



LA TROBE
UNIVERSITY

All kinds of clever

2018-
22

Research Plan



ACKNOWLEDGEMENT OF COUNTRY

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

We are committed to providing opportunities for Indigenous Australians, both as individuals and communities through teaching and learning, research and community partnerships across all of our campuses.

La Trobe University pays our respect to Indigenous Elders, past, present and emerging and will continue to incorporate Indigenous knowledge systems and protocols as part of our ongoing strategic and operational business.

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Message from the Deputy Vice-Chancellor (Research)

In 2012, the University set itself the task of becoming a modern vibrant research university. It has, by many measures, delivered on that aim.

We have delivered by developing strong strategic focus, continually adopting best practice, ensuring that the support we provide to staff is responsive and targeted, and by enabling our staff to contribute to the best of modern thinking. It is time to shift our focus to ensure that the excellent research that we are doing has the most impact outside the boundaries of our research campuses. The *Research Plan 2018-2022* sets out strategies to achieve this by leveraging La Trobe's Research and Innovation Park, securing large scale program funding via the big bids process, engaging new partners and driving greater collaboration with industry.

Over the next five years, we must ensure that all of our staff and all of our students are given equal opportunity. We recognise that highly innovative research teams are gender diverse. We are committed to supporting diversity and inclusion, recognising merit in all its forms and ensuring that staff and students from all backgrounds have the opportunity to succeed.

La Trobe University should expect that the research undertaken across all of our campuses be of equal intensity and comparable quality. If we have this expectation of our staff and graduate researchers then the University's part of the bargain is that it must provide appropriate enabling support. Regional research staff and graduate researchers are equally deserving of a world-class university environment.

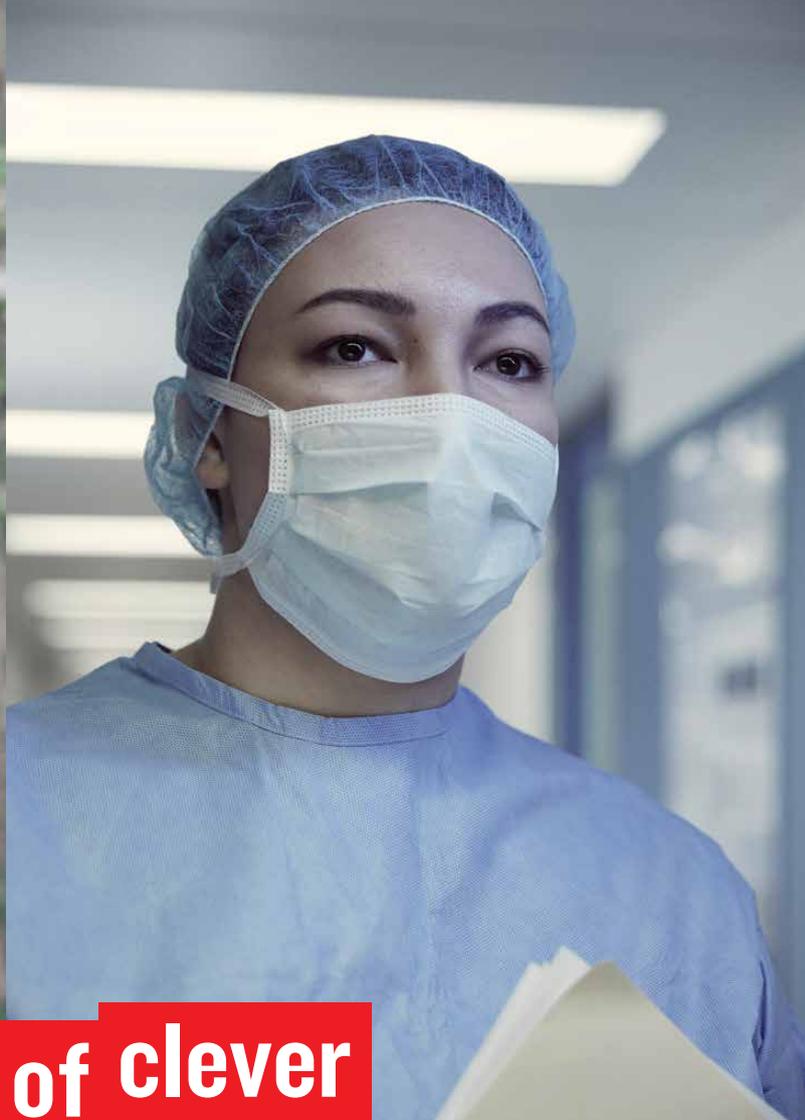
The University's *Strategic Plan 2018-2022* asks that we meet demanding standards as measured through external research income and international rankings. However, these measures are not an end in themselves: excellent and impactful research occurs in a range of ways that are not necessarily recognised by rankings, research income or the ERA process. Although measures such as income and publications are important and play a major role in how the world sees us, we cannot be beholden to them. Rankings are a proxy for excellence, but, as we continue to demonstrate, there is much more to being an outstanding university.

La Trobe University should also be internationally known for our ability to deliver excellent outcomes both with and for our research partners. We must be excellent, responsive and impactful.

A university for the next generation must break barriers and operate in new ways. La Trobe University should lead the way in focusing our deep disciplinary research expertise to address the major problems of our time across disciplinary boundaries. Our investment to nurture 'big ideas' has galvanised our world-leading expertise to be bold and ambitious; our program of Research Focus Areas is driving a deeply interdisciplinary approach through research development and coordination across all of our research activities, but there is more work to be done.

This Research Plan outlines the key strategies we will implement to help bring La Trobe's new strategic plan to life. It will be an exciting journey.

