



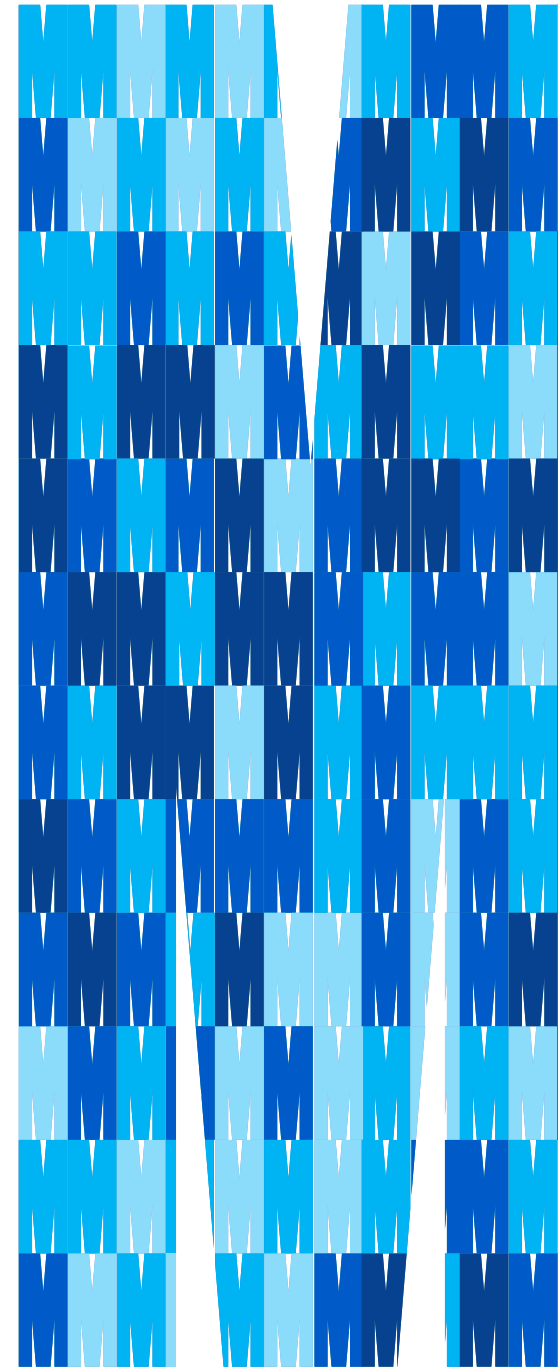
**RESEARCH PLAN 2022-25**

# Acknowledgement of Country and Traditional Owners

**MONASH UNIVERSITY recognises that its Australian campuses are located on the unceded lands of the people of the Kulin Nations, and pays its respects to their Elders, past and present.**

Monash is committed to fostering a society that recognises, respects and includes Indigenous peoples, cultures and knowledge.

The University contributes to the creation of this society by working with and celebrating Aboriginal and Torres Strait Islander peoples, cultures and knowledge, as well as Indigenous peoples of other places where Monash has a campus or major presence.



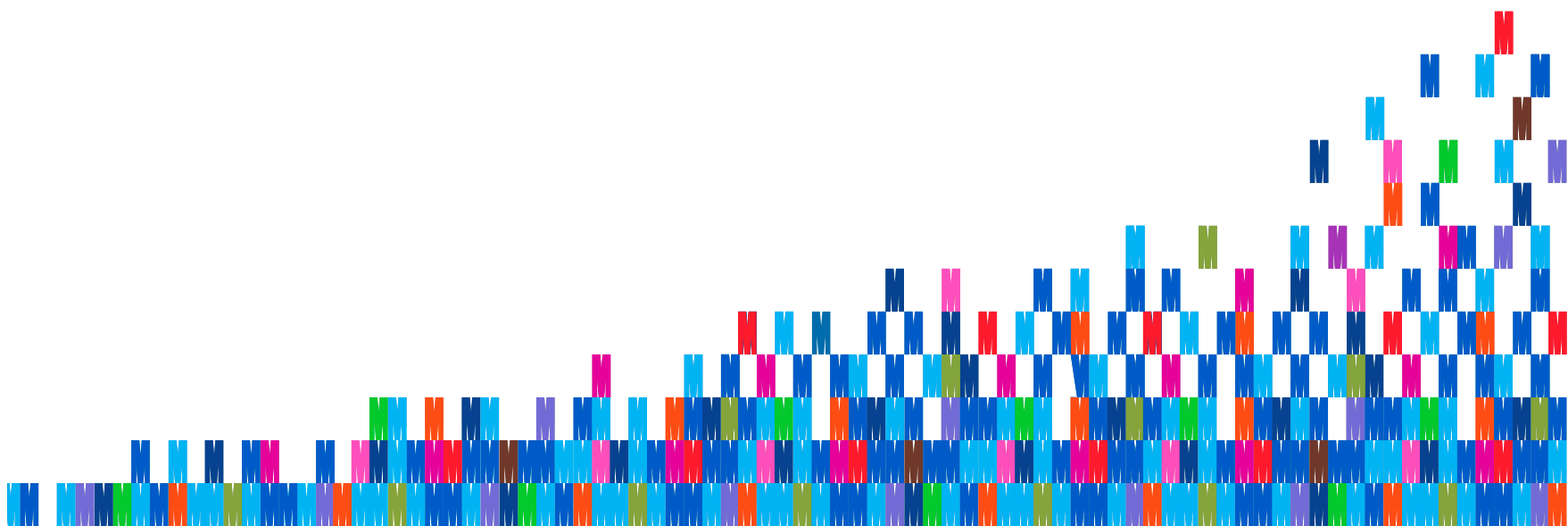
# Our commitment to Indigenous research

We recognise the vital importance of Australian Indigenous research, as a crucial way of advancing knowledge and a key contributor to reconciliation.

