

<b>Goal 1: Applied, multidisciplinary research that addresses real-world challenges through strategic partnerships with industry, government and community.</b>	<b>Goal 2: Research outcomes that are benchmarked at world standard or above using best practice indicators.</b>	<b>Goal 3: A research culture that builds staff capability, enhances educational offerings and invests strategically in a sustainable research future.</b>
<p><b>Aim:</b> To create and disseminate knowledge that aligns with Avondale's higher education purpose and delivers demonstrable impact and engagement through strategic partnerships with industry and community stakeholders.</p>	<p><b>Aim:</b> To produce and invest in mission-aligned, world standard research outcomes in Health, Education, Society &amp; Culture aligned with best practice indicators.</p>	<p><b>Aim:</b> To enrich the Avondale research environment through strategic research investment, workforce planning, staff capability-building and university standard research training, underpinned by a commitment to free intellectual inquiry.</p>
<p><b>How?</b></p> <ol style="list-style-type: none"> <li>1. Audit and document current and prospective industry, community, and government research partners. Use this baseline to shape a 5-year strategy to:             <ol style="list-style-type: none"> <li>a. further develop industry, government, and community partnerships; and</li> <li>b. increase Category 2 and 3 research income, including a focus on diversity of income sources.</li> </ol> </li> <li>2. Conduct an Engagement and Impact Assessment Performance (NISA) initial self-assessment, followed by external validation and annual update.</li> <li>3. Increase collaborative research partnerships with researchers from universities, both nationally and internationally, prioritising Avondale's chief investigator status.</li> <li>4. Foster an entrepreneurial mindset that targets key research commercialisation opportunities for the public good, particularly in the local region and developing Pacific nations which Avondale serves.</li> <li>5. Situate Avondale's research plan in the context of the Sustainable Development Goals and conduct an audit of performance against the SDGs as a baseline for a five-year research impact development plan.</li> <li>6. Communicate Here for Good research narrative, research outcomes and achievements to internal and external stakeholders through an integrated communication plan, prioritising industry, and community relevance.</li> </ol>	<p><b>How?</b></p> <ol style="list-style-type: none"> <li>1. Commission external expert(s) to conduct ERA- equivalent assessment to verify and validate existing research outcomes across BFOEs/FORs.</li> <li>2. Strengthen university research networks to conduct discipline benchmarking across each BFOE/FOR for baseline data to guide 5-year strategic research activities.</li> <li>3. Invest in citation software and provide professional learning to build staff capability.</li> <li>4. Develop research quality, quantity, and grant income KPIs and targets for each Research Centre. Finalise development of Avondale's project database to use as a tracking system for monitoring grant and publication progress, and provide regular traffic light reports to Provost, Executive and Academic Board.</li> <li>5. Continue to invest in research centres through operating, strategic funds and increased philanthropic income.</li> <li>6. Deliver targeted professional learning and expand national and international research networks to support researchers to publish in high quality journals.</li> <li>7. Incentivise and celebrate quality publication and competitive grant achievements.</li> <li>8. Embed Research Centre accountability and reporting lines to maximise quality outcomes.</li> </ol>	<p><b>How?</b></p> <ol style="list-style-type: none"> <li>1. Adopt a strategic approach to workforce planning, high citation staff appointments, staff retention and succession planning.</li> <li>2. Review promotion policy to provide for appropriate mix of teaching-focussed, research-focussed staff.</li> <li>3. Invest in staff capability building through promotion mentoring workshops, mentoring for early career academics, and emerging research leaders.</li> <li>4. Increase enrolments and timely completions of PhD candidates, prioritising Health in the first instance.</li> <li>5. Continue to provide specialized research workshops, including topics on principles of free intellectual inquiry in practice, and monitor participation through Avondale's research and scholarship professional learning centre (CASTL)</li> <li>6. Further improve research training for HDR candidates through integrated publication plan in HDR milestones.</li> <li>7. Ensure all academic staff appointed to research positions have a PhD (or equivalent) or a Research Development Plan as a condition of employment</li> <li>8. Continue to offer Research Fellowships and monitor outcomes.</li> <li>9. Demonstrate evidence of alignment between research outcomes and quality of educational offerings.</li> </ol>

<p><b>What will success look like? *</b></p> <ol style="list-style-type: none"> <li>1. Increase in Category 3 research income in each BFOE, particularly Health and Education. (Target: Attain research grant income in excess of \$150,000 annually between 2019 and 2023 through Category 2 and 3 grants).</li> <li>2. Quantifiable evidence of commercialisation of research outcomes.</li> <li>3. Increase in number and range of industry and community partnerships.</li> <li>4. Year on year improvements in stakeholder feedback via reputational survey.</li> <li>5. Annual improvements in <i>Engagement and Impact Assessment Performance</i>, externally validated.</li> <li>6. Research dissemination and communication strategy in place with evidence of international reach.</li> <li>7. Improved year on year performance in <i>Times Higher Education Impact Rankings</i>.</li> </ol>	<p><b>What will success look like? *</b></p> <ol style="list-style-type: none"> <li>1. Research productivity: Academic staff meet publication targets along with increased quality and impact (Year 1: 80%; Year 2: 85%; Year 3: 90%).</li> <li>2. Research quality: 20% increase year on year in submission to higher ranking journals, based on discipline benchmarking.</li> <li>3. Research income: 15% increase year on year in research grant income.</li> <li>4. Reputation: Progressive year on year improvement in <i>Times Higher Education Young University</i> performance indicators, including citations.</li> </ol>	<p><b>What will success look like? *</b></p> <ol style="list-style-type: none"> <li>1. Increase in proportion of senior academic leaders in each BFOE, initially prioritising Health.</li> <li>2. Increased overall student enrolments contributing to increased research investment for each Research Centre.</li> <li>3. Philanthropic funding support for at least 2 high-citation (hi-ci) research leaders, initially prioritising Health.</li> <li>4. Increase proportion of staff with Research Active Status to 65% by 2023.</li> <li>5. Measured success of the Research Fellowships. 100% allocation by year 3. (60% year 1, and 80% year 2).</li> <li>6. Increase enrolment of domestic and international PhD candidates, initially prioritising Health (10 by 2023).</li> <li>7. Annual improvement in timely doctoral completion rates and overall thesis quality, as judged by external examiners.</li> <li>8. Continue Summer Scholar program that annually funds research projects based on collaborations between Avondale academic staff, external collaborators, and undergraduate researchers.</li> </ol>
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\* Outcomes and indicators of success: annual targets to be agreed, monitored and reported through the Avondale research governance framework, including regular reporting to Academic Board and Avondale Executive.