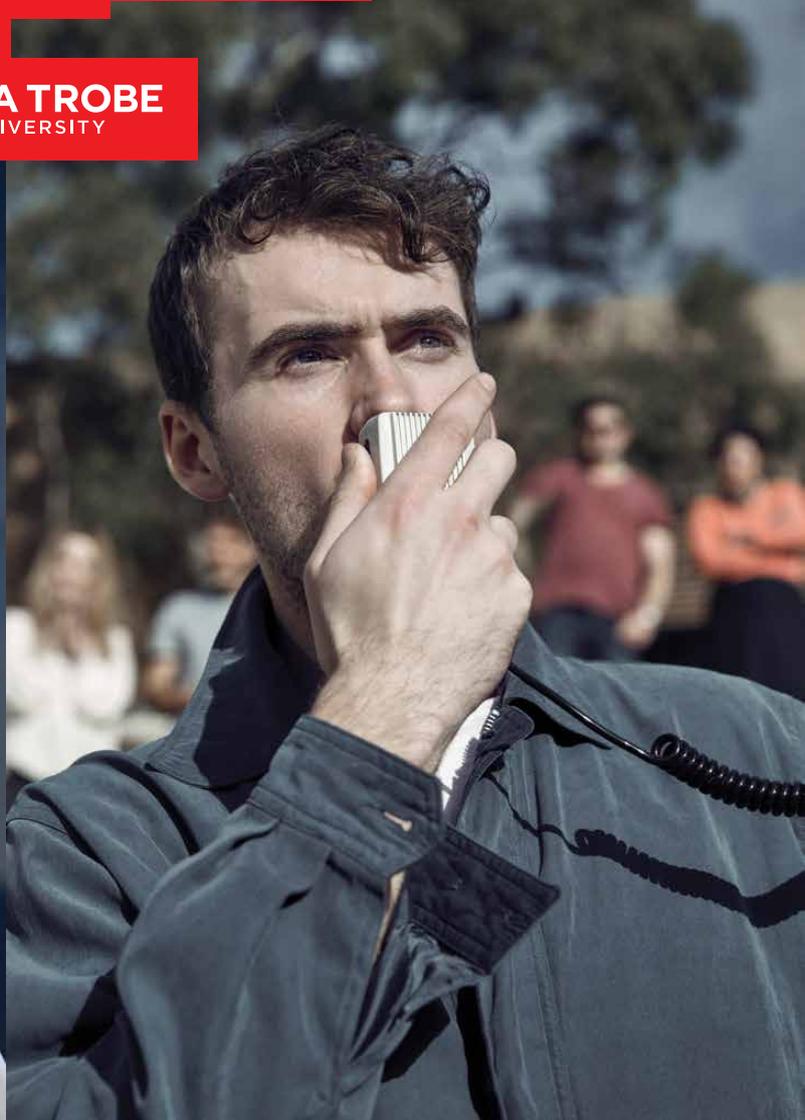
Professor Keith Nugent
Deputy Vice-Chancellor (Research)



All kinds of clever



LA TROBE
UNIVERSITY



Our research **mission**

To increase human knowledge and strive for a better society through engaged, impactful, outstanding research.

Our research **vision**

Our research is world class and transforms our communities, partners and collaborators. Our graduates are sought after for their ability to meet industry needs and adapt to a changing world.

Our research **values**

This approach is based on our values of:

- inclusiveness, diversity, equity and social justice
- pursuing excellence and sustainability in everything we do
- championing our local communities in Melbourne's north and regional Victoria
- being willing to innovate and disrupt the traditional way of doing things.

Our research **cultural qualities**

Our vision is underpinned by La Trobe's cultural qualities: to be connected, innovative, accountable and caring. Collectively, these qualities guide how we undertake research:



Connected

We are engaged with our communities and undertake our research in a collaborative and consultative manner.

Our work is relevant to a wide range of end-users and we share our research ideas, developments and outcomes with the communities we serve.



Innovative

We think creatively and explore new avenues as we advance understanding and solve real-world problems.



Accountable

We adhere to the Australian Code for the Responsible Conduct of Research and undertake our research with ethics and integrity. We are accountable to our partners, and subject our results to peer review.



Care

We seek the most valuable applications and impact of our research for the community. La Trobe academics provide care for the well-being of graduate researchers under their supervision and engage with colleagues and collaborators in a respectful manner.

Our research objectives

This *Research Plan 2018-2022* sets out the strategies to deliver the goals of the core objectives in the University's *Strategic Plan 2018-2022*. By implementing these strategies we aim to deliver the goals of the enablers in the University's Strategic Plan.



