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# Research 2030

Research and Industry  
Engagement Plan  
2020-2024



“The true measure of a university’s greatness is the total effect it has on human welfare and progress”

Professor David Myers  
La Trobe University Inaugural Vice-Chancellor

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# A message from the Deputy Vice-Chancellor, Research and Industry Engagement

We are constantly seeking new ways to engage with our partners and our communities, to conduct meaningful research and develop solutions for the issues facing our society.



La Trobe University has a proud history of conducting research to address pressing societal needs. Our researchers work in partnership with community groups, industry and government to create opportunities and address issues of local, national and international importance. Our research positively impacts the communities we serve.

I am pleased to share *Research 2030* our Research and Industry Engagement Plan with you. *Research 2030* is a five-year plan to consolidate and focus the research strengths and efforts of La Trobe University. We developed *Research 2030* in support of the new *La Trobe Strategic Plan 2020-2030*, which sets out a future direction for La Trobe, ensuring we emerge from the COVID-19 crisis as a more resilient, focused and efficient institution. By implementing *Research 2030* we will build on our research achievements so we are strongly positioned to make world-leading contributions in response to the global challenges we will face in 2030 and beyond. *Research 2030* articulates our research vision and objectives, as well as our measures of success.

Linked to the United Nation's Sustainable Development Goals, the plan identifies five research themes which speak to our research strengths and our priorities. These research themes will focus our research investment in centres,

institutes and infrastructure and guide our industry, government and international collaborations. Our researchers will work together across schools, colleges and campuses, using their expertise and knowledge to strive for common goals. Further to this, *Research 2030* guides how we will become industry's partner of choice, how we will drive international research collaborations and how we will improve efficiency and productivity in all we do.

La Trobe is uniquely positioned to engage with regional communities, including our First Nations communities and we will continue to embed these important relationships as we work towards our goals. We recognise the importance of establishing diverse, safe and inclusive teams in all areas of our research and in our research leadership. We know that socially diverse, inclusive teams are innovative and high performing; we will continue to encourage this diversity at La Trobe.

I look forward to watching La Trobe's reputation for producing high-impact research grow through the implementation of *Research 2030*.

**Professor Susan Dodds**  
Deputy Vice-Chancellor  
(Research and Industry Engagement)

## Acknowledgment of Country

Australia is home to the world's oldest continuing cultures. We acknowledge the First Nations communities of the land on which La Trobe University campuses are situated, as well as the unique Country, waterways and animals of these landscapes. La Trobe University campuses are located amongst the largest Aboriginal populations in Victoria's regions and in Melbourne and Elders of these communities and their Ancestors are the continuing traditional custodians; we acknowledge their living culture and their continuing roles in the life of these communities. On these lands, teaching, learning and research have taken place since time immemorial; including these knowledges as a visible and valued part of La Trobe University life and decision-making is a unique privilege.



## Our research vision

We seek to understand the world and the major challenges it faces and to use our research for positive change and impact. Our researchers work with local, regional and global communities and partners to transform lives, address inequities and grow economies. Our graduates are sought after for their ability to apply their knowledge, to collaborate, to innovate, to adapt and to question the status quo in a changing world.

## Our research values

- Inclusiveness, diversity, equity and social justice
- Pursuing excellence and sustainability in everything we do
- Forming deep and mutually beneficial partnerships
- Having a positive impact on the communities we serve and shape
- Preparing the next generation of industry, community and research leaders
- Innovating for better outcomes.

All kinds of clever



## Introduction

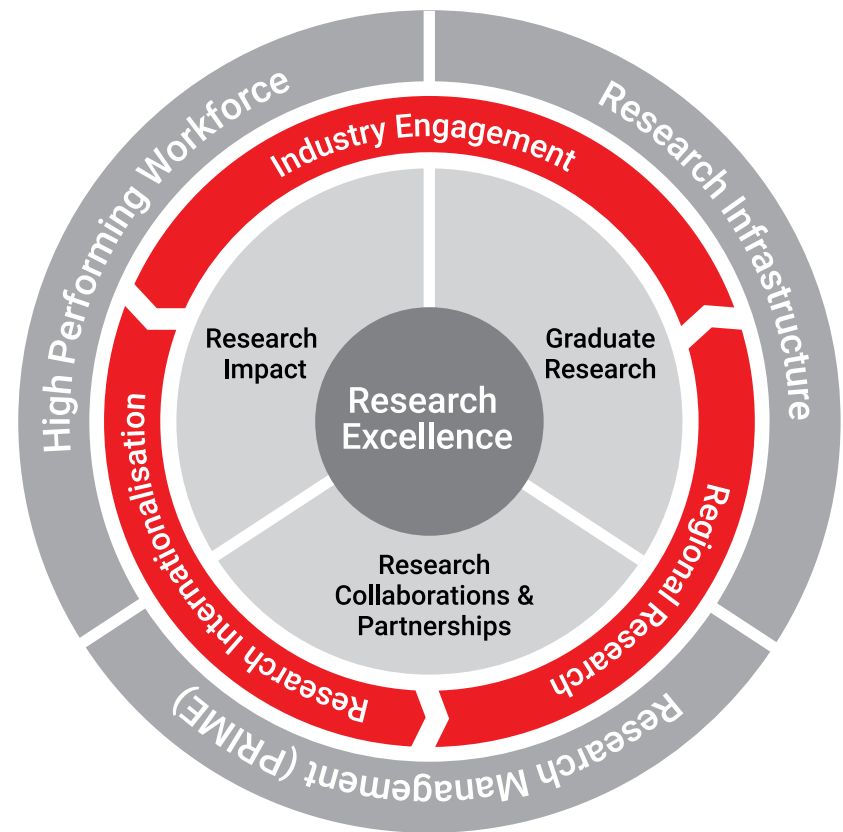
Research 2030 is a five-year plan to focus support and build on the University's achievements in areas of capability and societal need. It will position our researchers to make world-leading contributions to addressing challenges the world will face in 2030 and beyond.