Foregrounding and amplifying Indigenous research methodologies, theories and practice is central to Monash's research ambitions under this plan. We recognise the value of distinctive Indigenous approaches to research, which prioritise relationships and material equity with partners, as well as Indigenous forms of knowledge, such as kin-centred ecologies, ontologies and epistemologies.

Monash is committed to conducting research to the highest ethical standards, through genuine partnerships with Indigenous communities, and to centring Indigenous forms of knowledge which do not conform to Western criteria or approaches to knowledge, where appropriate.

We are committed to attracting, developing, supporting, and retaining Indigenous researchers at Monash and acknowledge that we must support our Indigenous students in pursuing research careers, as outlined in the Strategic Priorities of the *Monash Aboriginal and Torres Strait Islander Framework 2019-2030*.



## Part 1: Our Impact 2030 Research Plan

*Impact 2030* commits Monash to a path driven by our purpose, to create understanding and innovation through local, national and international collaborations and to address three global challenges of the age: climate change, geopolitical security and thriving communities.

This Research Plan ensures that research at Monash impacts people and the planet for the better.

We are on a research impact journey built on the essential foundations of research excellence, peer-reviewed funding performance, disciplinary expertise and interdisciplinary collaboration. We are embedded in the communities around us through research partnerships with Indigenous communities, industry and government partners, not-for-profit organisations, action-research programs, spin-out companies, community legal centres, the work we do with and in schools, and through our clinical networks, hospital precincts and our global campuses.

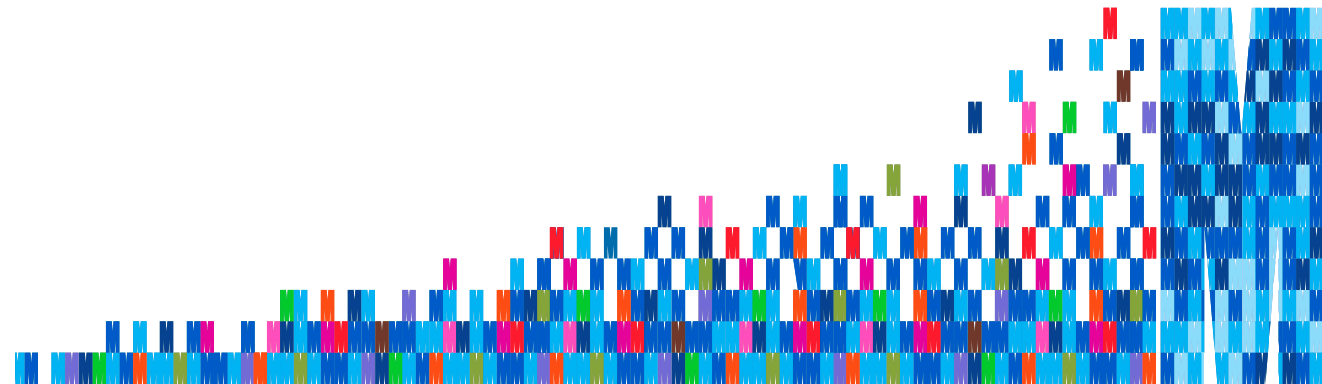
Discovery and curiosity-driven research remains the cornerstone of the University's knowledge development and underpins our excellence in performance and innovation.

The global research landscape is increasingly calling for more programmatic, mission-oriented research approaches, enabling the translation of basic and discovery research for the betterment of society and the planet. These solutions-focused approaches are ambitious and often transdisciplinary, comprising cross-sectoral investment and partnering arrangements.

**This Research Plan is positioned within an organisational development pathway, one in which *Impact 2030* is realised and Monash is recognised as a Global Impact Leader.**

**We have already set interdisciplinary foundations for research with capacity to be supported by, and add value to, enterprise, education, community leadership and all facets of our operations.**

**We must now extend our institutional ambition and research culture towards a blend of exceptional mission-driven research aligned with the three global challenges, underpinned by continued support for, and delivery of, excellent basic and translational research.**



## Our ten year pathway to deliver *Impact 2030*

### Positioned for *Impact* 2022 – 2025

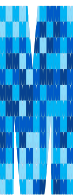
Existing institutional architecture reoriented towards a blend of excellent disciplinary research and mission driven research to address the global challenges.

### Built for *Impact* 2025 – 2028

New injections of resourcing and talent invested in mission driven research and the three global challenges reinforced by continued investments in excellent discovery research.

### Global *Impact Leader* 2028 – 2030

Large scale investment in discovery and programmatic mission-driven research that makes a significant impact on the three global challenges and draws on our global presence.



# Where are we going?

## The future state of research at Monash

Monash is a comprehensive, globally networked and large research-intensive University spanning discovery to translational research.

Discovery research is the bedrock of our research quality and innovation. Our research community is broad and diverse. We will support multiple career pathways and invest in the development of new skills and capabilities, enabling our community to navigate the complex funding environment that has evolved around us.

### **This Plan focuses on how we will:**

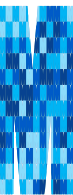
- > support, develop, attract and retain talent
- > service excellent research through best practice services, systems and infrastructure
- > harness our talent and global footprint to address the global challenges
- > partner with Indigenous communities, government, industry, philanthropy and civil society organisations
- > secure and diversify sustainable research funding

### **Impact 2030 states that Monash research will:**

- > Provide new knowledge and extend understanding – *talent enhancement and research*;
- > Support research platforms and access to data encouraging collaboration and development of new research knowledge and techniques – *research platforms and datasets*;
- > Build research capacity across all our campuses focusing on key research themes and supporting strong national and international capability in relation to key global challenges – *global challenge research programs*;
- > Build doctoral programs that incorporate access to international and industry partnerships across the Monash campuses – *graduate research training*; and
- > Develop new programs with partners to understand and provide solutions to key global challenges – *networks of excellence*.

