliver research solutions with positive impact in our regional footprint. We will scale local outcomes where they can be delivered globally, and we will embed lessons from global challenges where they apply in our local communities. We will learn from First Nations organisations and community groups, and work in partnership to produce culturally relevant solutions to the health, welfare and economic challenges that disproportionately affect remote, Indigenous and rural communities.

We will develop and support metropolitan and regional start-ups and entrepreneurship by establishing focused innovation ecosystems and innovation corridors to support businesses and our researchers to connect with global markets. Our Innovation

Centre, within the La Trobe University City will be a focal point for driving impact and innovation through co-location with relevant industry and by curating collaboration. Our research capability and platforms, and our Bio- and Digital- Innovation Hubs, will attract industry to engage with us and will support the digital transformation of health services and agrifood sectors. Our Australian Centre for AI in Medical Innovation will support Victoria's world leading medical ecosystem to maintain pace with global standards and opportunities as AI capability develops, and we will launch a food innovation centre to shape the future of Australia's agrifood and nutrition sector.

IMPACT GOALS

La Trobe will be well-known globally for research outcomes, impact and innovation at-scale that will:



SUPPORT HEALTHY LIVES AND PROMOTE WELLBEING FOR ALL AT ALL AGES (SDG-3)



CONTRIBUTE TO ENDING HUNGER, ACHIEVING FOOD SECURITY, IMPROVING NUTRITION AND PROMOTING SUSTAINABLE AGRICULTURE (SDG-2)



PROMOTE EQUITABLE DEVELOPMENT, DRIVE ECONOMIC GROWTH AND CREATE JOBS IN THE COMMUNITIES WE SERVE.

PERFORMANCE GOALS

To achieve research and innovation excellence at scale we will develop a sustainable research workforce, programs and partnerships that deliver:



RESEARCH REVENUE OF \$165M P.A., INCLUDING \$130M P.A. ATTRACTED BY THE CORE OF THE UNIVERSITY.



HIGH QUALITY, INTERNATIONALISED RESEARCH THAT PLACES LA TROBE CONSISTENTLY IN THE QS TOP-200.

Research & Innovation 2030 sets out ambitious impact and performance goals. The impact goals align with our strengths and resources, and the performance goals are calibrated to ensure we have the resources to sustainably deliver the impact we seek. Three strategic pillars – *Global, Industry and Community Engagement; Workforce Development; and Research Investment* – provide strategic direction, setting out what we will do, and guiding our focus in investment and effort.

Our people and partnerships are core to our ambitions.

The most critical factor in La Trobe's ability to achieve our research goals is our research workforce. The development of an environment of sustained, internationally connected, research excellence at scale that attracts, develops and retains outstanding researchers and enables them to achieve their goals and ambitions is critical to our collective success.

Partnerships with industry, community, academia and government agencies, locally and globally, driven with purpose

and closely aligned to our research capabilities, will lead to deeper, more enduring and mutually beneficial relationships that drive positive change.

Through *Research & Innovation 2030* we will establish more focused and simplified research investment structures. La Trobe's six research themes will continue to provide a comprehensive narrative describing our research and its societal impact, but funded programs of activity through the themes will discontinue. Three cross-institution flagship research institutes in health and care, biomedical science and technology, and sustainable agriculture & food, will be vehicles for the concentrated internal investment to grow excellence in research, innovation and industry partnerships at scale and drive an up-lift in performance.

The Deputy Vice-Chancellor (Research and Industry Engagement) portfolio team will champion the plan and vision. Stronger collaboration within the team will drive a whole-of-portfolio approach to: working with La Trobe's research leaders and other stakeholders; prioritisation of effort for maximum benefit

and impact; and a greater focus on supporting researchers to develop and secure large funded collaborative initiatives that address complex challenges to industry and society, significant impact, and can be leveraged for further institutional benefit. Implementing this plan will require the full engagement of our researchers and leadership across La Trobe's schools, centres and institutes. In developing this plan, we have set the foundation for how we will continue to work together to support researchers and the major initiatives they lead with service and resources.

