



BOND UNIVERSITY

RESEARCH STRATEGIC PLAN 2018 - 2022



INTRODUCTION FROM THE DEPUTY VICE-CHANCELLOR (ACADEMIC)

Our 2018 to 2022 Strategic Plan sets out the University's direction to preserve our vibrant research culture that continues to deliver quality outcomes. Over the next five years we will continue to expand our research profile and capacity in priority areas with existing research quality and leadership. Our research will continue to be of a high calibre, with demonstrable impact and strong community engagement.

The pillars supporting our strategy include researcher capacity building, niche centres of research excellence, and a progressive, modern Higher Degree by Research (HDR) program. Further, as a small private University, our interconnectedness provides the opportunity to expand our interdisciplinary research which makes meaningful contributions to the international community.

Our collaborations with industry and the broader community will enhance the employability of our HDR graduates and the reputation of our research. We will elevate our research standing by building on our expertise and upholding our reputation for quality and impact.

Professor Keitha Dunstan
Deputy Vice-Chancellor (Academic)



OUR RESEARCH MISSION

- We will focus our efforts in niche centres of research excellence with a lens of interdisciplinary
- We will build and develop our researchers to achieve international recognition and success
- Enable our academics to excel in all areas of the academic enterprise
- Bond University research will be engaged with the broader community and have demonstrable impact within the local, national and international community

Aligned with the University Strategic Plan 2018-2022, the Research portfolio will build on the four priorities of the University:

01

PROGRAM

Our higher degree by research community is supported by an environment where innovation is an integral part of the Bond experience.

02

PRACTICE

We focus our research efforts and investments strategically, into areas where potential for excellence is nurtured and realised.

03

PROFILE

As our research environment matures, we continue to build on our expertise and uphold our reputation for quality and impact.

04

PEOPLE

Our researchers are supported with mentoring and coaching programs. Our HDR cohort has access to support, training and multi-academics teams.



ABOUT THE PLAN

The plan sets out five strategic research objectives to build on our current research focus. As Bond University continues to expand its research footprint, we must provide an environment to support this change, in particular how research sits with teaching and academic service in a modern university context.

The Research Strategic Plan sits within the Bond University Strategic Plan 2018 – 2022, which provides the University's direction and focus. 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.

There are five key research strategic objectives:

1. Develop a world-class research workforce and culture
2. Enable a research-training environment focused on job-ready graduates
3. Establish niche centres of research excellence; focused on building our research expertise
4. Enhance and enable access to world-class research infrastructure
5. Deliver impactful innovation through collaborative engagement in research projects with industry, business, government and the community

FACULTY ACTION PLANS

As a part of this high level strategy, each Faculty 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.



STRATEGIC OBJECTIVE 1

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.



ACTION 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 Ensure that grant holders are valued and well supported to achieve the outcome of their grants.
- 1.5 Foster and support externally funded research fellows.

ACTION 2: BUILD THE CAPACITY OF STAFF INVOLVED IN RESEARCH THROUGH INVESTMENTS IN INITIATIVES THAT PROMOTE RESEARCH COMPETENCY, LEADERSHIP AND COLLABORATION

- 2.1 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.
- 2.2 Expand the Researcher Development and Mentoring Scheme to provide every academic with the opportunity to benefit from support and guidance through mentoring.

- 2.3 Expand the Coaching@Bond scheme which facilitates personal learning and development through researcher coaching workshops.
- 2.4 Provide training and support to enable staff to maximize the impact of their research, and engage with key stakeholders and end users.

ACTION 3: MANAGE ACADEMIC WORKLOADS TO ENSURE TIME FOR RESEARCH

- 3.1 Put in place processes to protect allocated research semesters from teaching and teaching related service.
- 3.2 All research enabled academics will complete a personal research plan to ensure that appropriate research outcomes are targeted.
- 3.3 Support academics through improved research planning and goal setting as a part of the Professional Development Review (PDR) process.

ACTION 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.
- 4.3 Provide support for the development of industry collaborations and knowledge exchange.
- 4.4 Provide support for interdisciplinary research through cross-faculty collaboration.



STRATEGIC OBJECTIVE 2

STRATEGIC OBJECTIVE 2: ENABLE A RESEARCH-TRAINING ENVIRONMENT FOCUSED ON JOB-READY GRADUATES

Our research training program will allow HDR students to achieve job-ready skills through diverse and tailored approaches. Bond aims to have HDR graduates job ready and does this through providing support and opportunities throughout a student's candidature. We have responded to changes in the employment market and focus on developing pathways for graduates into the public and private sectors, as well as academia. Our employability focus begins early in the first semester of enrolment through the higher degree research support series, and opportunities and activities are available at other times during the candidature. Bond University provides focused one on one support for HDR students through the Career Development Centre.

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
- Limited supervisory capacity and uneven distribution of students among supervisors.