Research 2030 brings new momentum and an accelerated trajectory to improving research performance at La Trobe by focussing support and investment in five interdisciplinary research themes. These themes will magnify and focus the University's research effort and prioritise research investment in a challenging and competitive research funding environment. Research 2030 reflects new opportunities for innovation and collaboration in the *University City of the Future and Research and Innovation Precinct* developments, as well as in the evolution of international higher education and the wider research environment.

Research 2030 will deliver significant improvements over the next ten years to sustain research excellence and bolster:

- The reach and impact of La Trobe research
- Research collaboration and deep research partnerships
- The experience and outcomes for our graduate researchers

Improvements in research excellence will be integrated with the University's strategies relating to regional, global and industry engagement and will be supported by world-leading research infrastructure, a high-performing workforce and an innovative research management system (PRIME).





# Core objectives

1. Focusing on our strengths, impact and global challenges
2. Meeting graduate researcher needs in a changing environment
3. Becoming the strategic partner of choice
4. Transforming our communities
5. Internationalisation in everything we do
6. An empowered research community inspired by our values
7. Improving efficiency and productivity.

## 1. Focusing on our strengths, impact and global challenges

La Trobe will be known for its world-class research in thematic areas where we can achieve excellence at scale. We will invest in our capability for high-quality research that helps understand and find sustainable solutions to pressing social, cultural and environmental challenges.

Future research investments – including seed funding, co-investment in major research bids and infrastructure investment – will prioritise research that is aligned to goal-oriented themes. By aligning our efforts with clear strategic goals we will improve the profile of La Trobe research and increase our ability to secure revenue to support research from traditional sources, such as competitive national research grants as well as through new industry partnerships, philanthropic and international funding sources. Targeted investment in research infrastructure, workforce, workload and curriculum plans will also align capability, strategic need and opportunities to deliver educational excellence in areas of demonstrated strength.

In concentrating our investment strategically we will streamline and reduce duplication in the administration of internal research support. The efficient and effective use of our research resources to deliver research excellence and reputation will drive our capacity to grow research revenue and to lead major partnerships providing greater opportunities for research impact and further support for our research.

### What we will do:

- Focus our internal research support (i.e. seed funding, scholarships and infrastructure) on a limited number of problem-based interdisciplinary themes that reflect our character and mission and build on our existing capabilities in discovery, applied and translational research
- Align our research centres to research themes, while retaining the connection of researchers to disciplines and schools, and develop clear performance goals for centres, strongly supporting them to secure significant external funding
- Increase the number of large collaborations that La Trobe leads and use these to develop one or two world leading university research institutes in areas where we can realistically aspire to being top five in Australia
- Ensure we use our resources more efficiently and target them to areas where the investment is most likely to contribute to achieving the goals of the *La Trobe University Strategy 2020-2030*
- Support La Trobe researchers to partner with industry, government and communities in our Research and Innovation Precinct, across our regions and internationally – and lower any barriers to collaboration between and across schools, colleges and campuses
- Align our future academic workforce with our research goals and support researchers to improve their research performance through Career Success, workload allocations and promotions
- Implement a La Trobe Indigenous Research Strategy, in consultation with the Pro Vice-Chancellor Indigenous
- Limit future research-only continuing positions to externally-funded roles
- Continue to develop graduate researcher support and expand industry placements, internships and scholarships with our strategic partners to enable graduate researchers to move freely between industry and university
- Improve the administrative efficiencies of research through PRIME

Research themes

Our research is focussed on five priority areas linked to the United Nation's Sustainable Development Goals:

- The production of quality foods & medicines
- The protection & restoration of vulnerable ecosystems
- A healthy, safe and equitable life course for everyone
- Understanding & preventing disease
- More just and equitable societies.

Our expertise across multiple disciplines, underpinned by our commitment to digital innovation, positions us to excel in these areas. La Trobe researchers are pursuing the following interrelated goals: :

- Production of high-quality foods and medicines for improved health, reduced environmental impact and enhanced economies
- Protection and restoration of vulnerable ecosystems and community resilience in the face of environmental and climate threat
- A healthy, safe and equitable life course for everyone
- Application of discoveries in the fundamental sciences and developments in technology to understand and prevent disease – especially at the intersection of cancer, immunity, cardiovascular and infectious disease research
- More just and equitable societies

Thematic research framework

The new themes provide a coherent narrative for describing our research strengths and priorities to an external audience in addition to prioritising internal support. Research centres and research institutes will be aligned to the research themes, with some centres potentially aligned to more than one theme. Being able to articulate our areas of capability, the key goals La Trobe researchers are working towards, and their alignment with the *Research and Innovation Precinct* domain areas allows us to target engagement with research partners and makes it easier for them to understand our values and research.

Themes

**Purpose:** Research themes identify the significant global problems that La Trobe University will seek to address by drawing on research capability from across disciplines, Schools and Colleges. They provide a clear external profile and support researchers to collaborate internally, with industry and/or with international partners.

**Remit:** Research themes provide a mechanism for prioritising internal research funding and a means of representing the University's research focus; the themes do not represent an additional structural or operating unit. Theme leads will promote collaboration, researcher development as well as external impact and engagement and will be members of the University's Research Strategy Committee which is responsible for investment.

**Management and Structure:** Theme-aligned research will continue to be managed through colleges, schools and associated research centres and institutes. Theme leads will work with schools, centres and institutes to bring together researchers to pursue a goal-oriented research program. Theme leads will be recognised through a part-time loading and will have clear performance requirements to foster collaboration, international partnerships and industry engagement.

**Funding:** Strategic investment in Research themes will drive partnerships and multi-disciplinary funding opportunities as well as capability and culture development. The Research Strategy Committee (RSC) will be accountable for, and have oversight of centrally managed research investments and will target investments to initiatives most likely to achieve the best results. The RSC will allocate funding to support theme aligned:

- Grant development and support
- Internal seed or pilot funding of projects leading to external grant bids and income generation
- Co-contributions for external research grants aligned
- Big bids
- Partnership development support
- Central (as opposed to School) funding to Research Centres and Institutes
- Capability and culture development

Research Institutes

From 2022-23 we will establish 1–2 flagship research institutes in areas where La Trobe is able to demonstrate global excellence. Supported by outstanding infrastructure, we will attract world-leading researchers to our research institutes to pursue major research programs for extended periods, for example, as the lead organisation for an ARC Centre of Excellence, Industrial Transformation Research Hub, NHMRC Centre of Research Excellence, or NHMRC Synergy Grant.