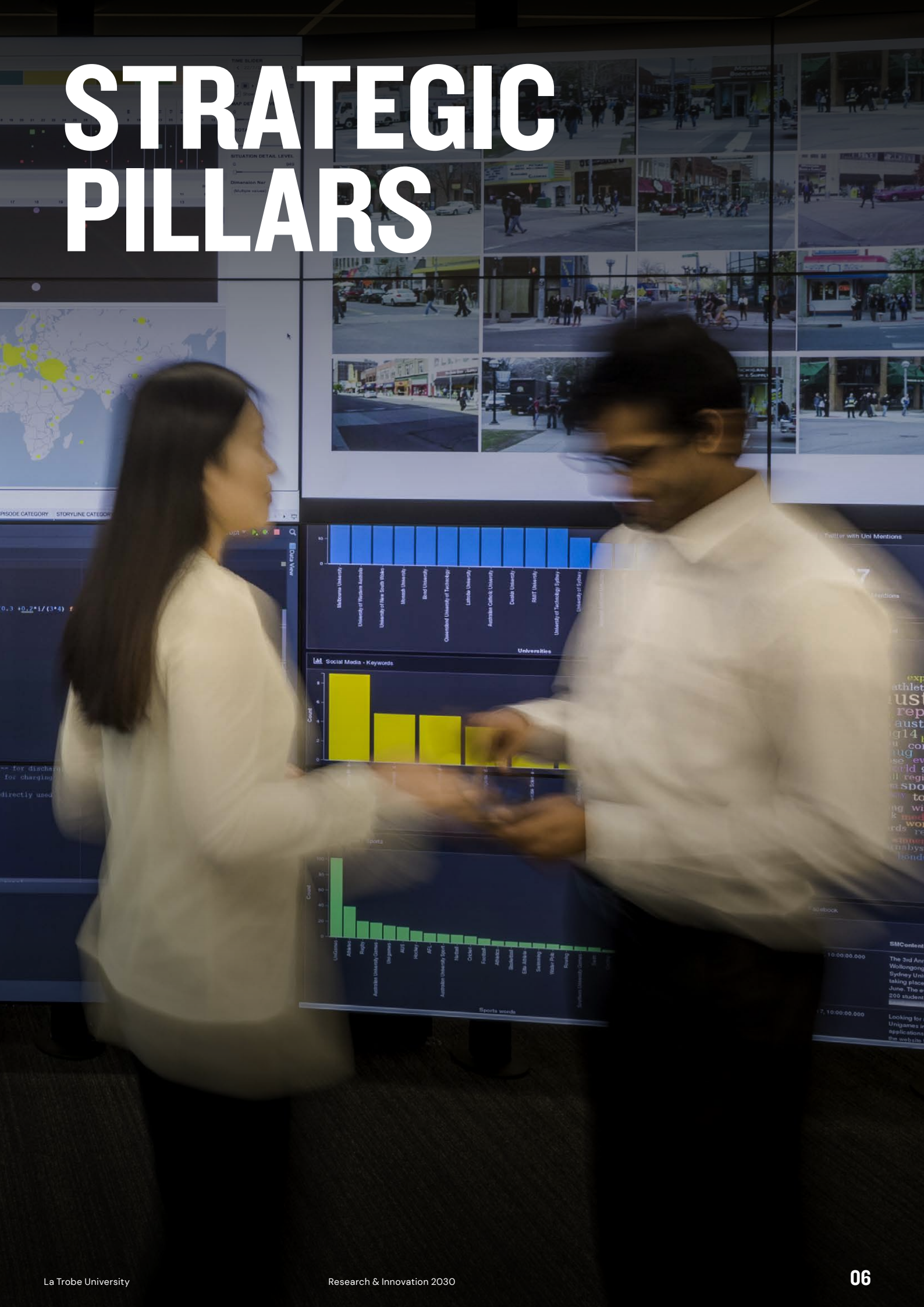
THREE PILLARS

GLOBAL, INDUSTRY AND COMMUNITY ENGAGEMENT

WORKFORCE DEVELOPMENT

RESEARCH INVESTMENT

STRATEGIC PILLARS



PILLAR 1: GLOBAL, INDUSTRY AND COMMUNITY ENGAGEMENT

Addressing regional and global challenges and enabling the global reach and impact of our research requires us to be internationalised in everything we do. We will foster a collaborative ecosystem by connecting researchers, industry partners, government agencies, regional and global partners and community organisations to drive research outcomes, innovation and address societal challenges.