## Research Plan 2022 – 2025

Research at Monash positively impacts people and planet



# Our Three Research Principles:

## 1 Excellence in research performance and research impact

Our research is typified by a bold and ambitious pursuit of 'excellence in research'. We are the home institution of many highly cited researchers and our academics perform exceptionally well in competitive nationally benchmarked, competitive grant schemes such as the Australian-based Australian Research Council, National Health and Medical Research Council and Medical Research Future Fund schemes.

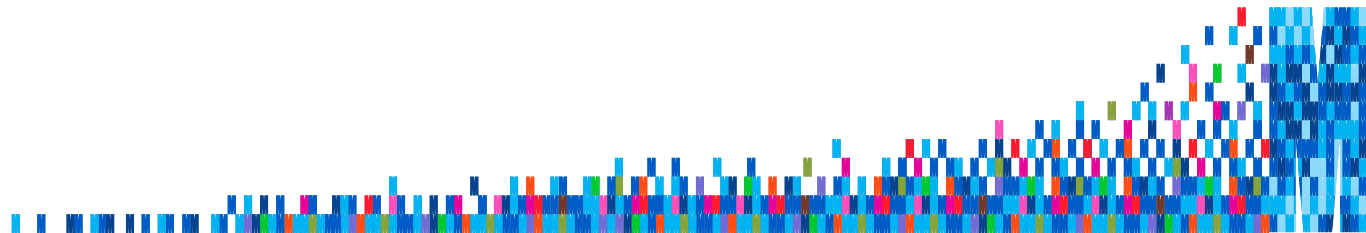
We will recognise and create ways of supporting the sectoral and societal benefits of research, building on our excellence in scholarly impact. Our research community will be supported to work across and at the nexus of three, nested impact spheres: scholarly impact, impact on sectors and industries, and impact on communities and societies.

## 2 Diverse research capabilities

We recognise that discovery and curiosity-driven research remains the cornerstone of knowledge development and houses the fundamentals from which research innovation is drawn. Monash is also home to exemplary programmatic, mission-oriented research initiatives that have originated from fundamental and discovery research. Meeting our global challenges requires excellence in disciplinary and interdisciplinary research, as well as transdisciplinary programmatic research that is supported by multi-sectoral, global consortia. This Plan supports the development of our diverse research pipeline from discovery to translation. This includes support for discovery research that has no immediate linkages to translation.

## 3 Responsible research

We undertake research that is responsible, and pursues diversity and inclusion, community empowerment, ethical integrity, and sustainability of outcomes with and through others. We do this because it aligns with our values, improves our research and our research culture. Our research will continue to support vulnerable and marginalised individuals, groups and societies. This emphasis on responsibility, tied to scholarly, sectoral, and societal outcomes, will become synonymous with Monash research. Our partnerships will be values-aligned, and our partners will be drawn to working with us to drive better outcomes for people and the planet.



# Our Four Key Themes:

To embed these principles, this Plan focuses on four key themes:

**Theme 1:** Accelerate talent: Monash is renowned for attracting and growing talent with proven excellence in research performance and impact

- > by attracting, developing and retaining exceptional academic and professional staff to support our diverse research pipeline.

**Theme 2:** Address global challenges: Monash research oriented towards global challenges

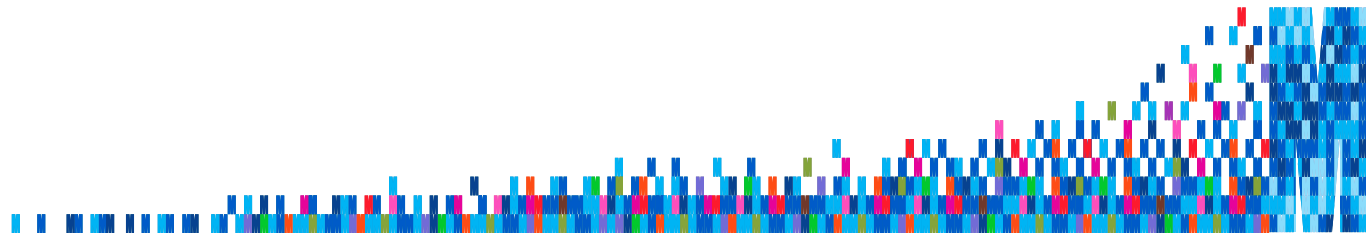
- > through continued excellence in research performance and excellence in research impact; new ways of working; global networks and collaborative and responsible research approaches.

**Theme 3:** Deliver exceptional internal support: support to optimise excellence in research performance and impact

- > by ensuring our internal systems and world-class facilities, platforms and labs are optimised to support our talent to increase research quality, scale and reach.

**Theme 4:** Attract diversified external income and continue to grow existing research income

- > by continuing to grow our research income from traditional partners and revenue streams, as well as attracting diversified external support with partners who align with our values and enhance our impact.