Our research objectives

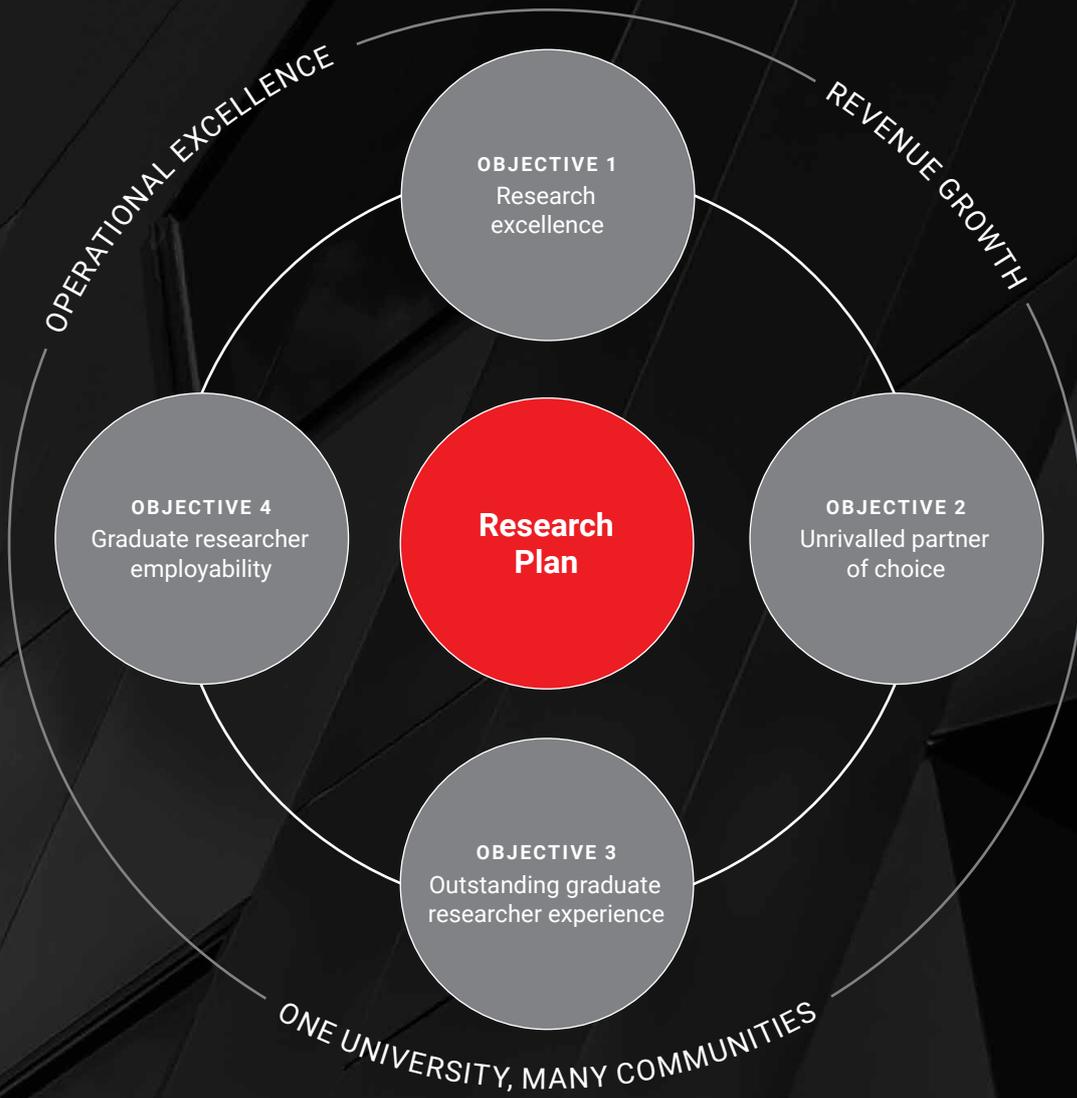
University objectives and enablers	University Goals ¹	University Targets in 2022 ¹
Research excellence	To achieve continual and sustainable increases in research income, productivity, impact and recognition including improvement in international and industry collaborations and graduate research completions.	We are ranked in the Top 250 universities in the ARWU and in the top 300 universities in the QS and THE rankings.
Unrivalled partner of choice	To become recognised as the 'Unrivalled Partner of Choice'.	Double partnership revenue from research and education. ²
Outstanding student experience³	To deliver a consistently high quality experience for all students.	La Trobe to be top 12 in Australia and top in Victoria for high quality student experience and learning outcomes (as measured by student success, retention and completion rates for all students; the Student Experience Survey and the Postgraduate Research Experience Questionnaire).
Student employability³	To continually improve student employability outcomes.	La Trobe to be top 12 in Australia and top in Victoria for graduates in full time employment, as measured by the Graduate Outcomes Survey.
One University, many communities	To have our regional campuses chosen by regional, metropolitan and international graduate research students and researchers, whose study and work will accelerate economic and community development in the communities we serve.	Comparable graduate researcher outcomes and per capita research performance at each of our campuses.
Operational excellence	To be an 'Employer of Choice' for academic and professional staff.	Each campus of La Trobe to be within the top quartile of the Australian National Norm benchmark for 'sustainable engagement' of staff (as measured by the Employee Opinion Survey).
Revenue growth	To achieve sustainable growth in revenue to provide the resources to deliver our mission and vision.	Compound annual growth rate for revenue of 7.5%. ⁴

1. The goals and targets are extracted from the University's *Strategic Plan 2018-2022*.

2. Doubling of revenue will be from a baseline of 2017. In delivering this KPI, a number of management performance indicators have been identified, including: Category 2-4 Research Income; third party partnership revenue (as % of underlying revenue); research partner of choice (measured by HERDC research funding); proportion of HDR enrolments with 50%+ funding from industry; number of active alumni participating in mentoring programs; Category 3-4 income; and cornerstone partner on the Research and Innovation Precinct.

3. In this context, student means graduate researcher. In this Research Plan the relevant student cohort are referred to as our graduate researchers.

4. A Compound Annual Growth Rate for Revenue of 7.5% over the five-year period of this strategic plan will double revenue growth (from \$135M in 2012-17 to more than \$270M in 2018-22); and achieve \$1.1B in revenue by 2022. An additional Management Performance Indicator (MPI) for cash flow has been identified as EBITDA/Revenue of 16.2% by 2020 and 17.5% by 2022. KPIs and MPIs will be provided at multiple levels within the University to ensure local targets are known and reported against for accountability.



About this plan

This plan has been developed with contributions from across the University at all levels—from graduate researchers to members of the senior executive.

During the consultation period contributors were asked:

- What strategies are needed to deliver the goals and targets for the different objectives?
- What measures and indicators will accurately capture whether the proposed actions have been effective in delivering the strategic goals?
- Has the appropriate person been identified with responsibility for delivery of each of the strategies?

Over 50 individuals and organisational units provided input and feedback to draft plans during the consultation period.

For La Trobe internal audiences, this plan should be read in conjunction with the *Research Plan 2018-2022 Supplementary Document: Strategies and Actions*, which provides details on the actions, indicators and responsibilities of each of the strategies identified in this plan. The *Supplementary Document* sets out a number of subsidiary strategies and plans that are being developed to deliver the broad research agenda. These include:

- College and School Plans
- Indigenous Research Plan
- International Research Implementation Plan
- Engagement and Partnerships Plan
- Graduate Researcher Experience Implementation Plan
- Regional Research Plan—refresh
- Research and Innovation Precinct Road Map
- Researcher Development Framework
- Research Impact Strategy
- Research Communications, Marketing and Events Strategy

The La Trobe landscape

La Trobe has a proud history of undertaking research to address pressing societal needs, never shying away from progressive and at times controversial topics. Our strong drive, combined with our breadth of expertise, means that La Trobe researchers are sought after for the understanding and impact that they bring to pressing questions.

