OUR RESEARCH VISION

Research at Bond University will be focused – with an emphasis on quality. Over the next five years we aim to increase our research profile and capacity in priority areas where we will build research quality and leadership; where interdisciplinary contributions can lead to major advances, and where we can have an impact on the local, national and international community. Our niche centres of research excellence will be recognised as world-class.

We will provide our research staff and students with a vibrant intellectual environment and access to unique opportunities that only an independent university can provide. We will have the reputation of being a highly desirable place to work – where our research students, professional staff and researchers at all levels are given the opportunity to fulfil their potential. Our research students will be well-rounded, prepared for diverse careers and be equipped with job-ready skills. Our ability to engage staff and students in discovery and innovation will further distinguish Bond among competing universities.

We will have access to research infrastructure, governance and support services that drive world-class research and reduce administrative burden and other barriers to conducting research.

We will promote collaboration with industry and the community to enhance our research capabilities and solve complex problems. Our collaborations will deliver significant research outcomes to the local, national and international communities.

Professor Geraldine Mackenzie
Pro Vice-Chancellor (Research)
OUR RESEARCH MISSION

• Bond University will be a leader in niche centres of research excellence
• Bond staff and students will excel in their fields of research
• Bond University will build research capacity and collaborations to achieve our research-productivity goals
• Bond University research will be recognised and have impact within the local, national and international community
The plan articulates five strategic research objectives and a series of strategies to guide research at the University over the next five years. The Bond University Strategic Plan 2013 - 2017 is the overarching document which outlines the University’s direction. The Research Strategic Plan has been developed to complement the Bond University Strategic Plan. Its purpose is to distil the objectives and elaborate the strategies and measures of research performance.

The research objectives and strategies were developed through two key processes; an environmental scan which identified the future challenges and opportunities for research at Bond and stakeholder consultation. A working group was established for each strategic objective which comprised Faculty representatives, Higher Degree Research (HDR) Students, research administrators and active researchers to oversee the development of the Research Strategic Plan 2014-2018.

There are five key research strategic objectives:
1. Develop a world-class research workforce and culture
2. Enable a research-training environment by blending research, teaching and service
3. Identify and develop niche centres of research excellence; focused on building our research expertise
4. Enhance and enable access to world-class research infrastructure
5. Deliver world-class innovation through collaborative engagement in research projects with industry, business, government and the community

Each Faculty, Institute and University Research Centre will develop their own specific Research Action Plan which addresses each of the five key research strategic objectives and strategies. The Research Action Plans reflect the discipline-specific nature of each Faculty, Institute and University Research Centre and outlines the best approach to support their particular research focus and activity.
MEASURING OUR SUCCESS

The University will measure the impact of the Research Strategy through six key performance indicators. Each Faculty, Institute and Research Centre will set annual targets and report their progress towards achieving the objectives in this strategy and the indicators outlined below.

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<tr>
<td>Percentage of research active staff</td>
<td>65%</td>
<td>75%</td>
</tr>
<tr>
<td>Equivalent Full Time Student Load (EFTSL)</td>
<td>131 (2.8% of total student population)</td>
<td>5% of total student population</td>
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<tr>
<td>Number of weighted publications as reported in the Higher Education Research Data Collection (HERDC)</td>
<td>320.2</td>
<td>400.0</td>
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<tr>
<td>Value of externally funded research grants</td>
<td>$3.387million</td>
<td>$6.000million</td>
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<tr>
<td>Value of Category 1 and Category 3 (International A) Peer-Reviewed Competitive Grant Funding as reported in the Higher Education Research Data Collection (HERDC)</td>
<td>$1.624million</td>
<td>$3.200million</td>
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<td>HDR On-Time Completions</td>
<td></td>
<td></td>
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<tr>
<td>- PhD</td>
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<td>- SJD (Law)</td>
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<td>- Masters by Research</td>
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<td>- New Measure</td>
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<td>- New Measure</td>
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<td>- 70% (4 years FTE)</td>
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<td>- 100% within 48 months</td>
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<td>- 100% within 24 months</td>
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STRATEGIC OBJECTIVES

STRATEGIC OBJECTIVE 1: DEVELOP A WORLD-CLASS RESEARCH WORKFORCE AND CULTURE

Research is a core business of Bond University that helps define the University and build esteem. The University’s overall research capacity and productivity is largely determined by the capacity and productivity of the academic and research support workforce. As such, it is critical for Bond to continue to support our researchers and build our workforce to meet future needs.

CHALLENGES AND OPPORTUNITIES

The recruitment and retention of research active and research intensive academic staff is both a current and future workforce development challenge. This challenge is particularly acute at Bond with a history of being teaching intensive, having relatively small research funding from external sources and with an underdeveloped research performance culture relative to our competitor public institutions.