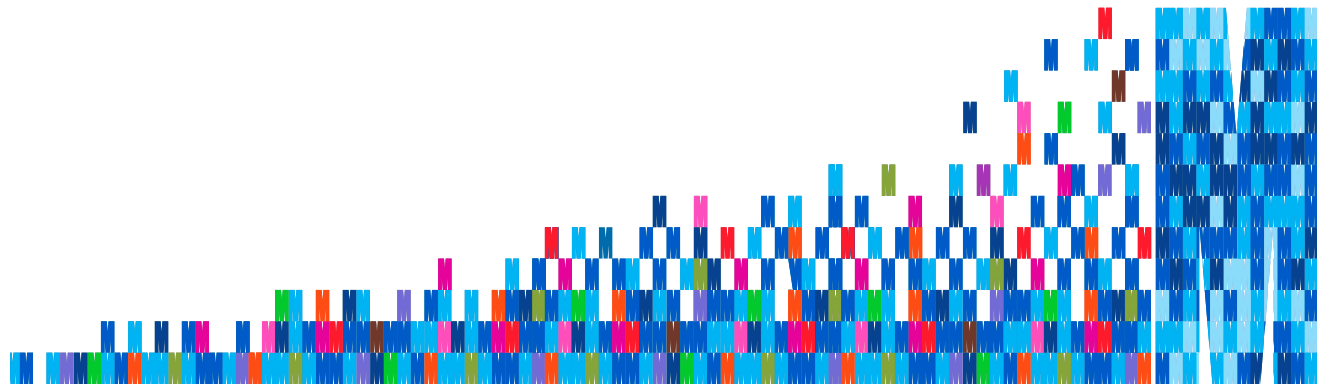


## Part 2: The 3-Year plan

The Research Plan comprises four intersecting themes, collectively building a powerful ecosystem of action towards our goals. In this 2022 – 2025 period, we aim to further deepen and extend our established excellence in research performance to ensure we are well positioned for greater research impact. This will strengthen the pathway to realising our aspiration of sectoral global impact leadership by 2030.

### This Plan is underpinned by the following assumptions:

- > There is a continuation of funding schemes that do not meet the full cost of research and a need to develop sustainable research funding.
- > There is a growing need to broaden our range of research partners, increase the global footprint of our research impact and build consortia funding approaches.
- > There are increasing compliance and governance requirements, as well as growing complexity in distributing funding, working with partners and co-designing research.
- > There are rising costs and complexities in specialised research infrastructure, tools and platforms, and a need to plan and make decisions that align with our strategic aims.
- > Discovery and curiosity-driven research can lead to transformative sectoral and societal outcomes at local, regional and global levels.
- > Increasing the diversity of Monash's research staff and HDR cohort, and fostering more inclusive and equitable research environments will accelerate discovery and impact.
- > There is a rising demand for responsible research that recognises power asymmetries and strong equity responsibilities in the design and execution of research, requiring authentic co-design and including perspectives from lived experience.
- > We will increasingly centre Indigenous voices and Ways of Knowing in our research.
- > Competition for talent across academic, professional staff and HDR students is high and will only keep growing.
- > There is continued demand and expectation from society about the role of universities in addressing what are considered 'real-world' problems.



## Theme 1: Accelerate talent: Monash is renowned for attracting and growing talent with proven excellence in research performance and impact

In meeting the *Impact 2030* objective to **provide new knowledge and extend understanding**, we must attract, develop, grow and retain talent across the research community and ensure this talent is both world-leading and reflects the diversity of the communities in which we work and research. We need to ensure that our global research community can work together to unlock the value of our network. Through talent acceleration we will enhance talent across academic and professional staff in support of excellence in research performance and excellence in research impact. We will also continue building on our commitment to growing, attracting and retaining Indigenous research talent.

### SUPPORT ACADEMIC AND PROFESSIONAL RESEARCH STAFF TO REACH THEIR HIGHEST POTENTIAL

- > Through a Talent Enhancement Framework, a series of programs and initiatives including capability development and a talent accelerator program, the Monash research community will have opportunities to accelerate research capacity and performance. It will also be designed to help deliver programmatic mission-based research aligned with the three global challenges. Our Talent Enhancement Framework will complement talent uplift initiatives offered in faculties, centres and institutes to support and accelerate talent whose excellent research is not specifically aligned with the three challenges. The Framework will also align with and support career pathways of researchers who are or have been successful in gaining competitive fellowships.
- > We compete globally for talent and will ensure we can attract and retain top researchers through the environment and capabilities we offer.
- > We will develop targeted professional development initiatives through the 'Research Professional @ Monash' program to support and drive the development of our professional staff, who are a critical part of our research community.
- > The capability development programs will ensure our researchers are supported to develop the skills required to thrive in the evolving and increasingly competitive research funding landscape.
- > We will partner with the Provost portfolio, faculties, institutes, heads of campuses and HR on academic performance measures to incentivise diverse career pathways.

### IDENTIFY, RECRUIT AND FOSTER THE TALENT OF THE FUTURE

- > There are many different versions of what success looks like for researchers and research professionals. Monash is large enough, diverse enough and bold enough to accommodate many different career paths. We want diverse pathways that support excellence, and we will work across the University to map these pathways and celebrate, reward and incentivise different versions of success.
- > HDR students and postdocs are a key part of a thriving research ecosystem. HDRs are our future research workforce and ambassadors in industry, government and practice. We will identify and attract HDR talent and ensure Monash is where the best and brightest researchers choose to undertake their graduate research activity. Our HDR cohort will be drawn from diverse backgrounds and varying career stages. The Monash Doctoral Program will provide the necessary skills and training that enables responsible research. We will equip our HDR talent for careers with industry, government and/or academia and offer a global experience throughout their candidature. We will measure the outcomes of our HDR program, their experience, and their employability pathways so that we can build better programs to fit current needs.
- > Supervisors will be trained to provide excellent training and career guidance for their HDR students.

## GLOBAL COLLABORATION

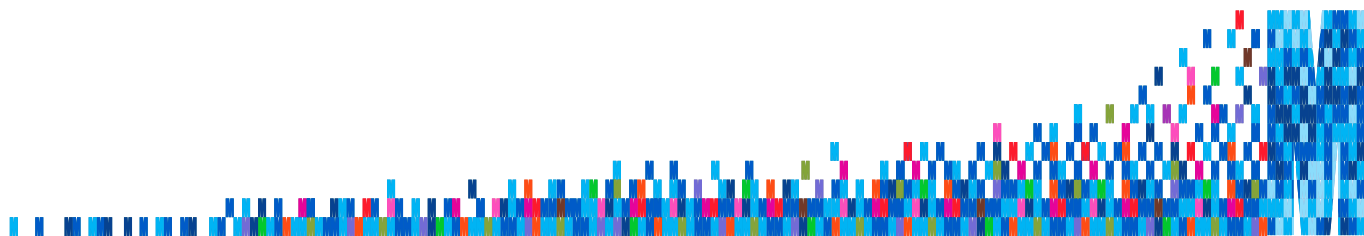
- > Transdisciplinary and transnational ways of working are critical to our ability to deliver on the three global challenges and to enhance excellence in research performance and excellence in research impact. Over the duration of this Plan, we will strengthen connections between Monash's campuses become more connected. This initiative enables and supports researchers to collaborate across our campus network and through our global networks of excellence.