The plan below highlights the core directions we will take in driving partnerships that have a clear purpose and are closely aligned to our research capabilities which will be leveraged to support the goals of partners with impact. We will actively manage and support mutually beneficial partnerships with clarity of goals and clear accountability for their delivery.

Our industry-facing assets and physical spaces will operate in unison with industry-led incubators to curate collaboration and an entrepreneurial culture, and with La Trobe's business development teams to facilitate collaboration with our research institutes and centres to solve industry challenges and contribute to delivery of our performance and impact goals.

MARKETING AND COMMUNICATIONS

- Develop and implement a whole-of-portfolio research marketing and communications strategy integrated with whole-of-university marketing, communications and branding that positions La Trobe as a leader in research, innovation and engagement; supports the QS ranking strategy by improving communication with advocates; and connects La Trobe's research strengths, capabilities and impact through tailored messaging to industry, government, community, philanthropic organisations and global partners.
- Enhance La Trobe's digital research presence through an updated website, coordinated whole-of-portfolio social media engagement, and targeted digital marketing campaigns.





INDUSTRY AND COMMUNITY ENGAGEMENT

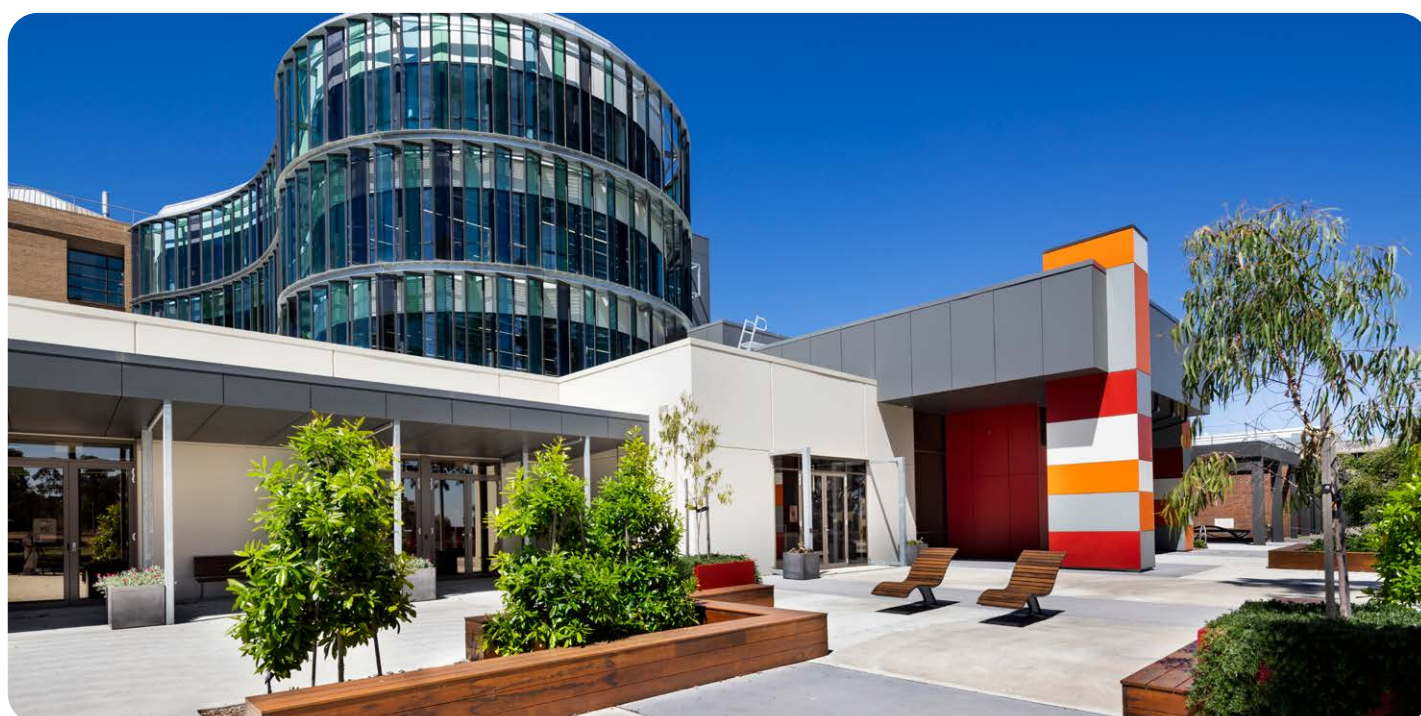
- Support the development of the *Research & Innovation Precinct* as an industry-led entity to build an innovation ecosystem within the *La Trobe University City* and to drive external capital investment to attract and support industry co-location.
- Launch an *Australian Food Innovation and Nutrition Centre*, establishing a gateway for industry to access multi-organisation research capabilities in agrifood and nutrition, incubator and investment programs through an industry-led *Agrifood Innovation Hub*, and co-location opportunities through the *R&I Precinct*.
- Leverage the *Bio Innovation Hub* as a landing pad to facilitate biotech industry access to capabilities through LIMS, ACAMI, ONJCRI and the Baker Institute, along with co-located partners and global industry, and investment networks facilitated through our global innovation corridors.
- Leverage the *Digital Innovation Hub* as a gateway for collaboration with La Trobe's breadth of research capability and infrastructure in digital and materials innovation and to support industry growth through prototyping, testing and commercialisation of digital solutions.
- Strengthen partnerships with regional and metropolitan health organisations through investment in clinical healthcare activities within a reimagined clinical health and care institute.
- Through *Gabra Biik*, *Wurruwila Wutja*, and guided by La Trobe's Indigenous Strategy, support researchers to engage with Indigenous communities and facilitate research guided by these partnerships that aims to provide impact.
- Implement the Public Involvement in Research Plan, including the development of procedures, training resources, mentoring and a community of practice, embedding public involvement in grant development pipelines and publicising the outcomes of consumer-driven, co-designed research.
- Establish active advisory boards with industry representatives to provide strategic guidance and ensure alignment with industry research, development and workforce needs.
- Launch a co-ordinated multi-year industry grants pipeline to facilitate planning of business development support and to increase staff engagement with industry-facing competitive grant schemes such as ARC Linkage, Centre of Excellence, Industrial Transformation Research and CRC programs, and the Australian Economic Accelerator.
- Support researchers to translate their research, commercialise IP and establish spin-outs through a comprehensive program of entrepreneurship training, proof-of-concept funds, the Eagle fund, and engagement with external investors and venture studios.
- Expand opportunities for students and graduate researchers to gain industry experience, opportunities in entrepreneurship and to develop networks, including through Industry PhD and Clinician Researcher PhD programs.
- Implement new costing tools and pricing strategies, well supported by information, guides, and services to ensure research contracting arrangements are efficient, competitive and mutually beneficial.