This challenge will become more acute as pressures of staffing needs, the age profile of the academic workforce, and the pipeline of PhD students being produced point to a major staffing crisis in the next decade in Australia. This is a global phenomenon and will cause significant international competition for academic staff during this period.

Ensuring that Bond is well positioned to respond to these future challenges will be crucial to developing a world-class research workforce over the next five years. Furthermore, our fiscal environment requires innovative ways to attract and retain staff. It will mean developing a culture that supports and encourages, provides flexible work practices and incentives for world-class research activity. It will also require us to give our early career researchers and PhD students support and opportunities to continue their research careers within the University. Overall, we must offer an internationally competitive, world-class research experience to ensure we are a place where researchers choose to work now and in the future.
STRATEGY 1: RECRUIT, RETAIN, RECOGNISE AND REWARD RESEARCH STAFF
1.1 Ensure focus on research capacity through recruitment policies and current activity analysis with an eye to recruiting academics to complement and build research priority areas.
1.2 Ensure all staff appointed to research enabled positions have a PhD or a Research Development Plan as a condition of employment.
1.3 Review research semester policies and ensure that they encourage research productivity and evaluation of return-on-investment.
1.4 Invest in a University post-doctoral fellow program to attract research active early career researchers.
1.5 Enhance researcher recognition and award schemes that showcase and reward outstanding research performance and leadership at the University level, based on a peer-review and evidence-based self-citation process.
1.6 Enhance pathways for HDR students to transition into academic careers at Bond.
1.7 Develop innovative induction and professional development programs to assist all research staff build their skills to deliver world-class research and educational experiences to Higher Degree Research students.

STRATEGY 2: BUILD THE CAPACITY OF STAFF INVOLVED IN RESEARCH THROUGH INVESTMENTS IN INITIATIVES THAT PROMOTE RESEARCH COMPETENCY, LEADERSHIP AND COLLABORATION
2.1 Develop, implement and evaluate a Vice-Chancellor’s Research Advancement Fellowship Program. This program will include a teaching relief component.
2.2 Develop targeted up-skilling workshops and interventions targeting Early Career Researchers and those academics with a Research Development Plan, including grant writing programs, HDR supervision workshops and publication syndicates.
2.3 Develop University policy that mandate Faculties prioritise staff professional development budget allocations at Faculty level to activities that build research capacity, including six monthly reporting to the Bond University Research Committee and Academic Advisory Committee.

STRATEGY 3: MANAGE ACADEMIC WORKLOADS TO ENSURE TIME FOR RESEARCH
3.1 Develop and implement a workload management policy and procedures that are credible, transparent and recognise the need for flexibility in work practices and are linked to performance evaluation.
3.2 Review the research active policy to ensure research active definitions reflect research performance consistent with sector benchmarks. This will enable alignment of research workloads to academics with measurable research performance as outlined in the Professional Development Review (PDR) process.

STRATEGY 4: BUILD RESEARCH LEADERSHIP AND CULTURE AMONGST THE WORKFORCE
4.1 Provide support for research leadership development including financial, laboratory and project management.
4.2 Continue to develop research culture across the University through events such as Research Week, faculty research seminar programs and networking events for academics and HDR students.
STRATEGIC OBJECTIVE 2: ENABLE A RESEARCH-TRAINING ENVIRONMENT BY BLENDING RESEARCH, TEACHING AND SERVICE

Bond University seeks international recognition as a leading private and independent university. Our research training will blend the strong reputation in learning and teaching innovation with the influence and leadership that comes from world-class research. We will achieve this by leveraging three resources:

- **Teaching**: Academic staff who are highly trained to mentor and lead emerging researchers
- **Research**: HDR and coursework students who are supported and encouraged to produce innovative research with their supervision team
- **Service**: A practical and engaged approach to collaboration with industry and the community to generate research impact

In pursuing research training, we will elevate and enrich the scholarly community.

CHALLENGES AND OPPORTUNITIES

As Australia’s first private university populated by a small, but international community, practical limitations and emerging opportunities establish parameters for our research training strategy. These include:

- The changing research cohort demographic
- Knowledge economy demands for both basic and applied research
- Variable research training and scholarship resources
- Competition from local and international universities and research institutes with larger economies of scale
- The need to broaden the supervisory register
STRATEGY 1: ENCOURAGE A TEAM APPROACH TO SUPERVISION AND HDR DEVELOPMENT

1.1 Expand our list of qualified supervisors through recruiting and training a broad range of academic staff.

1.2 Supervisors will work in teams, where appropriate, in areas of critical mass to promote innovation and strengthen accountability and career development.