## ENSURING EQUITY AND DIVERSITY ARE AT THE CENTRE OF MONASH RESEARCH EXCELLENCE

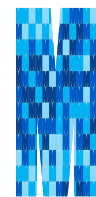
- > We are committed to increasing our Indigenous PhD cohort and Indigenous research staff. In partnership with the William Cooper Institute and the Office of Provost and Vice Chancellor Indigenous portfolio, we will focus on attracting, supporting and retaining Indigenous research staff. This includes ensuring more First Nations Australians have the opportunity to enter into a graduate research pathway and to undertake a research career.
- > Responsible, excellent and impactful research is conducted with attention to mutually beneficial processes and outcomes. This requires increasing attention to building capability, equity, diversity and lifting capacity with an understanding of the power asymmetries across boundaries. We will identify and recognise responsible research values and ensure the Monash research community is supported in embedding these to deliver excellent and impactful outcomes.

## RESEARCH LEADERSHIP

- > We will provide leadership development opportunities that recognise the diverse career paths of researchers and ensure we create an understanding that there are different pathways to achieve success. As a result, our research leaders will be capable of leading diverse research teams from discovery to translational research in programmatic mission-oriented modalities.
- > Programmes of work will bring together senior researchers and emerging leaders across Monash to ensure they are equipped with skills to develop, lead and support research teams.

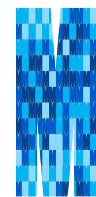


INITIATIVE	DESCRIPTION	OUTCOMES SOUGHT	COLLABORATORS
<p><b>Support academic and professional research staff to reach their highest potential</b></p>	<p>Researcher Capability Framework, a suite of programs that provide development opportunities, identifies, supports and grows skills required for the future of research.</p> <ul style="list-style-type: none"> <li>&gt; Develop a comprehensive framework, map current offerings against that framework, develop and launch a central resource for engagement with the capability framework and provide professional development opportunities.</li> <li>&gt; Ensure development opportunities complement offerings across the university and align with future focused skills across all levels.</li> <li>&gt; Talent will be supported across both discovery and mission-driven research</li> </ul> <p>Launch Talent Accelerator Program for mid-career researchers.</p> <ul style="list-style-type: none"> <li>&gt; Talent accelerator program to have an Australian Indigenous research track to attract and support First Nations Australian research talent.</li> <li>&gt; Selection criteria to be defined and circulated, and first cohort to be selected.</li> </ul>	<p>All research staff including academic and professional will be provided with targeted development opportunities to enhance their skills and strengthen Monash's reputation for research excellence.</p> <p>Academic and professional research staff will be supported to enhance their skills and capabilities, equipping them for future research opportunities.</p> <p>Staff will be supported to accelerate their talent and be retained within Monash.</p>	<p>Consultation with Deans, Faculty General Managers, Associate Deans of Research and Heads of campus.</p> <p>Collaboration with faculties and talent development to map current offerings and ensure that central offerings fill the gap and are connected.</p> <p>PVC Indigenous, William Cooper Institute (WCI)</p>
<p><b>Identify, recruit and foster talent of the future</b></p>	<ul style="list-style-type: none"> <li>&gt; Ensure the academic performance promotion framework reflects diverse career pathways.</li> <li>&gt; Work with Provost portfolio and faculties to develop KPIs reflecting high impact, interdisciplinary, collaborative research.</li> <li>&gt; Develop a professional staff 'stretch' program to develop professional staff skills and provide mentoring and coaching support.</li> <li>&gt; Develop recruitment and professional development programs for HDR students and ECRs.</li> <li>&gt; Develop a global challenges cohort program for HDR students - enable them to align with the global challenges and establish networks to build interdisciplinary connections early.</li> <li>&gt; Provide a global experience for HDR students.</li> <li>&gt; Provide industry opportunities for HDR students, including developing an internship program.</li> <li>&gt; Provide support to the Provost portfolio for recruitment of internationally excellent staff.</li> </ul>	<p>Attractive and coherent career &amp; development pathways for full scope of researchers, professional staff and HDR students from diverse backgrounds, across all campuses globally.</p>	<p>HR, faculties, centres, institutes, Provost portfolio, Associate Deans Graduate Research, Associate Deans Research</p>



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INITIATIVE	DESCRIPTION	OUTCOMES SOUGHT	COLLABORATORS
Global Collaboration	<p>Researchers will be supported to conduct high impact, responsible, interdisciplinary research by:</p> <ul style="list-style-type: none"> <li>&gt; Creating opportunities for researchers to connect, engage and collaborate internationally and across the Monash network of campuses via future-focussed research activities such as bootcamps, convening workshops, communities of practice, capability development sessions and networking and potential seed funding.</li> <li>&gt; developing case studies to showcase leading examples of transdisciplinary research that become part of the capability development tools.</li> <li>&gt; Shadowing opportunities for research leadership.</li> </ul>	<p>Researchers actively collaborate across our campus network and broader global networks.</p> <p>Researchers undertake quality global collaborations.</p> <p>Interdisciplinary programmatic research project increase.</p> <p>Monash researchers are able to network effectively across disciplines, faculties, campuses, institutes and centres.</p>	<p>Collaboration with the Provost portfolio, Heads of campus and HR on Academic performance measure to ensure alignment in the way we measure and incentivise differentiated performance expectations.</p>
Ensuring equity and diversity are at the centre of Monash research excellence	<ul style="list-style-type: none"> <li>&gt; Develop a suite of tools, such as the First Nations Researcher program, to support faculties and teams to be inclusive and harness benefits of equity and diversity.</li> <li>&gt; Continue to improve gender equity outcomes across research.</li> <li>&gt; Demonstrate our commitment to inclusion in all research careers for people with a disability and ensure that our HDR cohort reflects this commitment to inclusion.</li> </ul>	<p>Researcher profiles mirror those communities in which we operate and are relevant to the research we conduct.</p> <p>Our research is enhanced through the diversity of our teams and our engagement with communities.</p> <p>EDI training for researchers.</p>	<p>PVC Indigenous and William Cooper Institute (WCI)</p> <p>Faculty leadership, centres, institutes, HR, Associate Deans Research, Associate Deans Graduate Research</p>
Research leadership	<p>Create a peer mentoring program and curate external offerings.</p> <p>Develop Researcher Funding Attraction Capability program to support Monash research teams and their leaders to lead all phases of research from 'bench to boardroom'.</p>	<p>Research leaders are equipped with skills to lead teams of staff to build programmatic research and to attract diversified funding.</p> <p>Leaders are able to translate and scale ideas and demonstrate strong leadership skills.</p>	<p>Faculty leadership, Heads of campus</p>