REGIONALLY FOCUSED ENGAGEMENT

- Organize a multi-campus program of workshops, seminars, and networking events to facilitate knowledge exchange and collaboration between researchers and industry.
- Secure external funding to establish regionally based, globally connected, innovation hubs at our regional campuses to support regional start-ups and entrepreneurship.
- Ensure flagship institutes have regionally focused programs and regular regional presence, supporting engagement with regional staff, students, industry and communities.
- Work with regional campus leadership to maintain strong relationships with local industry and communities, to provide regional co-location opportunities for industry, and access to a multi-campus innovation ecosystem.
- Continue consultation with regional and rural Indigenous communities through *Gabra Biik, Wurruwila Wutja* to foster collaborative research opportunities.

GLOBAL ENGAGEMENT

- Evaluate global partnership opportunities and develop new partnerships with high-quality organisations that will benefit a critical mass of researchers in areas of strategic priority and help realise La Trobe's goals and support the global reach and reputation of our research, particularly extending our current Asia-focused partnership footprint to Europe, USA, UK and Canada.
- Increase global reputation and provide international connection opportunities to researchers through active membership of strategically aligned global university networks.
- Ensure opportunities for international funding are communicated to researchers and develop support for applications.
- Ensure our global research engagement is conducted in a manner that is consistent with regulatory obligations as described by TEQSA and through the foreign engagement policy.
- Develop resources, support and guides for researchers to host international visitors, conferences, workshops or symposia.



PILLAR 2: WORKFORCE DEVELOPMENT

An environment of sustained research excellence will attract, develop and retain outstanding researchers, and enable them to succeed.