It is through our people and the knowledge we create that we are largely assessed by the international community. We know that students, particularly international students, use international rankings when deciding where to study. Income from student enrolments is a significant component of the University revenue. We seek to provide an outstanding experience for all students—undergraduates, postgraduates and graduate researchers—and to maximise the employability of all of our graduates.

In *Future Ready*, the strategic plan for 2013-2017, we set ambitious goals for ourselves and we chose to pursue world class research that makes a difference to some of the world's most pressing problems. It is pleasing to report that:

- We have exceeded our target of a 50% improvement in ERA, with an 82% increase in fields of research rated as above world standard;

- Our average HERDC publication output is 2.7 per Teaching and Research and Research-only staff member, well in excess of our target of 1.9;
- At \$75.2M we've almost doubled our total research income from the 2011 baseline;
- We have entered into the Top 500 of the Academic Ranking of World Universities, reaching 301; and
- Our partnerships are growing in depth and number as evidenced by the 38 PhD scholarships supported by external partners, and almost \$24M in Category 3 (industry) income.

In 2018 we reaffirm our vision to undertake world class research that transforms our communities. *Future Ready* put in place the foundations upon which this plan builds.

There will be challenges along the way. The Australian research environment is a highly competitive one and will require universities such as La Trobe to have a clear strategy and a clearly articulated and compelling mission.



A high level of community and industry engagement is a key component of the mission for La Trobe and is a central part of our future, as underlined by the core objective that we be an Unrivalled Partner of Choice. By collaborating with external partners, we will continue to grow our research activities and achievements.

To deliver on our goal to be an Unrivalled Partner of Choice, we will need to reach outside the University, to our existing and new partners in urban and regional areas as well as to the global community, to share our expertise and to better understand the problems to which we can apply our expertise. We will need to create and grow strong research partnerships with industry, including the service industries, the non-government sector and the not-for-profit sector.



Our graduate researchers are a valuable part of our collaborative activities. We have a responsibility to provide them with the research training needed for a fulfilling, useful career following their graduation. By working with our partners our graduate researchers have the opportunity to work on real and important questions that are of concern to our community. Our graduate researchers both drive much of the research output of the University and are the conduit to the world for much of the knowledge that we create.

La Trobe's researchers are integral to achieving our mission. It is vital that we foster the aspirational and ambitious research culture that will deliver the strategies that follow. These strategies include the better utilisation of our existing resources, improving the support we provide to researchers, offering targeted training and development, and implementing initiatives that ensure that our entire research workforce is best able to realise its research potential.

La Trobe research – a snapshot

Research at La Trobe is undertaken by more than 2500 academics and graduate researchers in our Departments, Schools, and Colleges, at six campuses across Victoria. Much of our research takes place in Research Centres or is aligned with one of our five Research Focus Areas. It draws on our research infrastructure, our library, our internal funding sources and, of course, the funding we receive from our partners and grant agencies. Support is provided by the Graduate Research School, Research Education and Development Team, Research Office, Library, ICT and Offices of Research Development and Industry Engagement, to create a thriving environment for researchers at all career stages.

In 2017, over 3000 research outputs were generated, spanning traditional publications, such as journals and books, to non-traditional forms, like research reports, and creative and journalistic works.

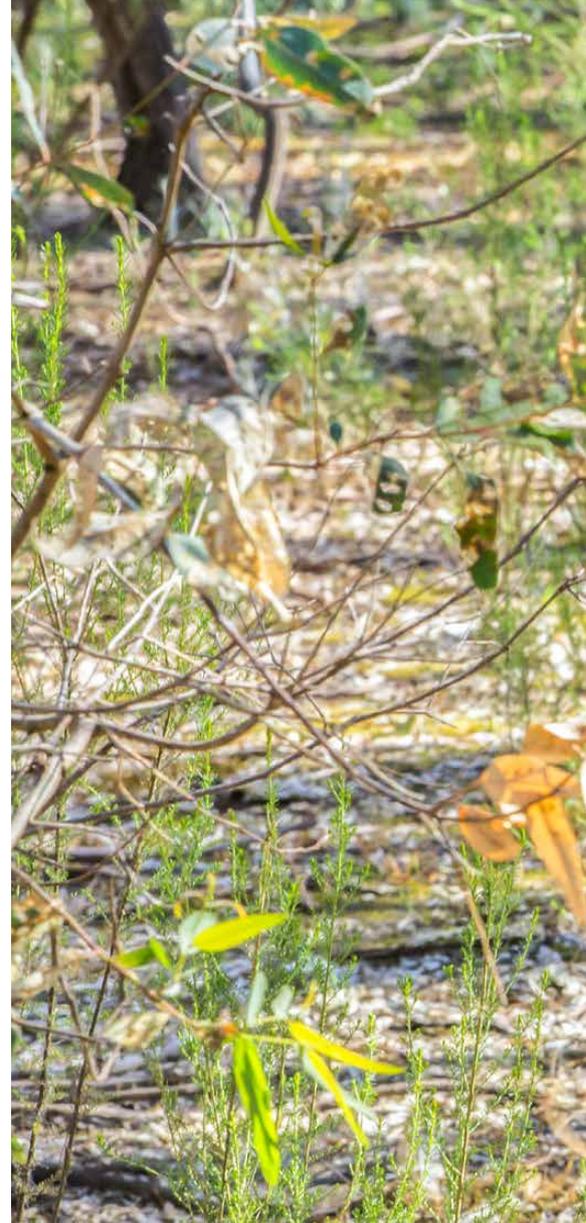
La Trobe researchers undertake work across a broad range of disciplines and are esteemed in their fields, winning prestigious awards and being elected to Learned Academies. We generated over \$100 million in research income¹ in 2017—more than 60% from engagement activities. La Trobe's research activities put us amongst the world's best: ranked 301 in the Academic Ranking of World Universities; and 30 fields of research were rated at above, or well-above world standard by the Excellence in Research Australia assessment.