Institutes

**Purpose:** A Research Institute will comprise a significant group of high-performing researchers engaged in a highly focused area of strength and supported by substantive research infrastructure. These researchers may be from several disciplines and the institute may be part of one or more themes. Research Institutes are expected to house large-scale research infrastructure. We will attract world-leading researchers to our institutes.

**Remit:** To unite a group of researchers to work intensively in a program of research that is an existing or emerging area of global strength for La Trobe.

**Management and Structure:** Institute Directors will be supported by research generated income with a loading funded by the DVCRIE and will report to the DVCRIE. Dedicated administrative staff will be funded by the DVCRIE.

**Funding:** A recurrent annual allocation from DVCRIE will cover a partial director salary and administrative support and appropriate infrastructure support. Institute funding will be derived from Category 1-4 research income sources.

Research Centres

We will set clear performance targets for, and align, combine or disestablish research centres within the new research themes.

Centres

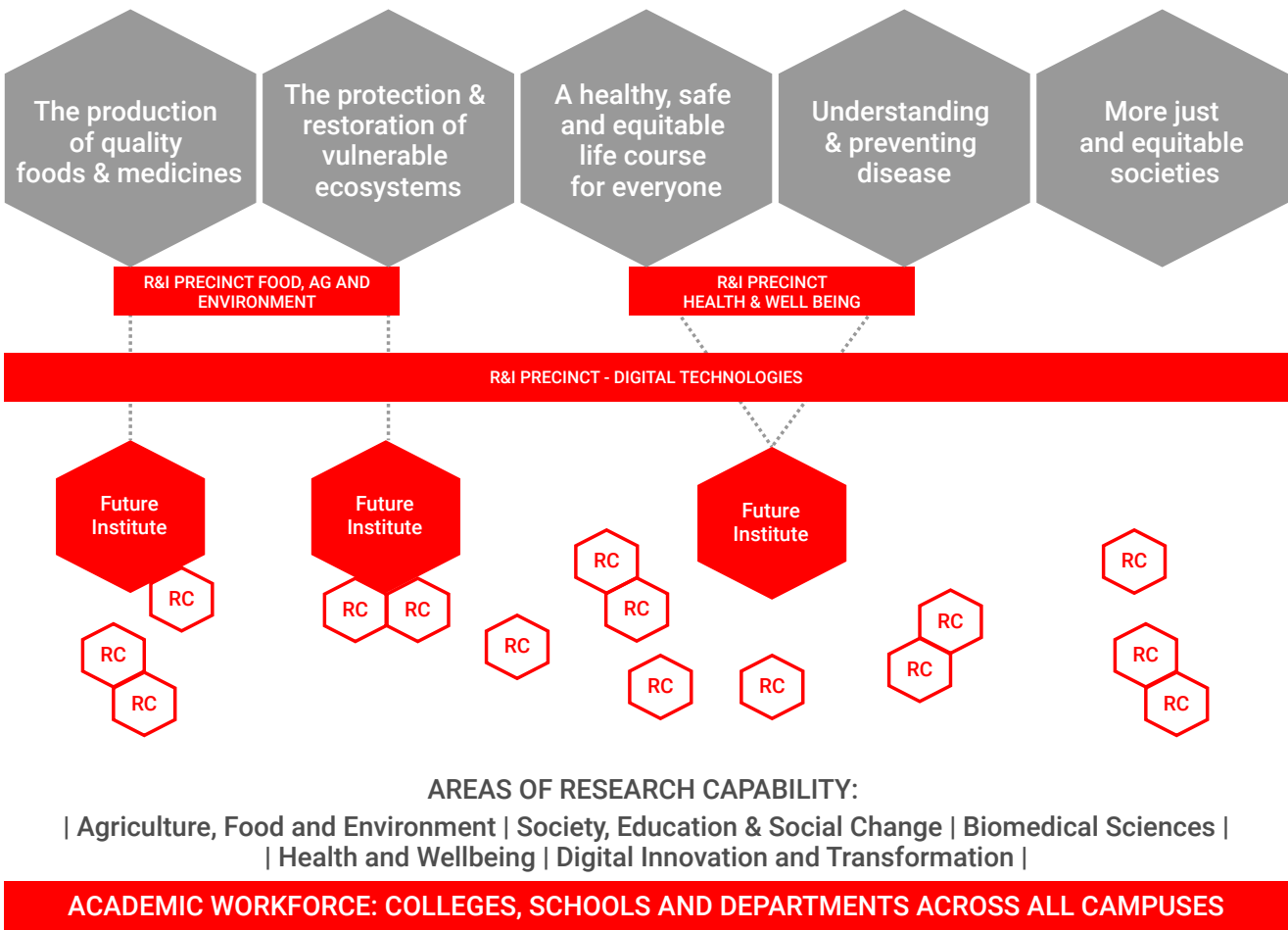
**Purpose:** A substantial group of researchers engaged in a focused area of strength for La Trobe. These researchers may be from several disciplines and may be part of one or more themes. Centre strategies will align with school and college research plans.

**Remit:** To unite a group of researchers to work intensively in a field of research that is an existing or emerging area of strength for La Trobe.

**Management and Structure:** Centre Directors will report to Deans and Heads of School and centre staff will be line-managed within the schools. Administrative support will be provided by themes.

**Funding:** Centre funding will be derived from Category 1-4 research income sources

EXAMPLE ONLY





## 2. Becoming the strategic partner of choice

La Trobe is uniquely positioned in Australia to build and sustain deep partnerships with industry, government, non-government organisations, communities and philanthropy. Our approach to achieving this aim is detailed in the *La Trobe University Industry Engagement Plan (2020-2024)*. The partnerships we establish will leverage our research capability to address important problems with economic, social, policy and cultural impact. We will be recognised for excellence in engagement, innovation and entrepreneurship.