We will create this by providing clarity about what constitutes excellence and via our support both for excellence anywhere across our university and our investments in selected, concentrated areas of strategic priority. The plan below outlines what we will

do to support the development of our researchers, including programs to support a diverse, equitable and inclusive organisational workforce, together with new, more nuanced, approaches for recognising, evaluating and rewarding research performance.

DEVELOPING OUR RESEARCH WORKFORCE

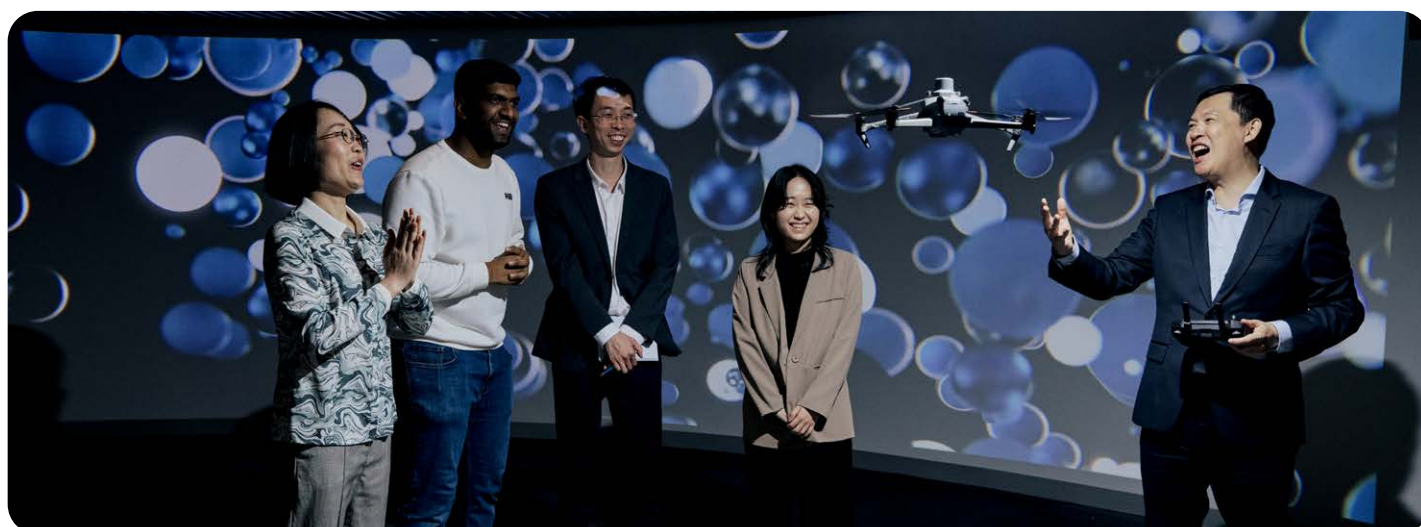
- Launch a flagship *Research Leaders Accelerator Program* to equip accomplished researchers from a broad range of disciplines with the skills and time to spearhead large grant, industry and philanthropically funded programs of research.
- Support high potential early and mid-career researchers from a broad range of disciplines to achieve major external funding success and build programs of research through our refreshed *Targeted Research Investment Scheme*.
- Through a focus on research institutes and major initiatives, support more researchers to develop their careers in the context of large concentrations of research excellence, resourcing and quality infrastructure.
- Support researchers to obtain significant research funding through our Major initiatives pipeline, providing co-ordinated multi-year support from the DVC-RIE portfolio and schools for major research and industry-facing initiatives to deliver successful national Centres, Hubs, and partnerships.
- Reset academic performance indicators for research to align individual performance expectations with institutional priorities, encompassing research revenue, output quality and citations, international co-authorship, engagement and impact.
- Ensure clear communication and use of research performance expectations for reward and recognition in career planning, probation and promotion, and for research workload and strategic workforce planning. In collaboration with Schools, develop strategies to increase time available for research for our high performing researchers.



