



University Plan

## Research Operational Plan 2017

September 2016

## INTRODUCTION

The University's research effort is strong can be built on and its reputation enhanced by focusing on a set of key strategic objectives related to research and creative work:

- 1. Research Activity**  
*Increase research activity throughout the University*
- 2. Research Quality**  
*Enhance the quality and the economic and social benefit of our research outputs*
- 3. Research Capability**  
*Enhance research capability and productivity through investment in current and future researchers*
- 4. Research Collaboration**  
*Increase research collaboration throughout the University and with external partners*

These objectives are consistent with the Key Result Areas in the University's Strategic Plan 2013-2017. Each operational element of the Research Operational Plan is referenced to one or more KRAs of the University Strategic Plan. This sets the context for a research plan which emphasises:

- Consolidating and maintaining the University's status as a research-led university
- Identifying and investing in our research strengths
- Maintaining and strengthening the University's role as a centre for high quality education and research training
- Pursuing and achieving internationally recognised excellence in research and creative work across a broad spectrum of disciplines and fields
- Maintaining a strong and vibrant link between research and teaching and learning
- Enhancing the quality and quantity of research and creative work relevant to Māori and Pacific peoples
- Working closely with external communities and Government to ensure the relevance and application of our research
- Contributing significantly to economic and social outcomes that benefit New Zealand and beyond
- Recognising and celebrating our research leaders and their achievements

The plan will be reviewed regularly by the University's Research Committee and progress will be monitored. The plan provides a suitable foundation for the development of individual College research plans.

Professor Ian Wright  
**Deputy Vice-Chancellor (Research & Innovation)**  
**Chair, University Research Committee**

## Objective 1

### RESEARCH ACTIVITY

#### Increase research activity throughout the University

##### Priorities

Over the period of this plan (2016-2018), strategic priority will be given to:

- Enhancing a vibrant research culture that will increase, celebrate and reward research activity
- Increasing the number of research postgraduate students in terms of the proportions of total student enrolment
- Increasing both the number of external research grants obtained and their total value
- Assisting existing researchers to maximise their success in obtaining external grant income and encouraging and supporting new applicants to apply
- Stimulating research activity in key strategic areas by the establishment of university-wide, inter-disciplinary, research units and institutes

Operational Plan for 2017	Responsibility	Measure / KPI
1. Ensure that the processes of academic staff development and review, and promotion, place due emphasis on research activity and performance, and on efforts to transform and transfer ideas for uptake by society <b>(2.1)</b>	PVCs DVCR&I	PD&R and promotion process documentation reviewed and modified.
2. Increase the University's level of success in Marsden Fund rounds <b>(2.1, 2.2)</b>	DVC Research & Innovation PVCs	Value of Marsden grants awarded.
3. Increase and maintain the amount of External Research Income to >\$35m pa <b>(2.2, 4.3)</b>	DVC Research & Innovation Director R&I PVCs	2017 ERI. Value of Research Grants awarded.
4. Increase the number of postgraduate research students and the number of externally funded postgraduate student scholarships <b>(2.1)</b>	DVC Research & Innovation Dean PGR	No. of p/g students enrolled at end December 2017 is >1075. No. of externally funded p/g scholarships awarded during 2017.
5. Ensure that staff research activities and profiles recorded in the UC Spark Database are current, complete <b>(2.1)</b>	Director R&I	Database up to date at end March.
6. Increase research postgraduate student retention and thesis completion rates <b>(1.1)</b>	Dean PGR	Student retention and thesis completion data.
7. Provide assistance to staff initiating or developing research funding proposals to maximise their chance of success <b>(2.1)</b>	Director R&I PVCs	No. of proposals submitted. Proposal success rates.
8. Increase the University's research activity in areas related to Health and Well Being <b>(2.1)</b>	DVC Research & Innovation PVCs	No. of relevant projects. No. of p/g research projects. No. of external grants awarded.
9. Continue to support UC Research Institutes and provide a framework for evaluation of Research Centres and Institutes and their evolution. <b>(2.1)</b>	DVC Research & Innovation PVCs	Increase number of UC Research Institutes from 2 to 3.

## Objective 2

### RESEARCH QUALITY

#### Enhance the quality and impact of our research outputs

##### Priorities

Over the period of this plan (2016-2018), strategic priority will be given to:

- Improving the national and the international research reputation of the University, including postgraduate research
- Using rigorous benchmarking of research and research processes to enhance quality and productivity
- Developing and supporting strategies that increase research impact, relevance and the wider dissemination of results