## Theme 2: Address the global challenges: Monash research oriented towards global challenges

The *Impact 2030* global challenges - climate change, geopolitical security and thriving communities - require the focus of our research community, harnessing our global network, working with and through partners responsibly, and the building of new ways of working at scale. We must undertake excellent research that is transdisciplinary and transnational, and which is designed and implemented to achieve transformative sectoral and societal impact.

### CONTINUED SUPPORT FOR DISCOVERY RESEARCH

- > Discovery research remains the cornerstone of our knowledge development and can feed forward into the global challenges. Addressing our global challenges requires continued excellence in discovery research.

### CATALYSE MONASH RESEARCH MISSIONS

- > Global challenge research requires the development of a clear framework for research missions. The Framework needs to, meet the expectations of evolving funding and partnership opportunities, while developing fit for purpose internal systems and delivery capability across the research professional and academic community.
- > The DVCR portfolio will work with the research community to support, develop and grow programmatic mission-based research through a number of initiatives such as convening workshops and bootcamps and the collaboration of cross-portfolio expertise for programmatic support teams.

- > The DVCR portfolio will continue to support excellence in discovery and curiosity-driven research. This research lays a foundation for future impact and underpins our ability to tackle the three global challenges.

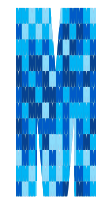
### GLOBAL IMPACT PARTNERSHIPS

- > We have a unique global footprint that needs to be harnessed to support our excellent research. By developing mechanisms for true collaboration across our campus network and networks of excellence, we can support the global outlook and relevance of our research.
- > Our research endeavours will reflect our unique domestic and international campus footprint, our international Networks of Excellence (NoE) and our transdisciplinary approach to achieving sectoral and societal impact in the three global challenge areas.
- > To address the global challenges and ensure our impact is as far-reaching and relevant as possible, we need to develop global impact partnerships across key spheres of influence such as the United Nations, multilateral development banks and agencies, international development funders, policy makers, peak industry bodies and global companies. Such partnerships will lead to funding opportunities and research collaboration with greater outcomes.
- > We will support the strategic positioning of our thought leaders in local, national and global forums of influence.
- > We will nurture and foster the next generation of research leaders to position them within these forums.

### RESPONSIBLE RESEARCH

- > Monash aims to be a leader in the evolution of the global research ecosystem towards a more just, ethical and transformative research practice. We will build our capability to recognise and address power asymmetries in transboundary and cross-cultural research.
- > We will adopt an approach to research in which equity, diversity and inclusion are integrated into research design, methods, approaches, teams, governance structures and outcomes, including the equitable roles in co-owning research agendas, implementation and benefits with diverse stakeholders and partners, including those with relevant lived experience.
- > Through the life of this Plan, we will work with the research community to develop new models and capabilities to achieve the sustainable development goals (SDGs).

INITIATIVE	DESCRIPTION	OUTCOMES SOUGHT	COLLABORATORS
Continued support for discovery research	Support world-leading research in all its forms, including through initiatives above: aligning research centres, funding strategic research with global and national partners, upskilling researchers.	Monash continues its rise as a world leader in research.	Faculties, centres, institutes, Associate Deans Research, campuses
Catalyse Monash missions	<ul style="list-style-type: none"> <li>&gt; Develop Monash Research Missions Framework.</li> <li>&gt; Work with centres and institutes to catalyse superior research outcomes, from discovery to translational research.</li> <li>&gt; Ensure business development support framework is developed and supports the programmatic missions approach.</li> <li>&gt; Run bootcamps and convene workshops to support and accelerate collaboration and research aligned with the challenges.</li> <li>&gt; Identify and work to address existing internal barriers to build collaborative programmatic missions.</li> <li>&gt; Seed fund mission-based programs and support development.</li> </ul>	Monash unique missions framework is in place. 5-10 strategic missions grown and supported by multiple funders.	Enterprise and Engagement portfolio, Advancement, COO's Office Programmatic team, faculty research leadership
Global impact partnerships	<ul style="list-style-type: none"> <li>&gt; Develop strategic partnerships with UN/multilateral international development agencies for impact.</li> <li>&gt; Develop government partnerships for programmatic research.</li> <li>&gt; Extend Monash's presence at key global and regional forums, particularly across the three global challenge areas.</li> <li>&gt; Harness the Monash campus network by extending cross-campus research collaborations, including co-supervision of HDR students.</li> <li>&gt; Partner with top universities and look for collaboration opportunities to address the global challenges.</li> <li>&gt; Support key stakeholders including Enterprise and faculties to ensure a fit for purpose business development framework is developed.</li> </ul>	Monash's global research relevance extended. We harness the benefits of our campus network through embedded research collaboration.	Heads of campus, all Monash campuses Deans, Faculty General Managers, Associate Deans of Research, Research Managers, Associate Deans of Graduate Research Faculties, institutes and centres Enterprise and Engagement portfolio, Advancement
Responsible research	<ul style="list-style-type: none"> <li>&gt; Develop Monash principles for responsible research and research culture.</li> <li>&gt; Build staff and graduate student capability for responsible research.</li> </ul>	Monash demonstrates responsible research approaches to address power asymmetries and incorporate lived experience and research co-design with partners, where appropriate.  Responsible research is an embedded approach.	Associate Deans of Research (ADRs), Heads of campus/ Heads of Research, Associate Deans of Graduate Research  William Cooper Institute (WCI)



### Theme 3: Deliver exceptional internal support: support to optimise excellence in research performance and impact

*Impact 2030* requires efficiency and excellence in support systems as we see more diversity in research funding, variability of processes, and more demands on the systems.