- Establish an Artificial Intelligence in Research Community of Practice to uplift researcher skills in the responsible use of AI in research and ensure our capabilities maintain pace with global standards as AI capability develops.
- Deliver a rich and well-coordinated *Research Education and Development* program, ensuring strong institutional knowledge of regulatory obligations such as ethics, integrity, data management and foreign engagement, and including training opportunities in partner engagement, public involvement in research, entrepreneurship, research translation and commercialisation, research communications and high-impact publishing.
- Provide high quality academic mentorship and supervision, and facilitate access to industry mentor programs and networks for early-career and graduate researchers.
- Maintain focus on ensuring an outstanding experience and outcomes for our graduate researchers, guided by the Graduate Researcher *Experience and Wellbeing Plan*.
- Increase the number of graduate research enrolments, including through growth in the scale of our Joint-PhD and Industry PhD programs.
- Deliver professional development and operational initiatives to our professional teams to grow capability and capacity in leadership and research services as activities scale.

SUPPORTING A DIVERSE AND INCLUSIVE RESEARCH WORKFORCE

- Guided by La Trobe's Equity, Diversity and Inclusion Strategy, and Indigenous Strategy, develop an *Equity, Diversity and Inclusion in Research Action Plan* to promote equitable, inclusive and unbiased practices in research teams and to foster diversity alongside excellence in the next generation of researchers at the university.
- Establish the *Wurruwila Wutja Research Fellowship* to attract talented Indigenous researchers into our programs, with support facilitated by *Gabra Biik, Wurruwila Wutja*.
- Refresh the *Tracy Banivanua Mar Fellowship* program, a core commitment to the SAGE Athena Swan initiative, to support the development of research excellence and gender equity through a pathway to continuing employment for future TBM fellows.
- Extend our **carer's support** scheme to support critical travel for both researchers with caring responsibilities and researchers with their own care needs.
- Continue growing participation of underrepresented groups in graduate research degrees, including through the *Dennis McDermott Research Scholarship* for Indigenous candidates and *FLEX* research scholarship for candidates living with disabilities.



PILLAR 3: RESEARCH INVESTMENT

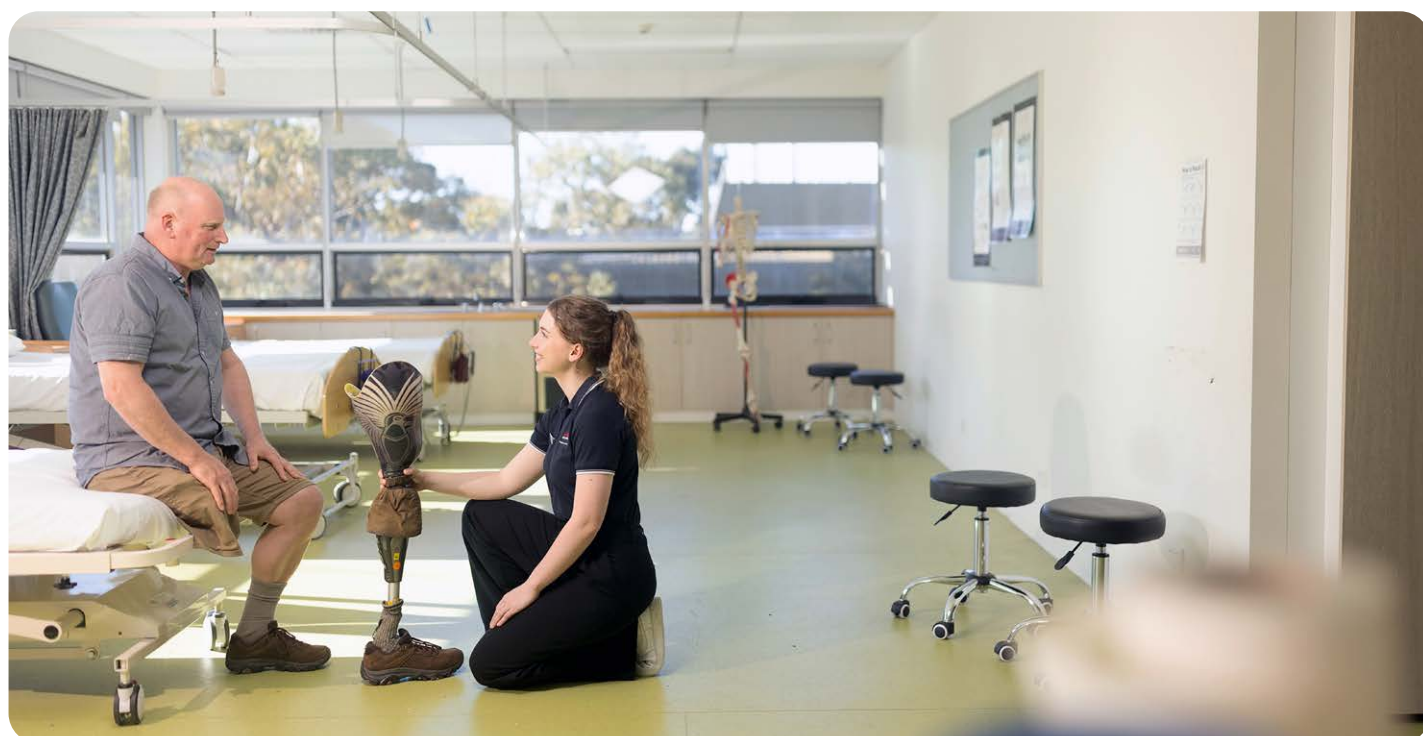
Delivery of La Trobe's ambitious impact and performance goals in a fiscally challenging environment requires us to leverage investments already made and a commitment to focus resources to create to world-leading concentrations of research excellence.