1.3 Develop a new suite of HDR supervision training which will be monitored to ensure the currency of training for all supervisors.

1.4 Where appropriate, areas of expertise in research will be linked to teaching.

1.5 Support mentoring of emerging research supervisors and research supervisory teams.

1.6 Foundational training for HDR students will be mandated and include epistemology, methods, ethics and communication.

1.7 Opportunities for HDR students to audit coursework subjects where these may build capacity in the researcher will be made explicit.

1.8 We will promote supervisory teams and HDR students to co-author published work where appropriate.

STRATEGY 2: RESEARCH IN AN ACADEMIC ENTERPRISE CULTURE

2.1 Prioritise the recruitment of high-quality HDR candidates.

2.2 Increase the availability of scholarships, and where appropriate teaching opportunities, for HDR students.

2.3 Offer a range of Masters and Doctoral degrees including applied Doctoral degrees as appropriate in the interests of an enterprise culture.

STRATEGY 3: PROVIDE SERVICES FOR HDR STUDENTS AND SUPERVISORS THAT ARE EFFICIENT, EFFECTIVE AND TAILORED TO THE INDIVIDUAL’S NEEDS

3.1 Set targets for HDR load and completions.

3.2 Externally advertise fee-free RTS-funded places.

3.3 HDR students will be kept informed through comprehensive induction programs and regular communication and contact with HDR support staff.

3.4 Administration will be streamlined and HDR students and supervisors will be supported to ensure timely completions.

3.5 Study options will include flexible delivery, such as electronic communication and delivery where possible to meet students’ needs.

3.6 Research training performance will be monitored to ensure above 90% retention rate.
STRATEGIC OBJECTIVE 3: ESTABLISH NICHE CENTRES OF RESEARCH EXCELLENCE: FOCUSED ON BUILDING OUR RESEARCH EXPERTISE

Through our Research Strategy, Bond identified niche centres of research excellence where we have recognised strength and leadership, where we can highly integrate teaching and research, where interdisciplinary contributions can lead to significant advances, and where we can have an impact on the local, national and international community. These centres will emphasise our strengths and benefit from focused investment. Our centres of research excellence will have world-class researchers to provide administrative and intellectual leadership and foster a culture and space for collaboration and knowledge sharing. We will aim to be the partner-of-choice for other universities, industry, government and the community. We will achieve this by integrating four resources:

- Workforce: research teams who lead research projects, mentor HDR students and build a strong research culture at the University
- Research training: engage and develop HDR students who are supported and encouraged to produce innovative research with their supervision team
- Infrastructure: provide access to world-class research facilities that will enable our research teams to generate high quality research and impact
- Collaboration: our research teams will foster relationships in research, with organisations and other universities and institutes, through co-author publications and grant applications

CHALLENGES AND OPPORTUNITIES

The international university research arena, and in particular external funding, is a competitive environment with many factors shaping research at institutions. As a small, independent university, we are challenged by factors including:

- The release of The Excellence in Research for Australia (ERA) ratings and its impact on staff poaching. Bond acknowledges the strong correlation between the 2010 and 2012 ERA results and the transfer of high-performing teams
- The influence and impact of Federal Government policy
- Competition for research staff and students from local and international universities and research institutes with larger economies of scale
STRATEGY 1: ENSURE RESEARCH PRIORITY AREAS ARE EQUIPPED WITH THE RIGHT RESOURCES IN THE RIGHT PLACE AT THE RIGHT TIME

1.1 Niche centres of research excellence will be given priority through the budget allocation model.

- **University Niche Areas**
  - Exercise and Sports Science
  - Evidence Based Health Care
  - Law

- **Emerging areas**
  - Applied Psychology
  - Creative Media
  - Sustainable Development
STRATEGIC OBJECTIVE 4: ENHANCE AND ENABLE ACCESS TO WORLD-CLASS RESEARCH INFRASTRUCTURE

A vital component for research to be world-class is the availability and quality of research infrastructure. To address complex problems researchers need the right equipment, research tools, administrative systems and human capital. In a world-class research environment infrastructure is the backbone to supporting cutting-edge research. It is critical for Bond over the next five years to ensure we have the right balance of professional staff and access to infrastructure to support our growing world-class research portfolio.

CHALLENGES AND OPPORTUNITIES

Keeping up with technological advancements will be a challenge in the current fiscal environment. Therefore, strategically focusing our infrastructure investment is paramount. All too often, institutions distribute research infrastructure funds too widely, preventing strategic investment in large and complex items. In an environment of competing budgetary demands, a research infrastructure investment plan will provide stability, direction and future assurance.