The 48 hectare Research and Innovation Precinct and the organisations located there will form an integral part of our future expansion and provide ongoing opportunities for partnership and collaboration.

1. Includes Research Block Grant funding

Our core objectives

We will deliver our research mission and vision by meeting the targets we have set for our core objectives of Research Excellence, Unrivalled Partner of Choice, Outstanding Graduate Researcher Experience, and Graduate Researcher Employability.



Research Excellence

Case study

In 2017 Professor Jenny Graves AO, was awarded the Prime Minister's Prize for Science. Professor Graves, a geneticist in the School of Life Sciences, is the first La Trobe academic to win the award and the first woman to be individually recognised for her work by this prize. The Prime Minister's Prize for Science is Australia's most prestigious award for outstanding achievements in scientific research.

Professor Graves was recognised for her work on marsupials, monotremes, birds and lizards, to understand the complexity of the human genome and to reveal new human genes. She has transformed the understanding of how sex chromosomes work and how they evolved, predicting the decline of the Y chromosome. Her research has contributed to a deeper understanding of the immune system, prion diseases and blood proteins, and helped understand the tumour that may be driving the Tasmanian devil to extinction.

Professor Graves is continuing her work at La Trobe as a Vice Chancellor's Fellow, and champions La Trobe's initiatives to promote women in science and attract more women into STEM disciplines through the SAGE Athena Swan initiatives.



HOME TO THE WINNER OF THE
**2017 PRIME MINISTER'S
PRIZE FOR SCIENCE,**
PROFESSOR JENNY GRAVES



TOP 400
IN ALL THREE MAJOR
WORLD RANKINGS¹

1. Academic Ranking of World Universities 2018; Times Higher Education (THE) World University Rankings 2019; QS World University Rankings 2019



We will have an empowered and active community of researchers who are astute, ethical and engaged with their communities to address the big issues of our time. All La Trobe researchers will enjoy an enriched research experience that supports their career paths to become leaders who positively influence the global community.

International rankings are one of the measures by which we are judged—by our competitors, by our potential collaborators, and by ourselves. There is a clear link between rankings increases and international student enrolments. In our efforts to rise in the rankings we will specifically target improvements in: HERDC income; Web of Science-indexed publications; citation impact; and research outputs with an internationally affiliated co-author.

However, we will also recognise that much excellent research is not captured by such measures and so we will celebrate and acknowledge achievements such as election to the Learned Academies, translation of research into policy or evidence-based guidelines, awarding of literary prizes, the commercialisation of research IP, and other indicators of excellence, impact and esteem.

We will develop our international collaborations to achieve our research goals and to create opportunities for our researchers and graduate researchers to work with international research institutions who share our values. We aspire to become the home of a vibrant Research and Innovation Precinct in the north of Melbourne, focussed on the areas of health, wellness, agribiosciences, food, fibre, digital technology and cyber security. Our research excellence in these disciplines aligns with State Government priorities for economic development and growth.

Research Excellence

GOAL

To achieve continual and sustainable increases in research income, productivity, impact and recognition including improvement in international and industry collaborations and graduate research completions.

2022 TARGET

In 2022 we will be ranked in the top 250 universities in the ARWU and in the top 300 universities in the QS and THE rankings.

Through the **Research Excellence Principles** we foster the culture and create the environment that enables La Trobe researchers to achieve the goals to which we aspire.



DEVELOPMENT

Research training and advancement for graduate and emerging researchers that ensures they are sought after for their ability to meet industry needs and adapt to a changing world



SUPPORT

A world-class research environment in which all researchers and graduate researchers have the opportunity to succeed, in all our disciplines, on all our campuses



EQUITY

Supported access to under-represented groups, recognition of diversity, and provision of an inclusive research culture that recognises merit in all its forms



COLLABORATION

Research that is conducted in alliance with our partners and communities to solve shared problems



IMPACT

Research that is driven by a desire to push the boundaries of human knowledge and make a material difference to the lives of others



INNOVATION

Research that advances understanding and solves real-world problems through creativity and daring



RELEVANCE

Research that addresses pressing life challenges and introduces our students to current knowledge and practice



The following strategies seek to drive research performance through long-term planning and investment: exemplary staff recruitment, support, and retention; driving diversity and inclusion; and expanding our international collaborations. We will:

- Improve research performance by setting targets¹ for income and publications, which will set individual goals, and inform promotion and recruitment decisions. Research impact, achievements and esteem measures will be captured, promoted and celebrated
- Continue to support and refine the Research Focus Area program
- Deliver a plan for ongoing research growth to 2030 to ensure La Trobe continues on its rapid development path
- Develop appropriate metrics that recognise quality and performance in fields not suited to citation or income-based measures
- Develop and implement a sector leading comprehensive development framework for all graduate researchers and staff
- Recruit world leading researchers to La Trobe by improving recruitment processes and offerings, and formally partner with external research organisations to grow the breadth and depth of our research
- Improve staff access to timely and relevant information about our research
- Improve performance in national research funding schemes by implementing grant success strategies
- Review and improve the systems and incentives that value and reward research staff, including the Publication Award Scheme, Academic Workload Planning, Career Success, and academic promotions systems, to capture achievements in income, publication, impact, leadership and other research outcomes
- Develop a sector leading range of support structures for the encouragement of equity and diversity
- Increase Indigenous research and participation in research by Indigenous staff and students by recognising and addressing the barriers to their full participation
- Promote and celebrate our research achievements, both internally and externally
- Improve support for and performance of regional research at La Trobe
- Improve the international quality and reach of our research, and create opportunities for researchers and graduate researchers to work with outstanding global partners
- Nurture and develop *La Trobe Asia* as the primary university-wide contact point and driver of our strategic engagement with Asia
- Work with *La Trobe Asia* to ensure that engagement with Asia informs our research and our teaching.
- Build research capacity and drive multi- and inter-disciplinary, and collaborative large scale research through Research Centres, Research Focus Areas and the Big Bids Program.
- Enable research excellence at all campuses through infrastructure and service support

1. Strategic Plan 2018-2022 Research Excellence Targets – 2018-22 KPIs and MPIs – Research Income and Publications.

Partnerships best demonstrate that our research makes a difference in the world. Be it community, non-governmental organisations, government, or the private sector, by listening and working with our partners we will undertake research that is responsive to their needs.