Operational Plan for 2017	Responsibility	Measure / KPI
1. The university will aim to maximise its performance in the 2018 PBRF assessment or equivalent process <b>(2.2)</b>	DVC Research & Innovation PVCs	PBRF Strategy and Business Case approved by SMT.
2. Identify and facilitate opportunities to benchmark, where appropriate, our research quality with selected partners <b>(1.9)</b>	DVC Research & Innovation	Benchmarking opportunities reported to SMT.
3. Recognise and celebrate the achievements of our research leaders and innovators through the award of both the Research Medal and the Innovation Medal, and nomination for national awards <b>(2.1)</b>	DVC Research & Innovation	Medals awarded. No. of UC nominees for national awards. Stimulate a greater flow of good news stories to the media.
4. Publish the annual Research Report (within a strategic theme) and distribute to a wide variety of stakeholders <b>(2.1)</b>	DVC Research & Innovation	Report published with targeted distribution.
5. Identify and manage commercialisation opportunities which deliver benefit to the University, external stakeholders and to New Zealand <b>(4.3)</b>	Director R&I	Nos. of Invention Disclosures, projects actively managed, and IP transfer deals done with 3 <sup>rd</sup> parties.
6. Develop further the UC Innovation & Entrepreneurship Strategy <b>(2.1)</b>	Director R&I	Monitor success and further develop the strategy.
7. Encourage staff to identify ways in which their research and teaching can be informed and improved by consideration of the Research-Teaching nexus <b>(2.1)</b>	DVC Research & Innovation DVC Academic	Discussion paper developed by consultation with staff
8. Review driving factors of UC performance in international rankings and propose a plan for improvement.	DVC Research & Innovation Deputy Registrar Director R&I	Increase both institutional and departmental university rankings.

## Objective 3

### RESEARCH CAPABILITY

#### Enhance research capability and productivity through investment in current and future researchers

##### Strategic Priorities

Over the period of this plan (2016-2018) strategic priority will be given to:

- Recruiting and retaining suitably qualified staff with excellent research and knowledge transfer records
- Facilitating and supporting internal and external research collaborations
- Improving financial support for postgraduate research including increasing the number and value of scholarships
- Enhancing and building upon the current capacity of Māori and Pacific researchers
- Increasing the support to research activities in areas of strategic relevance
- Creating and supporting a climate where senior researchers mentor, encourage and support early to mid-career staff

Operational Plan for 2017	Responsibility	Measure / KPI
1. Recruit and retain staff with excellent research and knowledge transfer records <b>(4.1)</b>	PVCs	Metric to be developed (eg numbers related to proxy PBRF ranking).
2. Expand the Summer Research Scholarships scheme through external funding <b>(1.1)</b>	DVC Research & Innovation Dean PR	No. of scholarships awarded and increased >110.
3. Increase transferable skills training for PhD and other postgraduate students <b>(1.6)</b>	Dean PR	No. of students participated in training programs.
4. Implement professional development opportunities for staff who are early career researchers <b>(2.1)</b>	PVCs Director HR	No. of early career staff received training.
5. Support and grow the Ngai Tahu Research Centre and other Maori research activities <b>(1.3, 2.1, 3.5)</b>	Director Ngai Tahu RC AVC Maori	No. of Maori p/g students. No. of research outputs by Maori staff. Grants awarded to NTRC.
6. Strengthen and support Pasifika research at the University <b>(1.3)</b>	DVC Academic	Nos. of Pasifika p/g students, research outputs by Pasifika staff, and Pasifika research projects
7. Develop the case for a Graduate or Doctoral Research School <b>(2.1)</b>	Dean PR	Case presented to SMT.
8. Increase training and development of PhD supervisors, and reduce the number of PG complaints about supervisors. <b>(2.1)</b>	Dean PR	No. of supervisors trained.

## Objective 4

### RESEARCH COLLABORATION

#### Increase research collaboration throughout the University and with external partners

##### Strategic Priorities

Over the period of this plan (2016-2018) strategic priority will be given to:

- Strengthening linkages and collaboration with Te Rūnanga O Ngāi Tahu and other Māori communities
- Increasing international research linkages
- Establishing new partnerships with business and industry
- Increasing the number of collaborative research programmes with other New Zealand research providers
- Facilitating cross-college, interdisciplinary research initiatives

Operational Plan for 2017	Responsibility	Measure / KPI
1. Work with Callaghan Innovation, CRIs and others to establish new research links with business and industry partners <b>(2.1, 2.2, 3.6)</b>	DVC Research & Innovation Director R&I PVCs	No. and value of research grants and projects from and with private sector.
2. Increase the number of targeted scholarships involving collaborative research for postgraduates in areas of strategic importance <b>(2.1)</b>	DVC Research & Innovation Dean PR	Nos. of such scholarships offered and awarded.
3. Increase the number of collaborative research programmes with CRIs, New Zealand universities and other New Zealand research providers and strengthen importance of impact and market analysis in proposals. <b>(2.1, 2.2)</b>	DVC Research & Innovation Director R&I	No. of Collaboration Agreements and Research Sub-contracts with these partners.
4. Strengthen and extend opportunities for international and national networking and exchange programmes <b>(3.2)</b>	PVCs	No. of formal exchange programmes.
5. Increase UC's participation in major collaborative programmes such as the National Science Challenges, the Centres of Research Excellence (CoREs), Research Platforms and Research Partnerships <b>(2.1)</b>	DVC Research & Innovation	No. of major programmes with UC as Participant at end 2015.
6. Identify new opportunities for interdisciplinary research collaborations within the university <b>(2.1)</b>	DVC Research & Innovation PVCs	No. of such collaborations active during 2015.
7. Maximise access to and use of the UC Spark Research database and the UC Research Repository by external users <b>(2.1)</b>	Director R&I	No. of searches by users external to UC.