Complementing programs to develop excellence in our workforce, the plan below outlines the steps we will take to support broad-based research excellence while investing in growth through La Trobe's flagship institutes with additional resourcing and infrastructure. We will refresh our research

institute strategy to invest in three cross-discipline institutes aligned to our impact goals. Institutes will be responsible for supporting a significant uplift in performance through targeted investment and coordinated cross-institution planning with research leaders in schools, including research centres.

SUPPORTING BROAD-BASED RESEARCH EXCELLENCE

- Continued co-investment in key national competitive grant programs and ARC/NHMRC fellowships. Co-funding for externally funded research grants will continue to be available at levels based on strategic alignment and priority and the likelihood that the internal investment will secure external funding at La Trobe.
- Prioritisation of PhD scholarship funding to support excellent, well-resourced and externally funded programs of research, providing students with an exceptional environment for training with access to appropriate infrastructure, operational resources and travel support, and ensuring scholarship funds are leveraged to support research excellence.
- Tailored funding to support the development of large collaborative externally funded opportunities led by La Trobe.
- Continued distribution of research support program funding to schools, to support school-based research programs and centres.



TARGETED AND CONCENTRATED INVESTMENT IN FLAGSHIP INSTITUTES

- Expand the *La Trobe Institute for Sustainable Agriculture and Food* in future-focused areas of agrifood science such as food processing, biotechnology, nutrition and data science, to strengthen La Trobe’s capabilities across the spectrum of R&D from paddock-to-gut, to realise our ambition to be a world-leading institute delivering solutions for sustainable and nutritious food production in a resource and climate-constrained world.
- Refresh the vision, strategy and brand of the *Care Economy Research Institute* to support La Trobe’s ambition to be recognised as a world-leader in health and wellbeing research, and to strengthen our ability to attract significant funding through the MRFF and Government, private sector and philanthropic partners. This will be achieved through a reimagined health and wellbeing institute with broadened scope, in addition to care, to include clinical healthcare, health equity and Indigenous health and other areas of excellence in health, through integration with the *Academic Research Collaboration in Health* and working with research centres from across the university.
- Elevate the La Trobe Institute for Molecular Science as a third flagship La Trobe institute to drive new multi-disciplinary opportunities in biosensing, digital biology, synthetic biology, mRNA therapeutics and space biology, which are vital to nationally important areas of health focus and to the development of La Trobe’s biotech industry ecosystem. These will be enabled through principles of equity-centred, community-driven research design and access, including a focus on Indigenous health.
- Reset the *Strategic Academic Recruitment Initiative* to support recruitment of research leaders aligned to flagship institutes who will spearhead new opportunities for significant funding programs and who will deliver a transformative improvement to La Trobe’s research performance in targeted areas.
- Develop a targeted and strategically aligned roadmap for investment in research infrastructure which prioritises game-changing infrastructure needs and leveraging external funding for infrastructure, such as National Collaborative Research Infrastructure Strategy opportunities.
- Within each flagship institute, develop programs and partnerships to ensure the integration and application of digital solutions to research problems maintains pace with global standards and opportunities as artificial intelligence, machine learning and quantum technologies develop.





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