The *University City of the Future* development will serve as a visible manifestation of La Trobe's commitment to work with our metropolitan and regional communities and with local, regional and international industry to change the relationship between the academy and wider society and to lead the way we work with community and industry to achieve shared goals. Our footprint across the north of Victoria allows us, in areas such as rural health, agriculture, ecology and regional planning, to demonstrate our commitment to conducting world leading research that has a positive impact beyond the University. We will demonstrate to all our students their capacity to shape the future they will live in and to realise innovative solutions.

By recognising the potential to make all the University's relationships into deeper and more enduring partnerships for wider social, environmental and economic benefit, we will support the evolution of our industry partners as innovators, as agents for positive change and as more agile and resilient organisations.

### What we will do:

- As part of *Research 2030*, our Industry Engagement Plan will provide support for researchers to become partners of choice. Our objectives are to:
  - Increase the broader reputation of the University by developing and delivering a Research Marketing and Communications Strategy to build an industry engagement pipeline, grow research opportunities and diversify revenue
  - Develop and implement a marketing and communications plan to promote regional Collaboration Hub activities, through local media, events, white papers, alumni engagement
  - Attract investment and co-location partners in the development of the R&I Precinct, Digital Innovation Hub and BioInnovation Hub and in academic settings as appropriate
  - Develop and grow strategic partnerships that are strategically aligned and enable mutual benefit and growth
- Develop a framework for the validation and prioritisation of industry engagement opportunities and partnerships
- Evolve partnership governance framework and development approaches to ensure strong benefits, capacity building and fiscal sustainability.





### 3. Meeting graduate researcher needs in a changing environment

We will maintain our focus on ensuring an outstanding experience for our graduate research candidates. We will deliver consistently high levels of supervision, development opportunities and support for our candidates and will foster a vibrant intellectual climate for research. Equally, we will emphasise the importance of wellbeing and employability and their relationship to the overall student experience.

Our approach to graduate researcher development, together with the integration of the industry engagement framework within Research 2030, ensures that La Trobe graduate researchers have the opportunity to engage with industry and the broader community and are well-placed for employment in research and industry roles upon graduation.

**What we will do:**

- Enhance the graduate researcher experience and employability prospects by increasing the number of industry PhD scholarships, as well as through the La Trobe Accelerator Program, industry mentoring and industry engagement framework
- Support researchers across all campuses in developing skills to engage with industry for research translation, to support entrepreneurs and start-ups in the community to translate ideas into thriving businesses and provides students with hands on entrepreneurial experiences
- Develop a suite of development opportunities through the Research Education and Development program to support candidates' knowledge of industry, research translation and commercialisation
- Ensure that our candidates have access to excellent research supervision, infrastructure and facilities at all locations to promote student success and completion
- Develop flexible scholarship offerings that support the participation and experience of Indigenous candidates and other underrepresented groups
- Build a research community that is equipped to support the physical and emotional well-being of our graduate research candidates
- Expand and promote new Masters by research pathways programs that provide strong research skills prior to PhD commencement.





# 4. Transforming our communities

To support research on all campuses, we will integrate our regional research priorities with each of the core objectives and goals of this plan. We will identify and outline the areas of distinctive research focus for each of our campuses, the expectations we have of our staff, and the support we will provide them across the whole of the University.

**What we will do:**

Building on the strength of our regional footprint, our model for regional research will be based upon:

- maintaining and growing established and productive campus-based research that is aligned to La Trobe's areas of research focus/capability; and
- activating opportunities for industry engagement in research, teaching and learning through our campuses as Collaboration Hubs, by recognising the key role regional campuses play in bringing local industries and their communities in contact with expertise across the broader University.

**Through this approach our regional campuses will:**

- Make it easier for regional industry to engage with research expertise, innovation, consultation services and infrastructure platforms across our multi-campus network
- Effectively provide partner organisations, our staff and students, with educational offerings including Industry PhDs, work-integrated learning, internships and student placements, executive education and short courses
- Foster research innovation across the University's areas of research focus/capability with the potential to draw on the regional experience and impact regional communities
- Enable connections between researchers based at all of our campuses to enrich their experience of La Trobe and to facilitate access to the people and infrastructure that can support their strategic research endeavours
- Provide regional co-location opportunities for regional business and connect a network of regional industry partners to specialised hubs in the Bundoora-based Research and Innovation Precinct
- Leverage strategic partnerships (corporate, health, global) to deliver solutions and a positive impact in regional Victoria and neighbouring communities
- Facilitate effective engagement between research teams across our multi-campus network and with our strategic global research partners
- Continue to support and develop regional start-ups and entrepreneurship by establishing focused innovation eco-systems
- Encourage metropolitan industry to access regional competencies and establish regional partners that could test and validate new product offerings.





# 5. Internationalised in everything we do

La Trobe will be known globally for its research expertise in our areas of strength and will be respected as a collaborator in multi-national research programs. We will continue to be an internationalised University with a clear appreciation of the risks and opportunities of international engagement, including deep research partnerships with select global institutions. The internationalisation of our research will connect our researchers and students to other cultures, perspectives and experience to address the global problems facing society and will enable our research outcomes to have global impact.

Our strategic global research partnerships will deliver: increased impact and global reach of our research, with improvements in our QS ranking; increased research capacity and performance, including higher citation rates for research outputs; improved brand and reputation in key international recruitment markets, particularly in Asia; new avenues for research funding, access to infrastructure, and opportunities for industry engagement; and opportunities for educational partnership activities.