Bond will not always have the required infrastructure on site, therefore we must look to our partners to access existing infrastructure under access agreements.

Research infrastructure is often thought of as being physical assets such as laboratories and equipment. However, in an institution such as Bond, virtual / electronic resources are a vital component of research infrastructure.

In addition to supporting research infrastructure, successful research organisations recognise the important role people play in supporting the research processes. These include laboratory, library, finance, marketing, ethics and grants support staff and research administrative support more broadly. These people support researchers to maximise their impact. Ensuring research staff development and training occurs regularly and that administration processes are efficient and effective will be critical.

Effective research governance is vital in any large organisation. Efficient, clear decision making and delegation are all vital to a well-supported research environment. This requires appropriate committees, reporting lines and delegations. Committees must be accessible, and meet regularly. Their decision making must be transparent and open.
STRATEGY 1: TO DIRECT TARGETED INVESTMENT TOWARDS KEY INFRASTRUCTURE AND AN AGILE RESEARCH SUPPORT SYSTEM

1.1 Develop and oversee a Research Infrastructure Plan. The Infrastructure Plan will recognise physical, electronic and human capital infrastructure and will prioritise our investment and support for research infrastructure over the next five years.

1.2 Develop access agreements with other institutions in relation to animal, clinical, sporting and large infrastructure to allow our researchers access to world-class facilities.

1.3 Participate in national initiatives that provide technological platforms to enhance and support researchers in generating, sharing, analysing, storing and retrieving information.

STRATEGY 2: PROVIDE HIGH LEVEL COORDINATION, GOVERNANCE AND SUPPORT FOR RESEARCH INFRASTRUCTURE

2.1 Convene an extraordinary meeting of the Bond University Research Committee to oversee the development and implementation of the Research Infrastructure Plan and budget allocations.

2.2 Use Research Infrastructure Block Grants plus a University contribution to support the implementation of the Research Infrastructure Plan.

2.3 Enhance our research governance structure, including ethics, research training, infrastructure and research matters more broadly to ensure efficiency and effectiveness.

2.4 Ensure the Bond University Research Committee includes legislation and compliance issues as a standing agenda item to ensure we are compliant and meet best practice standards.
STRATEGIC OBJECTIVE 5: DELIVER WORLD-CLASS INNOVATION THROUGH COLLABORATIVE ENGAGEMENT IN RESEARCH PROJECTS WITH INDUSTRY, BUSINESS, GOVERNMENT AND THE COMMUNITY

Research collaboration across disciplines, between universities and with the public and private sector is an integral part of effective research. Outstanding research innovation often occurs where disciplines or research groups meet or overlap. Research collaboration can also provide flow-on benefits to teaching, and contribute positively to the profile of a university and its staff.

CHALLENGES AND OPPORTUNITIES

To be effective, policy must foster collaboration and provide an overall framework that reflects the diversity of disciplines across a university and the diversity of collaboration options that exist. Within this framework a level of responsibility for developing collaborations rests with academic staff, but with relevant opportunities supported by the University itself. Collaboration can lead to the whole being greater than the sum of the parts. It is also an effective means for a researcher to build their reputation within their chosen discipline and become a global leader, or maintain such a leadership role. Displaying an external collaborative approach to research is becoming increasingly important as a criterion for success in Commonwealth Competitive Grants schemes.
STRATEGY 1: PROMOTE COLLABORATIONS THROUGH OUR INTERNAL PROCESSES AND POLICIES

1.1 Increase collaborative outcomes by incentivising support and recognition for collaborations including: research grants, patents, publications, external co-supervision of HDR students and cotutelle arrangements through staff performance reviews.

1.2 Develop and implement a research-specific dissemination and exchange program to facilitate research dissemination and international collaboration and travel.

1.3 Provide support for visiting scholars.

1.4 Increase the number of HDR students that are involved in collaborative research – in particular through international collaborations, exchange programs and external co-supervision.

1.5 Increase formalised adjunct appointments and include contribution to the research culture and outputs such as co-authored publications as part of contract arrangements.

STRATEGY 2: INCREASE OUR RESEARCH REPUTATION THROUGH OUR RESEARCH COLLABORATIONS AND SELF-PROMOTION

2.1 Develop an integrated social media strategy and presence highlighting Bond University research and researchers.

2.2 Ensure that international marketing strategies promote Bond University as a high quality research institution.

2.3 Continue to increase our research presence to the community, business and government by holding an annual Research Week, publishing an annual Research Highlights Report, holding research seminars that are open to the public and providing open access to publications and research data.