#### RESEARCH INFRASTRUCTURE

- > Strategic investment in our platforms is essential to continue driving the generation of new knowledge and innovative techniques. This requires us to make evidence-based decisions on what to invest in so that we can continue to be competitive in the medium- and long-term. This investment will only be sustainable through the development of a strategic investment framework (establishing the terms on which we divest or redirect investment) that aligns with our ability to attract external investment and meet the needs of our whole research community.
- > Development and implementation of a governance framework and reporting systems that ensure there is visibility of value, investment, engagement and outcomes. This will ensure that the contribution of platforms, the return on investment and the partnership opportunities are clear and competitive.
- > Development of the research infrastructure investment plan will support coordination and planning around capital and operational research infrastructure investments across central and faculty levels. This will ensure that our research activities are underpinned by world-leading capabilities.

- > Digital technologies are rapidly transforming the global research landscape. The development of the University's Digital Research Plan will ensure that our researchers are underpinned by leading digital capabilities that also enable the University to grow in areas of competitive advantage.

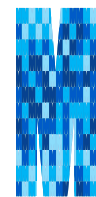
#### RESEARCH AND GRADUATE RESEARCH SERVICES

- > Our research and graduate research services are underpinned by our talented and dedicated staff. These services will be equipped with the systems, workflows and processes and talent to enable them to support our ambitious research agenda, including being able to support the transnational and transdisciplinary ways of working at Monash.
- > We will work across portfolios to ensure the organisational architecture supports innovative research and enables cross-faculty, cross-institute and cross-campus research at scale. We will support research that partners with communities, industry, philanthropy and global peers to address the global challenges. This includes the coming together of resources to develop and accelerate programmatic research.
- > Current national competitive funding schemes make assessing the dollar value of research activities difficult due to their dependence on a co-funding model of investment with researcher time commitments not always fully costed by funders. We will create a deep and transparent understanding of our research costing models and our co-investment in research to demonstrate commitment and value to our prospective and current partners.

#### SHOWCASING HIGH-IMPACT RESEARCH

- > Systems and approaches that promote collaboration and increase the visibility of our research will be developed in partnership with faculties, centres, institutes, campuses and central portfolios. This will include dedicated resources that can be deployed to support and develop opportunities in an agile, responsive way.
- > Excellence in engagement and impact requires capability development. This includes building impact pathways into projects, working strategically with impact partners, and monitoring and reporting on impact. Tools for recording impact pathways and support for showcasing research impact stories are required. These will be developed in partnership with the research community. The systematic collection of impact stories will give visibility to the breadth and depth of Monash University's research, from discovery through to translation.

INITIATIVE	DESCRIPTION	OUTCOMES SOUGHT	COLLABORATORS
Research infrastructure	<ul style="list-style-type: none"> <li>&gt; Develop Research Infrastructure Investment Framework (RIIF).</li> <li>&gt; Develop governance framework and reporting systems that ensure effective utilisation, investment and enhancement of research through infrastructure.</li> <li>&gt; 10 year digital research plan to include a roadmap for digital capabilities.</li> </ul>	Access to fit-for-future research infrastructure and digital capabilities to enhance and accelerate the comprehensive research base across Monash.	COO's Office, Buildings and Property Division (BPD), CFO's Office, eSolutions  Faculties, centres, institutes and campuses
Research and Graduate Research Services	<ul style="list-style-type: none"> <li>&gt; Systematise and make visible and transparent the support, development and guidance available to all research staff, researchers and HDR students.</li> <li>&gt; Ensure research grant and contract workflows and structures are fit to support <i>Impact 2030</i> and the growth of transnational, transdisciplinary research.</li> <li>&gt; Design HDR services to be fit for global networks and industry engagement.</li> <li>&gt; Develop service level agreements, with escalation mechanisms as needed, and feedback loops between service and end-users.</li> </ul>	Efficient, high quality, digitally enhanced, and client-focussed services to faculties and teams.	Associate Deans of Research, Associate Deans of Graduate Research, Research Managers, COO's Office, Office of the General Counsel (OGC), Research & Revenue Accounting Services (R&R), campuses
Showcasing high-impact research	<ul style="list-style-type: none"> <li>&gt; Develop and improve internal structures to support large multi-party interdisciplinary programs by ensuring research is visible across the university so that colleagues can identify collaborators.</li> <li>&gt; Develop formal communities of practice and lead annual impact showcase events to celebrate impact and support collective peer learning.</li> <li>&gt; Support the development of Engagement and Impact Frameworks across disciplines, including performance reporting. These frameworks will identify common impact pathways for these disciplinary areas, they will provide examples of impact that enable the research community to plan for and monitor impact and engagement.</li> </ul>	Systems to support active research communities that foster improved research impact.	Provost portfolio, Enterprise and Engagement portfolio, Advancement  Associate Deans of Research, Associate Deans Graduate Research, Research Managers



## Theme 4: Attract diversified external support: broad-based, global willingness and capacity to support Monash research

*Impact 2030* asks us to partner more effectively and develop new programs with partners to understand and provide solutions to global challenges. There is also an aspiration to diversify income streams, in recognition of the lack of growth potential in Category 1 funding. This means that alongside sustaining and further improving our high performance in national competitive grant schemes, we must continue to grow Category 2-4 research income and support our research community to attract sustainable sources of research funding that covers the full cost of research. Diverse income streams require having a balanced approach to different forms of return on that investment, including financial cost recovery, commercial benefit and social return on investment.