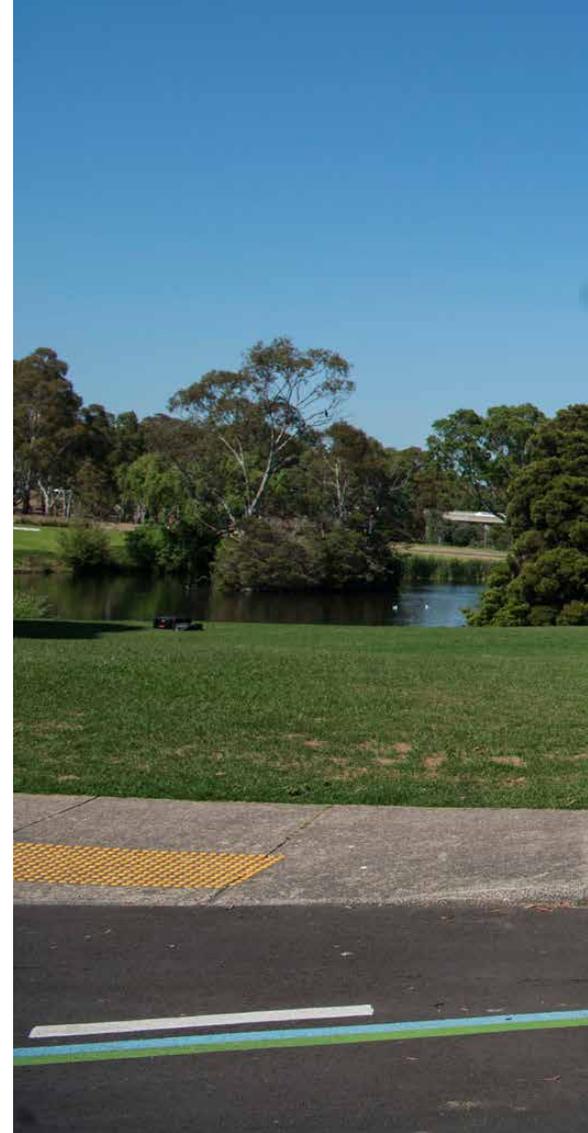
Unrivalled partner of choice

Case study

Cann Group is a leading developer and supplier of medicinal cannabis in Australia. With the signing of a Memorandum of Understanding in 2018, they have formally partnered with La Trobe to enhance their research and development operations. La Trobe appeals to Cann Group because of our pioneering research in agricultural and biomedical sciences. With shared goals and research objectives the partnership aims to develop a body of evidence leading to treatments for a range of medical conditions such as the management of chronic pain. In the coming years, other benefits of the strengthened partnership may include the creation of new industries and high-tech jobs in Melbourne's north, opportunities for La Trobe students to engage with industry, creation of PhD scholarships and industry placements and opportunities for clinical trials in agricultural and medicinal technology fields.

Cann's corporate headquarters, based in the La Trobe Research and Innovation Park, continues to expand as the company grows. Cann Group CEO Peter Crock said the deeper relationship with La Trobe is strengthening Cann's own capabilities in plant genetics, breeding, cultivation, extraction and analysis, while building a pipeline for clinical trials.

"We see this as a key development in advancing the medicinal cannabis industry in Australia, and most importantly, getting the right products to patients in need."



More than ever, universities of the future will need to engage in a more significant way with the private sector. Our industry partners will come to us for research services and advice, for partnerships and collaborations, and to shape and ultimately employ our students. Our students expect universities to be engaged with the community and with potential employers. We have a strong history of engagement and of social responsibility and by leveraging this we can build on our position as third in Victoria and thirteenth nationally for category 2-4 income.

It is through our partnerships that we can best demonstrate that our research makes a difference in the world. We will seek out essential partners who align with our research strengths in health and wellbeing, food, fibre and agribioscience, and data science and attract them to the vibrant Research and Innovation Precinct that we are creating on our Melbourne campus.

Through the researchers in both Colleges we will engage with community, government, and the private sector. Through our responsiveness and expertise we will create meaningful and enduring research relationships to solve key problems.



La Trobe has a strong history of engagement and of social responsibility and by leveraging this and our strengths we can build on our position to become the unrivalled partner of choice.

We are already a 'go to' research institution for many organisations but by concentrating our efforts and pursuing priority partners we will become the first choice across our entire research portfolio. Our agility, our responsiveness, our seamless process for collaboration and, most importantly our research excellence, will enable us to deliver significant value for our partners and the best possible impact from our research.

The following strategies drive a culture of deep engagement with our partners, ensuring that our research has the maximum possible impact for our community:

- Pro-actively identify desirable partners for La Trobe based on our existing and potential research focus, capabilities and resources
- Develop a Research and Innovation Park, as a zone for connectivity between La Trobe's research groups (including graduate researchers), Research Centres, Research Focus

Areas and co-located partners, focused on the three priority areas:

- health and wellbeing
- food, fibre and agribioscience, and
- data science and digital technologies

- Develop a University wide culture of engagement and embed partnerships at all levels of research activity
- Engage with stakeholders to ensure that our Partner of Choice activities are meeting the needs of partners
- Develop a culture that values and generates impact from research through industry engagement
- Through the La Trobe Accelerator Program, unlock the innovation that exists within our metropolitan and regional communities
- Commercialise La Trobe IP and Specified Works through the Strategic Investment Fund
- Leverage our alumni and other local and global business networks to grow and strengthen La Trobe's engagement

Unrivalled Partner of Choice

GOAL

Our goal is to become recognised as the 'Unrivalled Partner of Choice'.

2022 TARGET

Our aim is to double partnership revenue¹ from research and education².

1. Although the University's Strategic Plan sets revenue targets we will take a broader view of success in research partnerships, including graduate researcher placements and performance in the ARC Engagement and Impact Assessment.

