

Goal 1: Applied, multidisciplinary research that addresses real-world challenges through strategic partnerships with industry, government and community.	Goal 2: Research outcomes that are benchmarked at world standard or above using best practice indicators.	Goal 3: A research culture that builds staff capability, enhances educational offerings and invests strategically in a sustainable research future.
<p>Aim: 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>Aim: To produce and invest in mission-aligned, world standard research outcomes in Health, Education, Society & Culture aligned with best practice indicators.</p>	<p>Aim: 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>How?</p> <ol style="list-style-type: none"> 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"> a. further develop industry, government, and community partnerships; and b. increase Category 2 and 3 research income, including a focus on diversity of income sources. 2. Conduct an Engagement and Impact Assessment Performance (NISA) initial self-assessment, followed by external validation and annual update. 3. Increase collaborative research partnerships with researchers from universities, both nationally and internationally, prioritising Avondale's chief investigator status. 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. 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. 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. 	<p>How?</p> <ol style="list-style-type: none"> 1. Commission external expert(s) to conduct ERA- equivalent assessment to verify and validate existing research outcomes across BFOEs/FORs. 2. Strengthen university research networks to conduct discipline benchmarking across each BFOE/FOR for baseline data to guide 5-year strategic research activities. 3. Invest in citation software and provide professional learning to build staff capability. 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. 5. Continue to invest in research centres through operating, strategic funds and increased philanthropic income. 6. Deliver targeted professional learning and expand national and international research networks to support researchers to publish in high quality journals. 7. Incentivise and celebrate quality publication and competitive grant achievements. 8. Embed Research Centre accountability and reporting lines to maximise quality outcomes. 	<p>How?</p> <ol style="list-style-type: none"> 1. Adopt a strategic approach to workforce planning, high citation staff appointments, staff retention and succession planning. 2. Review promotion policy to provide for appropriate mix of teaching-focussed, research-focussed staff. 3. Invest in staff capability building through promotion mentoring workshops, mentoring for early career academics, and emerging research leaders. 4. Increase enrolments and timely completions of PhD candidates, prioritising Health in the first instance. 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) 6. Further improve research training for HDR candidates through integrated publication plan in HDR milestones. 7. Ensure all academic staff appointed to research positions have a PhD (or equivalent) or a Research Development Plan as a condition of employment 8. Continue to offer Research Fellowships and monitor outcomes. 9. Demonstrate evidence of alignment between research outcomes and quality of educational offerings.

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