**What we will do:**

- Continue evaluating partnership opportunities using a range of metrics related to the quality and scale of expected deliverables, along with alignment to La Trobe’s strengths and core values
- Focus on a small number of deep and productive research partnerships aligned to our areas of research themes and areas of research capability
- Utilise our new Global Graduate Research Partnership Framework to ensure robust decision making, agility in contract agreement and execution, and efficient management and monitoring to ensure compliance with TEQSA regulations
- Actively manage and support research partnerships with clear accountability for delivery of goals
- Grow and develop our programs to support international collaboration across borders rather than within each other’s, including research training, graduate research supervisor support, joint seminars and conferences
- Effectively promote research activities and partnerships to lift our brand in key recruitment markets
- Integrate research partnership activities into our QS ranking strategy to improve management of advocates
- Identify educational and student mobility opportunities with established research partners



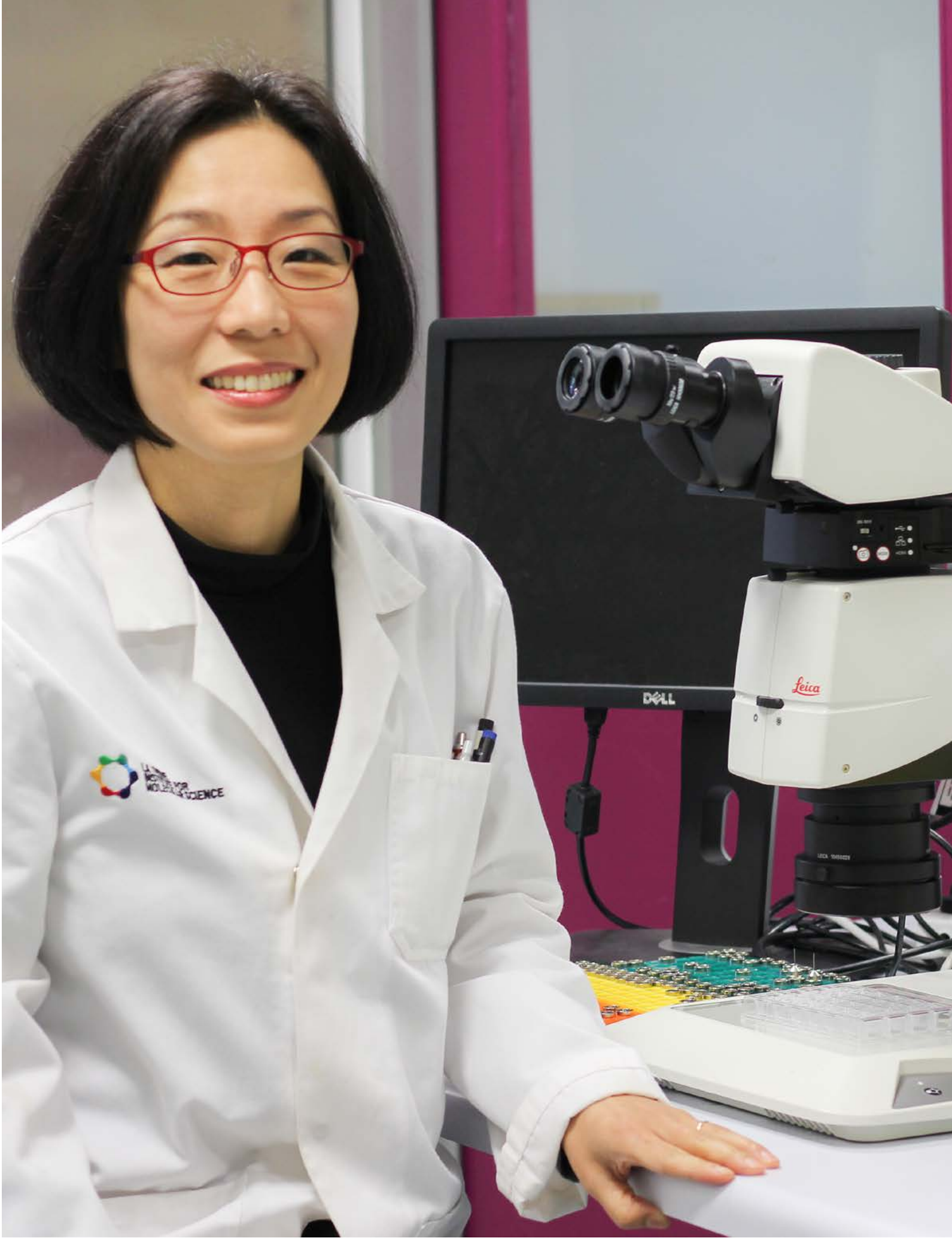


# 6. An empowered research community inspired by our values

We will continue to foster an aspirational, ambitious and collaborative research culture, based on the La Trobe cultural qualities of accountability, innovation, collaboration and care. While maintaining our focus on sustaining research excellence and research capability, we will continue the Science Australia Gender Equity (SAGE) Athena SWAN initiative to promote equity and diversity in all areas of research and research leadership.

**What we will do:**

- Support graduate research candidates as well as early and mid-career researchers to foster a culture of “giving back” and “paying forward”, whereby more established researchers support the development of the next generation of researchers
- Support a community of researchers who are astute, ethical and engaged with their communities
- Encourage and develop connected researchers, at all levels of experience and expertise
- Develop our existing research talent and recruit world class researchers
- Develop our support systems, staff and processes to reduce the administrative burden associated with research
- Develop clear, coordinated internal and external messages about our research, researchers and supervisory capacity by working alongside Marketing & Recruitment, La Trobe International, La Trobe Asia, and our public lecture series
- Develop support, recognition and reward systems that take into account differences in research opportunity and performance



Dr Mihwa Lee, a Tracey Banivanua Mar Fellow



# 7. Improving efficiency and productivity

We will identify areas where our increasingly stretched research support funding is under-achieving, and focus research support where it will have greatest benefit in building capability, supporting excellence and enduring partnerships.

The development and implementation of the PRIME research management system is critical to improving our research support services and reducing the administrative burden on researchers. The development and regular review of the array of research infrastructure platforms similarly will provide excellent service to researchers at low cost due to the expertise of the professional and technical staff supporting the research equipment and the sharing of equipment and resources. The development of the industry engagement framework will also provide more support for researchers to grow research income and industry partnerships, without an increase in the number of professional staff.