ACTION 1: ENCOURAGE A TEAM APPROACH TO SUPERVISION AND HDR DEVELOPMENT

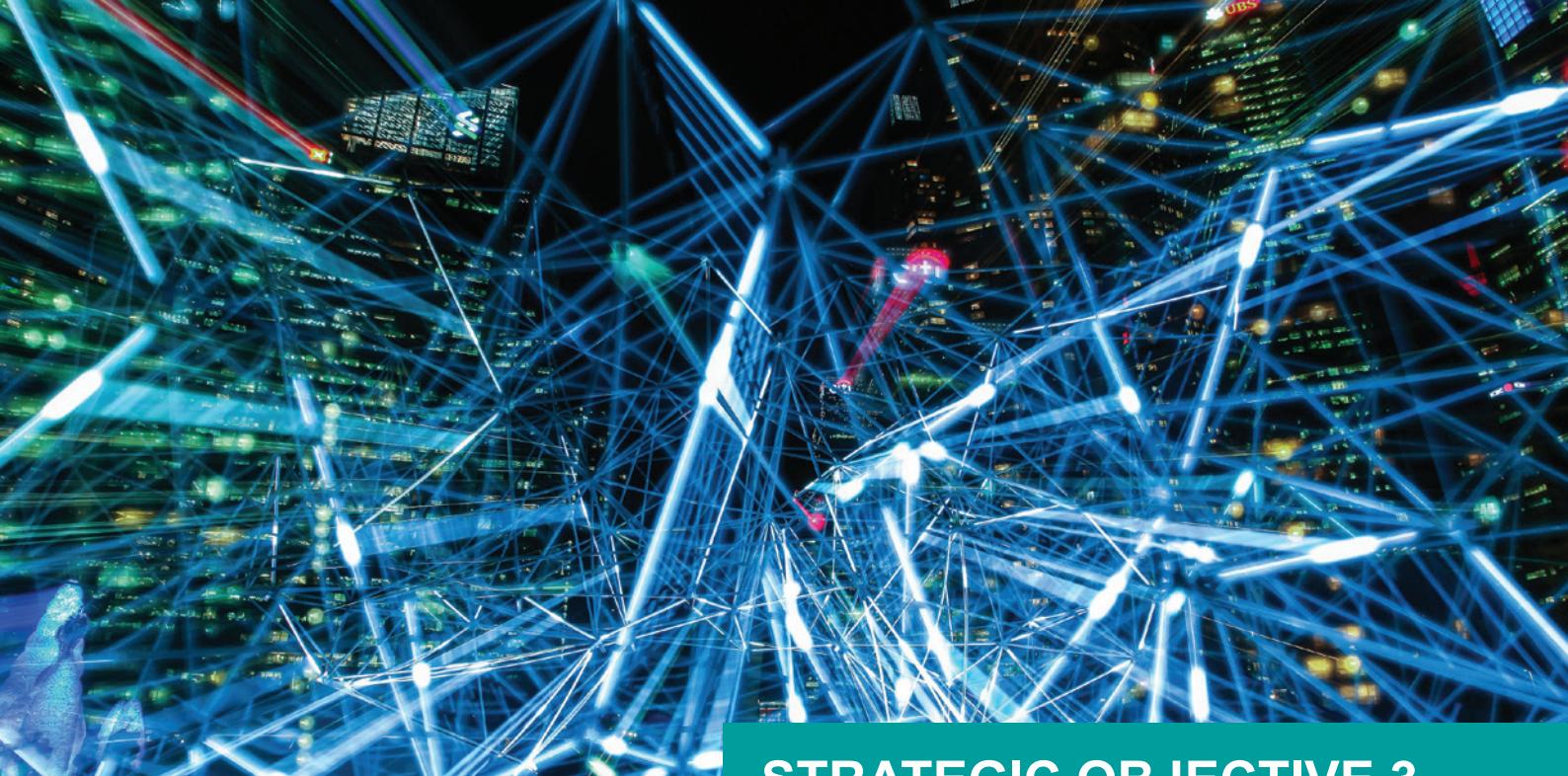
- 1.1 Expand our list of qualified supervisors through recruiting and training a broad range of academic staff.
- 1.2 Supervisors will work in teams, where appropriate, in areas of critical mass to promote innovation and strengthen accountability and career development.
- 1.3 Expand the Principal Supervisor Accreditation Program as a new pathway to HDR supervision for Early Career Academics.

ACTION 2: RESEARCH IN AN ACADEMIC ENTERPRISE CULTURE

- 2.1 Prioritise the recruitment of high-quality HDR candidates through competitive scholarships, and where appropriate teaching opportunities, for HDR students.
- 2.2 Offer a range of Masters and Doctoral degrees including applied Doctoral degrees aligned with industry need.

ACTION 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 timely completions by Faculty.
- 3.2 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 Research training performance will be monitored to ensure above 90% retention rate.



STRATEGIC OBJECTIVE 3

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.

As the second iteration of this Strategy, we need to refine our research centres model, introducing a new tier where emerging research centres can be developed and nurtured.

Faculty research themes are outlined in each Faculty's Research Action Plan.

- 1.1 Niche centres of research excellence will be given priority through the budget allocation model.
- 1.2 Opportunities for high quality interdisciplinary research will be given priority support.



STRATEGIC OBJECTIVE 4

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 quality 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.