2. This section of the Plan should be read in conjunction with the Teaching and Learning Plan and strategies to increase education partnership revenue.

It is vital that our graduate researchers are provided with the environment, support and research training needed to allow them to thrive.



Outstanding Graduate Researcher **Experience**

Case study

Rebecca Le Get is a PhD candidate in the Department of Archaeology and History, and was one of the very first PhD candidates in the College of Arts, Social Sciences and Commerce to participate in La Trobe's PhD Industry Mentoring program.

Rebecca joined the program to get a better understanding of the employment landscape outside academia. She was looking for advice on ways she could prepare herself for industry employment, while still studying.

The mentoring program paired her with an experienced mentor, a historian from the GLAM sector (galleries, libraries, archives, and museums). Her mentor engages with the wider public to show how history can provide a new, and important, perspective on current-day issues.

Rebecca says that the main benefit of the mentoring program has been to provide a view of life after completing her thesis. Talking with her mentor has given her insights about the rewards of working with industry, providing a new perspective on the breadth of opportunities that are available with a La Trobe PhD.



WE'RE
TOP RATED
NATIONALLY AND WELL
ABOVE WORLD STANDARD IN
19 FIELDS OF RESEARCH¹



IN THE
TOP 350
UNIVERSITIES IN
THE WORLD²

1. Excellence in Research for Australia Report 2015
2. Times Higher Education (THE) Rankings 2019



Graduate research candidates enjoy an outstanding experience when they are afforded an inspiring research and professional development environment. We will therefore provide graduate research candidates, their supervisors, and all researchers with:

- modern, professional life-cycle candidature management and administration
- exciting industry, community and international engagement opportunities
- world-class research education and development initiatives
- contemporary and academically rigorous research training governance and advice.

The following strategies ensure that our graduate researchers have the best possible experience at our institution and are seen as valuable contributors to society:

- Drive growth in enrolments and completions, and create compelling pathways for industry professionals and regional candidates
- Foster an outstanding culture of research training within schools, departments, campuses and centres, with opportunities for candidates, staff and visitors to connect and collaborate
- Develop, implement and monitor programs to promote graduate researcher wellbeing
- Create an environment that promotes improved outcomes for graduate researchers
- Create an environment that provides graduate researchers with a functional identity and the full academic experience

Outstanding Graduate Researcher Experience

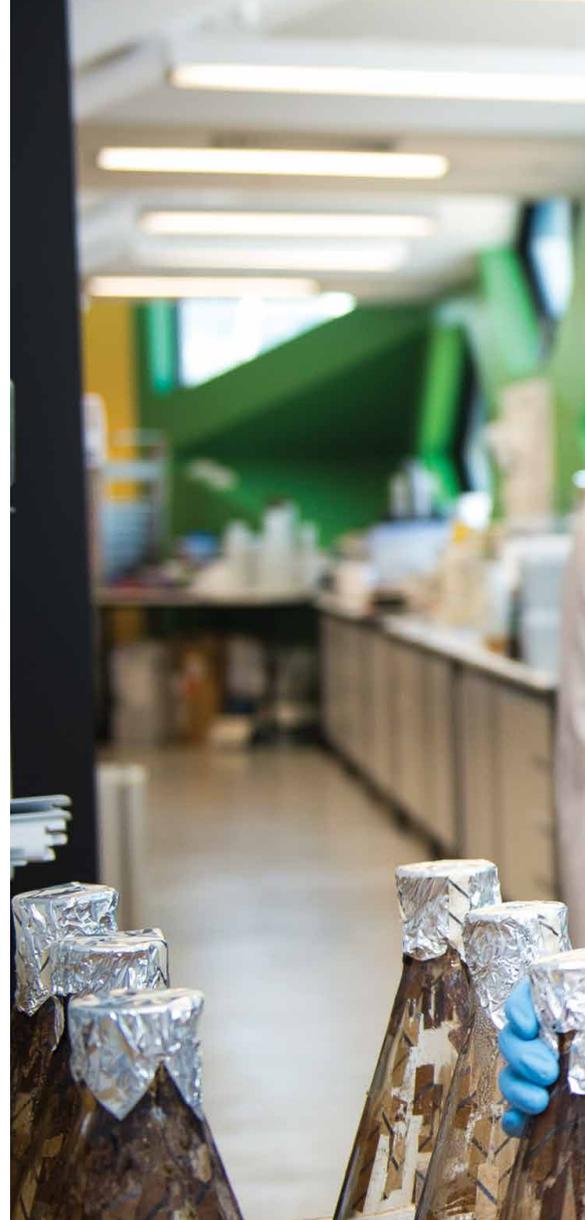
GOAL

To deliver a consistently high quality experience for all graduate researchers regardless of campus location.

2022 TARGET

La Trobe to be top 12 in Australia and top in Victoria for high quality graduate researcher experience and learning outcomes, as measured by the Postgraduate Research Experience Questionnaire.

Our graduate researchers are the next generation of researchers, innovators, educators and leaders. We will ensure that they have the best opportunities to be career ready when they complete their postgraduate study.



Graduate Researcher Employability

Case study

Monther Alhamdoosh completed his PhD in Computer Science at La Trobe in 2015. His research used advanced computational intelligence techniques to improve the understanding of the interaction between protein and DNA molecules in the cell, an essential step towards deciphering the mechanisms of complex diseases such as cancers. During his candidature, Monther undertook a research internship with CSL Limited.

The intern program gave Monther the opportunity to work alongside researchers and academics at CSL and the Walter and Eliza Hall Institute for Medical Research. Monther joined an inter-disciplinary team, working with scientists from diverse backgrounds to solve shared problems. He has said that the experience has given him confidence and new insights in his research. Monther describes the internship experience as follows:

"The project I worked on allowed me to develop a better understanding of the importance of research skills in the real world, particularly in the biopharmaceutical industry. The internship opportunity opened the door for me to join CSL as a full-time research scientist in the CSL Bioinformatics team at the Bio21 Institute."