**What we will do:**

- Develop a suite of key performance measures for research centres, institutes and focus areas, to be agreed at the point of establishing and renewing research structures and monitor these regularly through PRIME
- Develop a 5 year plan for investment and renewal of key research infrastructure
- Monitor the administrative costs of implementing this plan relative to La Trobe’s research performance to ensure the efficient and effective use of resources





# Measures of success

Research 2030 will position La Trobe in the top 1% of universities worldwide, with a record of strong research collaboration and engagement across industry and society, while ensuring research excellence and impact. Key performance indicators for research and industry engagement are articulated in the University Strategic Plan 2020-2030.

The Key Performance Indicators (KPI) of Research 2030 are:

- KPI 3:** ERA 4 or 5 ratings in fields of research where La Trobe has more than 10 FTE and more than 5% of Australia’s research effort, defined by ERA FTE
- KPI 4:** Increase Category 2-4 and Medical Research Future Fund research income revenue by 50% on 2019 baseline by 2025

Each KPI is supported by a number of **Management Performance Indicators (MPI)** that will contribute to achieving the overall KPI. At the highest level, these are:

Key Performance Indicators	Management Performance Indicators
<b>KPI 3:</b> ERA 4 or 5 ratings in fields of research where La Trobe has more than 10 FTE and more than 5% of Australia’s research effort, defined by ERA FTE	<b>MPI 3.1</b> 20% improvement in proportion of academics* in each School achieving or exceeding the relevant Career Success research targets by 2025 (2019 baseline) <b>MPI 3.2</b> 20% improvement in performance in per capita* research income and publications (Web of Science or HERDC, as appropriate to the discipline) between 2025-2030 (2024 baseline). <b>MPI 3.3</b> Top 200 in THE and top 350 in QS ranking by 2028 <b>MPI 3.4</b> Improvements in Engagement and Impact in future ARC E&I assessments <small>*Teaching &amp; Research and Research Only academics only</small>
<b>KPI 4:</b> Increase Category 2-4 and Medical Research Future Fund research income revenue by 50% on 2019 baseline by 2025	<b>MPI 4.1</b> Increase the number of graduate research candidates receiving an industry supported scholarship <b>MPI 4.2</b> Increase the number of industry partners operating from our campuses and the quality of outcomes received





# Appendix 1: The Research Ecosystem

Research and industry engagement at La Trobe is a shared endeavour; it is managed, supported and carried out across multiple divisions.

## Key Roles and Responsibilities

The **Deputy Vice-Chancellor (Research & Industry Engagement) (DVCRIE)** provides strategic leadership and oversight of the University's research and industry engagement activities, research excellence, the graduate research experience, research infrastructure, industry partnerships, research commercialisation and researcher support. The DVCRIE is accountable for the University's achievement of key performance indicators related to research and industry engagement.

The **Pro Vice-Chancellor (Research Capability)** is responsible for strategic leadership of the direction and development of research capability, collaboration and infrastructure across the University. They are accountable for the performance and quality of the portfolio's functions in four key areas: internal research support and regional research development; performance, operations, policy and governance of research centres and institutes, research themes and other research structures; strategic management of research platforms, digital research, equipment and infrastructure across La Trobe's campuses; and strategic management of La Trobe's Animal Research and Teaching Facility.

The **Pro Vice-Chancellor (Global & Graduate Research)** is responsible for the strategic leadership of the La Trobe Graduate Research School and La Trobe's international research efforts. They are accountable for the research environment and experience of graduate researchers, their supervisors and all researchers; creating a world-class portfolio of graduate research degrees; the University's performance in graduate research; developing opportunities for graduate researchers to engage with industry; as well as the University's global research engagement and partnerships with overseas institutions.

The **Pro Vice-Chancellor (Industry Engagement)** is responsible and accountable for increasing industry funding for, and impact of, our research, as well as leading the development and implementation of a whole-of-University strategy for industry engagement for the benefit of the La Trobe student experience, including commercialisation of research, entrepreneurship and leadership of the Research & Innovation Precinct.

The **Executive Director of the Research Office** is responsible for leadership and management of the Research Office and will provide strategic input via the Office of the Deputy Vice-Chancellor (Research and Industry Engagement) to facilitate the implementation of research strategy across the University. They facilitate improvement in research culture and performance by providing world class service and support for researchers and engaging with other central business divisions to improve service and streamline processes.

The **Provost** of each College provides high level academic leadership to Schools and Departments.

College Provosts play a key role in the development of University-wide research strategy through the Senior Executive Group and Research Strategy Committee and are responsible for execution through the Schools. College Provosts ensure, through the strategy setting process, that Schools have the resources and support from central portfolios to implement strategy.

The **Associate Provost (Research & Industry Engagement)** for each College is responsible for the strategic leadership of the College's research and industry engagement efforts, and for ensuring that the College, through research activity in the Schools, increases the quality and volume of its research, including through major partnership activity. The APRIE is accountable for developing and implementing the College's research culture, strengths, organisational structures and external funding. The APRIE works closely with the DVCRIE Portfolio leadership to ensure strategic alignment with University-wide priorities in the implementation of research and industry engagement strategy in the college.

The **Dean and Head of School** for each School is responsible for the delivery and implementation of the school research and industry engagement strategy and its alignment to College and University strategies. The Dean and Head of School is accountable for achieving School level research and industry engagement targets, for leading the School's research culture, for managing the performance of research centres affiliated with the School and for attracting, developing and retaining high performing research workforce.

The **Director of Research** (or equivalent, including Research and Industry Engagement Director) for each School is responsible for providing high quality research leadership within a School, and the establishment of an environment that promotes research activity that is aligned with the College's and University's strategic priorities in research and industry engagement. Directors of Research report to the Deans and Heads of School and work in close association with the Associate Provost (Research and Industry Engagement) and Theme Leads. The DOR champions research and researcher development, manages school-based Research and Industry Engagement initiatives; and plays a critical role in ensuring the school achieves their research and industry engagement targets.