### VISIBILITY OF RESEARCH EXCELLENCE AND IMPACT

- > We need to ensure that our exceptional research is visible in meaningful ways to colleagues, peers, partners and potential collaborators. In addition to published outputs in traditional and non-traditional research fields, we need to ensure our excellence and research impact is clear through our website, media, thought leadership and other engagement activities. This must also speak to the global research community to ensure we can continue building our research reputation that underpins many of our objectives.
- > Our ability to tell our capability stories and the unique offerings of our research are fundamental to our ability to partner and attract investment.

### ATTRACTION OF FUNDING

- > Our research income has continued growing, thanks to the talent and commitment of our academic and professional staff research community. Over the duration of this Plan, we want to continue this trajectory and support our researchers in attracting long-term funding from multiple funders to enable them to undertake research of the highest quality.
- > Working in partnership with the Enterprise portfolio, we will also support the capability of our researchers to conceive of commercial and other related outcomes of their research.
- > We will invest in a number of strategic partnerships with key external organisations to grow our ability to attract full cost funding and continue to increase category 2-4 research income aligned with the global challenges.
- > We will continue to supporting discovery research that is not aligned with the global challenges and attracting income from traditional sources. This includes providing advocacy to national and international funding bodies and governments to support funding and policy changes for research and researchers.
- > In partnership with faculties, centres and institutes, we will develop strategies to drive increased funding from traditional income sources.

### ALUMNI ENGAGEMENT

- > Work with Advancement to engage our alumni network, particularly the Global Leaders, to inform our research and ensure we deliver value to their work, through insights provided by our research.

- > Deepen our relationship through thought leadership and mutual exchange of ideas to inform both practice and research.
- > Harness the power of our HDR alumni as powerful advocates for our research capability and ambition. Our alumni engagement will also help develop a pipeline of industry placements.
- > Better tracking of HDR student career outcomes so we can design the best program to meet their needs.

### INDUSTRY ENGAGEMENT AND STRATEGIC PARTNERSHIPS

- > Attract partners who align with our values and the focus of our research. We will provide opportunities to build our capability to be attractive to partners, investors and to key decision makers influencing major policy and regulation through our research.
- > Nurture innovative, enduring and deeper partnerships involving mutual skills and capability development with movement between industry and higher education research, including research training. This will be complemented by continuing to embrace diverse career paths that reflect industry trajectories through the practice pathways into academic roles and through promotion and growing our industry connected HDR cohort.
- > Our networks of excellence enable deep collaboration across institutions that will drive global challenge research, and we will harness them to support our engagement with funders and government agencies across our global network.

INITIATIVE	DESCRIPTION	OUTCOMES SOUGHT	COLLABORATORS
Visibility of research excellence & impact	<ul style="list-style-type: none"> <li>&gt; Identify unique and distinctive strengths and capabilities of Monash research and make these visible.</li> <li>&gt; Build Research Support Communications program, including websites, social media, lectures / masterclasses to embed this planning in research projects from conception.</li> <li>&gt; Develop mechanisms to showcase high impact research including a dedicated award and prize strategy that ensures we are putting forward our researchers for all relevant opportunities.</li> </ul>	The visibility of our research strengths and capabilities is high amongst our Monash community, current and potential partners and investors.	Associate Deans Research, University Marketing, Admissions and Communications (UMAC)
Funding attraction	<ul style="list-style-type: none"> <li>&gt; Support strategies and our diverse research capabilities to attract research funding from varied sources.</li> <li>&gt; Build awareness of our research and our research capabilities with funders across industry, philanthropy, government and global funding agencies.</li> <li>&gt; Support researchers to conceive the commercial impact of their research – through support programs run within Enterprise and by fostering leadership skills through our Talent Enhancement Framework.</li> <li>&gt; Support researchers to 'grow' investment through Talent Enhancement Framework development programs.</li> <li>&gt; Support research services to ensure that funding initiatives are secured and managed successfully.</li> </ul>	<p>Research is funded from a wide variety of sources, including (non-competitive) government, philanthropic and industry partners.</p> <p>Research leads to commercialisation outcomes.</p>	<p>Associate Deans Research, Enterprise and Engagement portfolio</p> <p>Advancement</p> <p>Research &amp; Revenue Accounting Services (R&amp;R)</p>
Alumni engagement	<ul style="list-style-type: none"> <li>&gt; Develop a framework to capture and monitor career trajectories of graduates.</li> <li>&gt; Engage alumni from doctoral programs.</li> <li>&gt; Ensure alumni are engaged in our research to promote our reputation and support where possible.</li> </ul>	Monash alumni make significant supportive contributions to the quality and impact of research.	Advancement
Industry engagement & Strategic partnerships	<ul style="list-style-type: none"> <li>&gt; Support researchers in creating enduring, values-aligned partnerships for research with industry.</li> <li>&gt; Develop scholarship programs to support research training by engaging industry, alumni, and sponsors.</li> <li>&gt; Foster impactful strategic partnerships aligned with our research that enhance impact.</li> <li>&gt; Align our partnerships with our values and principles for responsible research.</li> <li>&gt; We will utilise our Networks of Excellence to support our research impact and to collaborate with colleagues on our global challenges.</li> </ul>	<p>Researchers meet rising demand for interdisciplinary capabilities and the readiness to solve real-world problems in industry.</p> <p>Multi-faceted research partnerships exist that align on our mission-driven approach.</p>	<p>Enterprise and Engagement portfolio</p> <p>Faculties, centres, institutes and all campuses</p>