OUR GRADUATES SCORE AN
**EMPLOYER
SATISFACTION
RATING OF 86.6%**
2ND IN VICTORIA¹



WE ARE IN THE
TOP 1.3%
OF 27 000 UNIVERSITIES
WORLDWIDE²

1. Employer Satisfaction Survey (ESS) 2017
2. QS World University Rankings 2019;
Webometrics Ranking Web of Universities 2018



Our graduates are future leaders: innovative and creative thinkers able to develop solutions to real-life challenges. They are skilled, independent researchers who have acquired the relevant industry experience, and leadership, as well as the social and professional skills that result in rewarding careers.

Now, more than ever, we must ensure that the experience they have at La Trobe sets them up to be sought after employees in the future. Through our Career Ready program graduate researchers have access to a broad range of resources to develop their resilience, passion, curiosity and empathy. We provide access to skill development, career planning advice and job opportunities.

The University's Research Education and Development team supports and assists La Trobe graduate researchers in:

- quality research practices
- strategies for success in research publication and funding
- insight into researcher career paths and industry sectors
- practising excellent research communication skills.

Through the following strategies we will ensure that our graduate researchers have a diverse experience throughout their degree and bring a broad perspective to their employers:

- Increase interaction between graduate researchers and industry through mentoring and internships
- Build stronger relationships with La Trobe's graduate research alumni through mentoring and other fora

Graduate Researcher Employability

GOAL

To continue to improve Graduate Researcher employability outcomes.

2022 TARGET

La Trobe to be top 12 in Australia and top in Victoria for graduate researchers in full-time employment (as measured by the Graduate Outcomes Survey).

Our enablers

By implementing the strategies for the core research objectives, detailed in this plan, we will deliver the goals of La Trobe’s strategic enablers. By engaging with staff and students at all La Trobe campuses, we will deliver our research ambitions and, along the way we will meet the targets for operational excellence and revenue growth.

Some examples of the core research strategies and the links with the University’s strategic enablers:

		ENABLERS		
		One university, many communities	Operational excellence	Revenue growth
OBJECTIVES	Research excellence	<p>Improve support for and performance of regional research at La Trobe</p> <p>Improve the international quality and reach of our research, and create opportunities for researchers and graduate researchers to work with outstanding global partners</p> <p>Enable research excellence at all campuses through infrastructure and service support</p>	<p>Improve research performance by setting targets for income and publications, which will set individual goals, and inform promotion and recruitment decisions. Research impact, achievements and esteem measures will be captured, promoted and celebrated</p> <p>Develop and implement a sector leading, comprehensive development framework for all graduate researchers and staff</p>	<p>Improve performance in national research funding schemes</p> <p>Drive multi- and inter-disciplinary, and collaborative large scale research</p>
	Unrivalled partner of choice	<p>Through the La Trobe Accelerator Program, unlock the innovation that exists within our regional communities</p> <p>Develop a culture of engagement and embed partnerships across both Colleges, regardless of campus or partner location to answer the big questions of our time</p>	<p>Develop a University wide culture of engagement and embed partnerships at all levels of research activity</p>	<p>Commercialise La Trobe IP and Specified Works through the Strategic Investment Fund</p>
	Graduate researcher experience	<p>Drive growth in enrolments and completions, and create compelling pathways for industry professionals and regional candidates</p>	<p>Develop, implement and monitor programs to promote graduate researcher wellbeing</p>	<p>Create an environment that promotes improved outcomes for graduate researchers</p>
	Graduate Researcher Employability	<p>Build stronger relationships with La Trobe’s graduate research alumni</p>	<p>Increase interaction between graduate researchers and industry</p>	<p>Increase interaction between graduate researchers and industry through mentoring and internships</p>

One University, Many Communities

Through the research strategies outlined in this plan we will increase our connections to our regional communities, delivering benefit to them through our research expertise. The staff and graduate researchers at all campuses will benefit from the same world-class support and development opportunities.

GOAL

To have our regional campuses chosen by regional, metropolitan and international graduate research students and researchers, whose study and work will accelerate economic and community development in the communities we serve.

2022 TARGET

Comparable student outcomes and per capita research performance at each of our campuses.

Operational Excellence

Staff satisfaction is a minimum requirement for the delivery of the strategies to ensure research excellence. It is through the existing research support programs (such as the Research Platforms, research infrastructure fund, the operation of the La Trobe Animal Research and Teaching Facility and support mechanisms such as the Research Centres and Research Focus Areas) along with the new plans for research education and development, that we aim to create an environment where research is embraced and staff feel supported to pursue their endeavours.

GOAL

To be an employer of choice for academic and professional staff.

2022 TARGET

Each campus of La Trobe to be in the top quartile of the Australian National Norm benchmark for 'sustainable engagement' of staff (as measured by the Employee Opinion Survey).

Revenue Growth

To sustain our excellent research activities as well as deliver more impactful, engaged, and outstanding research we must increase the returns to the University from our work – be that through increased rankings and the resulting increased enrolments, an increase in research funding secured, or the commercialisation of research outputs.

GOAL

To achieve sustainable growth in revenue to provide the resources to deliver our mission and vision.

2022 TARGET

Compound Annual Growth Rate for Revenue of 7.5%.

'The true measure of a university's
greatness is the total effect it has
on human progress.'

Professor David Myers
La Trobe University Inaugural Vice-Chancellor





Glossary

ERA

The ARC's Excellence in Research for Australia exercise

Graduate researcher

Students undertaking a Masters by research or PhD

Industry

Non-government organisations, community organisations, government, private businesses, publicly listed companies

Industry partner

A partnership with an organisation that may, but does not necessarily, involve financial payment, e.g. in-kind or collaborative partnership

Research and Innovation Precinct

48 hectares of land on the eastern and south-eastern side of the Bundoora campus

Researcher

Postdoctoral fellow, research associate, research-only and teaching and research academics. Graduate researchers are sometimes included in the general designation of researcher

Disclaimer: Every effort has been made to ensure the information contained in this publication is accurate and current at the date of printing. For the most up-to-date information, please refer to the La Trobe University website.

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