The **Theme Lead** for each research theme is responsible for establishing networks of collaboration across schools and with external partners towards theme goals. Working closely with School Directors of Research they will develop a deep understanding of relevant research capability and potential across the University, and will inform strategic planning and management decisions within schools and the DVCRIE portfolio. Theme leads will be active members of the Research Strategy Committee, with which accountability for delivery on the strategy will sit.





# Appendix 2: Research 2030 Implementation Plan

Research 2030 is a five-year plan to position La Trobe University in the top 1% on international rankings, with a record of strong research collaborations and engagement across industry and society, while ensuring research excellence and impact at scale in our areas of strength and capacity.

To achieve that goal, it is necessary to consolidate and focus La Trobe's research efforts so that we are strongly positioned to make world-leading contributions in response to some of the global challenges we will face in 2030 and beyond. New goal-oriented research themes have been identified to focus research investment in centres and institutes; in infrastructure; industry, government and international collaborations; marketing & communication priorities; and research scholarships. The research themes help to orient our efforts in research excellence across our campuses towards international, industry, government and community partnerships and cross-disciplinary collaboration leading to research outcomes with impact.

COVID-19 will have enduring effects on the operating environment for La Trobe and the wider university sector, as well as the communities we serve. La Trobe University has responded to COVID-19 by developing a new *Strategic Plan 2020-2030* and *Research 2030* is now aligned to the aims of the new Strategic Plan.

Within the *Strategic Plan 2020-2030* the following Key Performance Indicators have been identified for research:

**KPI3: ERA 4^ or 5 ratings in fields of research where La Trobe has more than 5% share of Australia's research effort, defined by ERA FTE**

**MPI 3.1** 20% improvement in proportion of academics\* in each School achieving or exceeding the relevant Career Success research targets by 2025 (2019 baseline)

**MPI 3.2** 20% improvement in performance in per capita\* research income and publications (Web of Science or HERDC, as appropriate to the discipline) between 2025-2030 (2024 baseline).

**MPI 3:3** Top 200 in THE and top 350 in QS ranking by 2028

**MPI 3.4** Improvements in Engagement and Impact in future ARC E&I assessments

**^ERA 4** if fewer than five ERA 5s in a FoR;

\*Teaching and Research and Research Only academics only

**KPI4: Increase Category 2-4 and Medical Research Future Fund and research income revenue by 50% on 2019 baseline by 2025**

**MPI 4.1** Increase the number graduate research candidates receiving an industry supported scholarship

**MPI 4.2** Increase the number of industry partners operating from our campuses and the quality of outcomes received

Action #	Action Name	Kpi/Mpi	Description	Responsible Officer (S)	Timeline	Dependencies
Focusing on our strengths, impact and global challenges						
A1	Research themes implementation	KPI 3	<ul style="list-style-type: none"><li>Develop indicative theme budget and investment for 2021-2024</li><li>Operationalise themes as a strategic decision-making tool: including theme leadership, and alignment of existing investment schemes</li><li>Determine approach to theme membership and theme affiliation</li><li>Define relationships with schools and centres</li></ul>	DVCRIE	Q4 2020	Cross University Reforms Projects (Marketing and Comms, Planning and Governance)
A2	Research infrastructure plan	KPI 3	<ul style="list-style-type: none"><li>Develop a long-term research infrastructure investment and renewal plan across all our campuses, encompassing:<ul style="list-style-type: none"><li>Research Platforms</li><li>Digital Infrastructure</li><li>La Trobe Animal Research &amp; Teaching Facility (LARTF)</li><li>Critical research infrastructure to support themes</li></ul></li></ul>	PVC-RC	Q1 2021	Digital Strategy
A3	Research institute and centre alignment and review	MPI 3.1 MPI 3.2	<ul style="list-style-type: none"><li>Alignment of School and Research Centre plans with refreshed strategic plan</li><li>Develop and regularly monitor KPIs for research centres and institutes</li><li>Implementation of revised Research Centre Policy: refine business models to drive financial sustainability with time-limited investment</li></ul>	PVC-RC Provosts & HOS	Q4 2020	College Business Planning
A4	Research institute development		Increase the number of large collaborations that La Trobe leads and use these to develop one or two world leading university research institutes in areas where we can realistically aspire to being top five in Australia	DVCRIE PVC-RC	Q3 2021	
A5	Grant pipeline		Review and align the grant pipeline with the new themes	EDRO PVC-RC	Q4 2020	
A6	Industry Engagement Pipeline		Support growth of industry engagement pipeline aligned with themes and with focus on priority opportunities, and technologies	PVC-IE	Ongoing	Theme roadmaps
A7	QS & THE strategies		Implement the QS and THE ranking improvement strategies	DVCRIE EDRO	2020-2028	Marketing and Communications plan; Planning and Governance/ Cross University Reform Projects
A8	Gender equity improvement		Deliver on our Science in Australia Gender Equity (SAGE) Athena SWAN Action plan and pursue silver SAGE accreditation	DVCRIE	2025	
A9	Global research partnerships		Develop a small number of beneficial global research partnerships aligned with new research themes	PVC-GGR	Ongoing	International Strategy
A10	Workforce alignment		Align our future academic workforce with our research goals together with learning & teaching goals; ensure that academics are accountable for their research time and are supported to improve their research performance through Career Success, workload allocations and promotions	DVCRIE College Provosts ED-HR	Ongoing	Workforce Plan