ACTION 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 and maintain access agreements with other institutions in relation to animal, clinical, sporting and large infrastructure to allow our researchers access to international-standard facilities.
- 1.3 Participate in national initiatives that provide technological platforms to enhance and support researcher.
- 1.4 Provide a platform to enable our researchers to share, analyse, store and retrieve research information.

ACTION 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 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 Provide oversight by the Bond University Research Committee to ensure compliance with legislation and alignment with best-practice.



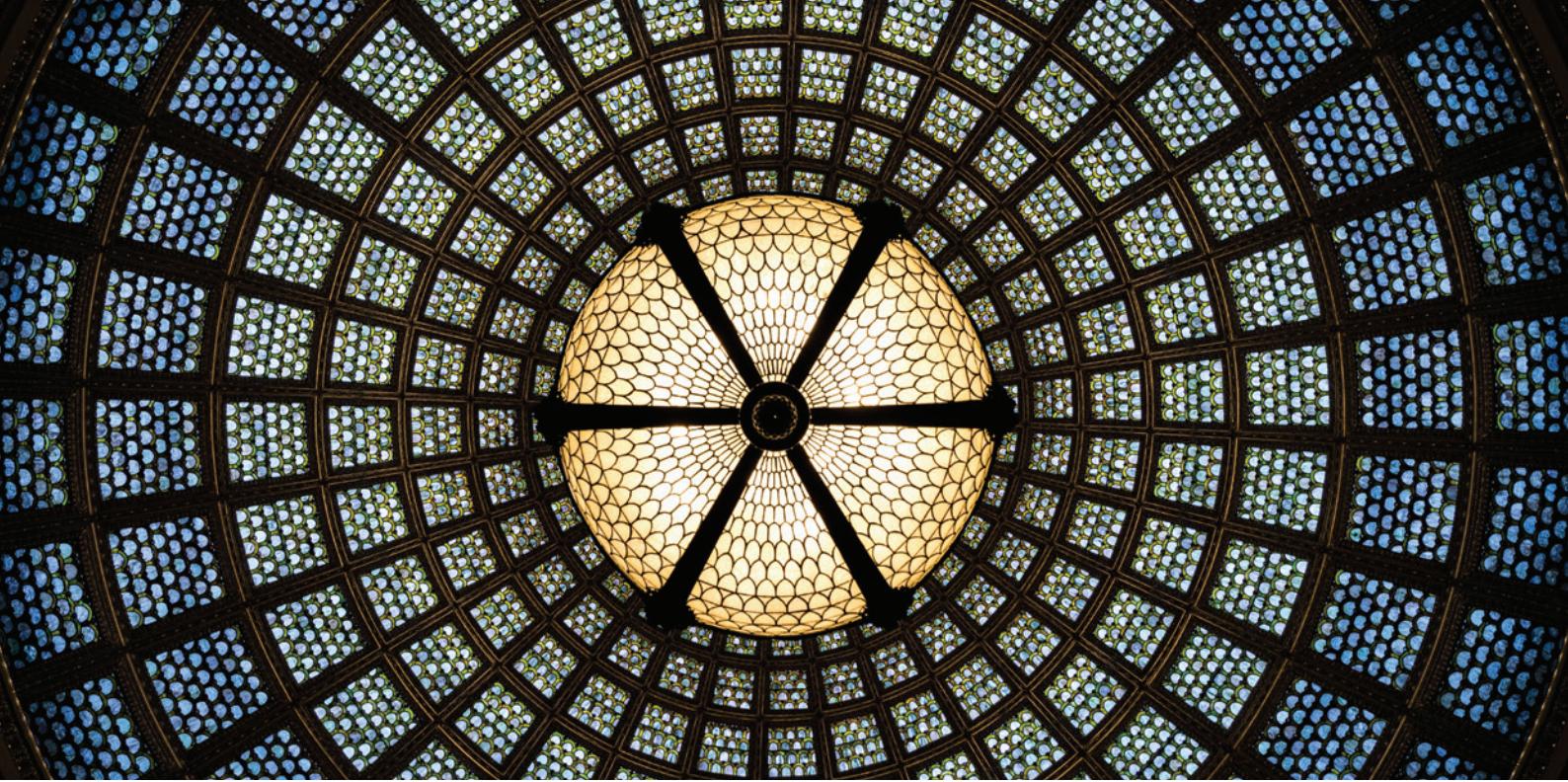
STRATEGIC OBJECTIVE 5

STRATEGIC OBJECTIVE 5: DELIVER IMPACTFUL 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.



ACTION 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, and selective external co-supervision of HDR students.
- 1.2 Continue to support 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.

ACTION 2: INCREASE OUR RESEARCH REPUTATION THROUGH OUR RESEARCH COLLABORATIONS

- 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.
- 2.4 Profile our research efforts through a public research portal.
- 2.5 Recognise the importance of non-traditional research promotion, including public facing website and blogs.

ACTION 3 INCREASE RESEARCH ENGAGEMENT

- 3.1 Support academics to engage with stakeholders and end users through a research engagement plan.
- 3.2 Provide a mechanism for academics to record engagement activities, and report on these through the Professional Development Review (PDR) process



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