Action #	Action Name	Kpi/Mpi	Description	Responsible Officer (S)	Timeline	Dependencies
Becoming the strategic partner of choice						
A11	Marketing and communications strategy	KPI 4	Increase the broader reputation of the University by developing and delivering a Research Marketing and Communications Strategy to build industry engagement pipeline, grow research opportunities and diversify revenue	DVCRIE CMO	Q4 2020	Marketing & Recruitment Strategy/ Cross University Reforms Projects
A12	Regional marketing and communications plan	MPI 4.2	Develop and implement a marketing and communications plan to promote regional Collaboration Hub activities, through local media, events, white papers, alumni engagement	DVCRIE PVC-R CMO	Q4 2020	Marketing & Recruitment Strategy/ Cross University Reforms Projects
A13	Research and Innovation Precinct	MPI 4.2	Attract investment and co-location partners in the development of the R&I Precinct, Digital Innovation Hub and BioInnovation Hub and in academic settings as appropriate	PVC-IE	Ongoing	City of the Future Strategy
A14	Develop strategic partnerships	KPI 4 MPI 4.2	Develop and grow strategic partnerships that are strategically aligned and enable mutual benefit and growth	PVC-IE	Ongoing	Industry Engagement Plan 2020-2024
A15	Partnership validation approach	KPI 4	Develop a framework for the validation and prioritisation of industry engagement opportunities and partnerships	PVC-IE	Q2 2021	Partnership Governance Framework; IPARI
A16	Partnership model	KPI 4	Evolve partnership governance framework and development approaches to ensure strong benefits, capacity building and fiscal sustainability	PVC-IE & PVC-GGR	Q2 2021	Partnership Governance Framework; IPARI
Meeting graduate researcher needs						
A17	Embed graduate researcher engagement opportunities	MPI 4.1	Enhance the graduate researcher experience and employability prospects by increasing the number of industry PhD scholarships, as well as through the La Trobe Accelerator Program, industry mentoring and industry engagement framework	PVC-GGR & PVC-IE	Ongoing	
A18	Innovation & entrepreneurship Program	MPI 4	Support researchers across all campuses in developing skills to engage with industry for research translation, to support entrepreneurs and start-ups in the community to translate ideas into thriving businesses and provides students with hands on entrepreneurial experiences.	PVC-IE PVC-R	Ongoing	
A19	External engagement training	KPI 4	Develop a suite of development opportunities through the Research Education and Development program to support candidates' knowledge of industry, research translation and commercialisation	PVC-GGR PVC-IE	Ongoing	
A20	Graduate research supervision & support	KPI 3	Ensure that our candidates have access to excellent research supervision, infrastructure and facilities at all locations to promote student success and completion	PVC-GGR	Ongoing	Deans/Heads of School
A21	Increase graduate research participation among equity groups	KPI 3	Develop flexible scholarship offerings that support the participation and experience of Indigenous candidates and other underrepresented groups	PVC-GGR, ED Student Equity & Office of Indigenous Strategy & Education	Dec 2021	Director, Alumni & Advancement
A22	Graduate researcher experience & wellbeing	KPI 3	Build a research community that is equipped to support the physical and emotional well-being of our graduate research candidates	PVC-GGR	Ongoing	Deans/Heads of School
A23	Improve PhD pathways	KPI 3	Expand and promote new Masters by research pathways programs that provide strong research skills prior to PhD commencement.	PVC-GGR	Dec 2021	

Action #	Action Name	Kpi/Mpi	Description	Responsible Officer (S)	Timeline	Dependencies
Transforming our communities						
A24	Indigenous researcher and Indigenous research support	KPI 3	Develop a plan for supporting Indigenous researchers and researcher collaboration with Indigenous communities in partnership with the Office of Indigenous Strategy & Education	DVC RIE & Office of Indigenous Strategy & Education	Q2 2021	
A25	Activate regional collaboration hubs	KPI 4	Develop our campuses as Collaboration Hubs through the identification of highly skilled academic leaders, key industry partners and alumni based in the regions	DVCRIE PVC-R	Q1 2021	
A26	Connect regional researchers across all of University research support	KPI 3	Ensure that academic staff based at regional campuses are connected with the research development activities of the University as a whole, including the Research Education and Development (RED) Program and Grants Pipeline.	DVCRIE PVC-R	Ongoing	
A27	Innovation & Entrepreneurship program	KPI 4	Deliver an Innovation & Entrepreneurship program that supports research translation, engages community organisations and supports their growth and provides experiential learning opportunities for students in entrepreneurship.	PVC-IE	Q1 2021 / Ongoing	Industry Engagement Plan 2020-2024
Improving efficiency and productivity						
A28	PRIME optimisation	KPI 3	Embed and leverage the business transformation opportunities enabled by PRIME	PVC-RC EDRO	Ongoing	PIC/ Cross University Reforms Projects
A29	Research strategy implementation	MPI 8.1	Monitor the administrative costs of implementing this plan relative to La Trobe's research performance to ensure the efficient and effective use of resources	EDRO	Q4 2021	
A30	Process improvement	KPI 4	Optimise business processes across the portfolio with a direct impact on partnerships, including the development of contract templates, costing & pricing guidelines	EDRO PVC-IE ED-PG	Q1 2021/ Ongoing	Legal Office/ Cross University Reforms Projects
A31	CRM	KPI 4	Implement a Customer Relationship Management system and platform for managing the industry engagement pipeline using Integrated Sales Technology and linked to PRIME	CIO PVC-IE	Q3 2021	Digital Roadmap/ Marketing & Recruitment Strategy/ Cross University Reforms Projects
A32	Regional infrastructure plan	KPI 3	Develop a dedicated and focused plan for infrastructure investment which incorporates the research infrastructure needs of regional research that is aligned to the research themes.	PVC-RC PVC-R	Q1 2021	

## Appendix 3: Abbreviations and acronyms

APRIE	Associate Provost (Research & Industry Engagement)	EDRO	Executive Director, Research Office
ARC	Australian Research Council	HOS	Head of School
CMO	Chief Marketing Officer	NHMRC	National Health and Medical Research Council
DOR	Director of Research	PRIME	Program for Research Information Management Enablement
DVCRIE	Deputy Vice-Chancellor (Research and Industry Engagement)	PVC-IE	Pro Vice-Chancellor (Industry Engagement)
PVC-RC	Pro Vice-Chancellor (Research Capability)	PVC-GGR	Pro Vice-Chancellor (Global & Graduate Research)
E&I	Engagement and Impact	PVC-R	Pro Vice-Chancellor (Research)
ED-HR	Executive Director Human Resources	SAGE	Science in Australia Gender Equity



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