Research at UWS brings knowledge to life through its interdisciplinary focus, collaborative orientation and responsiveness to the contemporary social, economic and environmental challenges in Greater Western Sydney and beyond.
Summary Statement: Research

UWS aims to provide a research-rich environment, valued for the quality, distinctiveness and impact of its research programs and training, and their ability to enrich its teaching and community engagement.

Research at UWS brings knowledge to life through its interdisciplinary focus, collaborative orientation and responsiveness to the contemporary social, economic and environmental challenges in Greater Western Sydney and beyond. UWS research speaks to the development of urban and rural regions, the new economy, arts and cultural life, and professional practice.

The level of research performance across the University will continue to rise, building on dedicated support for the research and scholarly activity of all staff. The research reputation and research income of the University will grow accordingly. UWS will enhance the critical mass within its strategically selected areas of research strength and concentration, each of which stands out nationally and internationally for a distinctive synthesis of cutting-edge scholarship, commercial application and sustained community engagement.

In tandem, research training programs at UWS will respond to the requirements of the 21st Century knowledge society, attracting high quality students and providing excellent, flexible career prospects in the public and private sectors as well as academia.

Strategic goals
2004 - 2008

1. Achieve outstanding performance in research and scholarship that is distinguished by its interdisciplinary focus and relevance to industry, government and the community

2. Substantially increase UWS’s profile in research output, income, and commercialisation of findings

3. Build productive research groups and university-wide research programs in areas that reflect UWS’s distinctive strengths and orientation to practical knowledge

4. Develop effective research partnerships with industries, organisations and communities in the Greater Western Sydney Region, as well as nationally and internationally

5. Establish distinctive research higher degree programs marked by their relevance to industry, government and community futures
Strategic Goal 1

Achieve outstanding performance in research and scholarship that is distinguished by its interdisciplinary focus and relevance to industry, government and the community

1.1 Provide a comprehensive and targeted research development program at College and University levels aligned to UWS strategic directions and goals. This will be achieved by:

• ensuring that academic workload policies give appropriate recognition to research and community engagement activities and their linkages with undergraduate and postgraduate education (see ‘Teaching and Learning Plan’ and ‘Regional and Community Engagement Plan’)

• providing training and support in project development, research design and grant application preparation

• introducing and expanding secondments, exchanges and internal research fellowships within and outside UWS

• introducing formal mentoring plans that recognise the different stages of individuals’ research careers and the specific needs and aspirations of diverse groups

• increasing support for Indigenous research and researchers

1.2 Foster a distinctive research culture that encourages synergies across disciplines and collaboration among students, researchers and colleagues in industry, government and the community. This will be achieved by:

• encouraging and developing research interest and skills oriented to real world problems and professional practice

• rewarding collaborative initiatives among researchers across academic units and Colleges, and with representatives from industry, government and the community

• increasing the scale and impact of research in areas of regional and community priority (see ‘Regional and Community Engagement Plan’).
1.3 Ensure that exemplary ethical standards underpin all research projects and collaborations. This will be achieved by:

- creating opportunities for undergraduate and postgraduate coursework students to participate in research as key elements of their study experience (see ‘Teaching and Learning Plan’)
- recognising and seeking support for research in non-traditional areas such as the creative arts and design
- certifying that all projects reflect a commitment to social justice as articulated in the University’s social justice policies
- providing staff development and training to ensure that researchers and research students adhere to the highest standards of ethics and values in the conduct of their research
- ensuring the fair and just treatment of social groups who are the focus of research, especially disadvantaged communities such as Indigenous people and people from culturally diverse backgrounds, and seeking their genuine input and participation in the research process
- ensuring that participants in research are appropriately recognised, authorship is acknowledged and rights in intellectual property respected in all communication about research projects and outcomes
- ensuring that the University protects its intellectual property
- protecting the health and safety of all participants in research and research training
### Strategic Goal 1

**Performance Measure and Targets: Strategic Goal 1**

<table>
<thead>
<tr>
<th>Measure</th>
<th>Current Position</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Research Active Staff</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>% of academic staff classified as ‘research active’ by UWS</td>
<td>23.4% (99-01)</td>
<td>• 30% by 2005; 40% by 2008</td>
</tr>
<tr>
<td><strong>Competitiveness of UWS research</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Income from “other public sector” and “industry and other” sources</td>
<td>$6.10M</td>
<td>• Increase annually</td>
</tr>
<tr>
<td>UWS Sector 2001-2003</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>ARC Linkage Program</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Number of successful applications</td>
<td>12</td>
<td>13</td>
</tr>
<tr>
<td>• Rate of successful applications</td>
<td>42%</td>
<td>47%</td>
</tr>
<tr>
<td>• Average of 15 successful bids per annum (2004-2008)</td>
<td></td>
<td>• Success rate equal to or better than the sector</td>
</tr>
</tbody>
</table>

Key:
*Blue* type indicates a Board of Trustees’ KPI
Strategic Goal 2

Substantially increase UWS’s profile in research output, income and commercialisation of findings

2.1 Enhance UWS effort in research development support. This will be achieved by:

- reviewing internal funding schemes to improve effectiveness and ensure they reflect the University’s distinctive focus on interdisciplinary research relevant to its region and communities of interest
- supporting and assisting researchers to win research funding through Australian competitive grant programs, contract and commissioned research projects, commercial and philanthropic funding schemes, and international research funding opportunities
- designing research grant proposals and research tenders to include funding support for research education and student participation in research activity
- developing project costing models that recognise both the direct and indirect costs of research
- ensuring effective management of risk that pertains to research and research development activity

2.2 Promote targeted development of contract research and consultancy activity. This will be achieved by:

- improving the professional management of contract research and consultancy activity
- maximising links and synergies between consultancy and research
- implementing stringent and transparent procedures for reporting and monitoring consultancy activity and income
2.3 Improve commercialisation opportunities arising from collaborative industry research, locally, nationally and internationally. This will be achieved by:

- focusing appropriate research effort on the viable development of products that may be commercialised through spin-off companies
- establishing appropriate measures for protecting staff and student intellectual property in collaborative contexts, while remaining sensitive to the needs and interests of partner organisations

- developing a funding and assessment mechanism for investment in patent protection
- developing income streams through royalties
- investigating the potential benefits and costs of a UWS research park
- improving awareness of UWS intellectual property management processes

2.4 Communicate UWS research orientations, strengths and achievements. This will be achieved by:

- developing a comprehensive communication strategy to promote UWS’s research and research training achievements within UWS, its region and beyond (see ‘Marketing and Communications Plan’)
- installing the recognition of research experience and research training in UWS graduate attributes (see ‘Teaching and Learning Plan’)
- promoting strategic inter-institutional research linkages, student and staff exchanges and the recruitment of international students
- investigating the potential benefits and costs of a UWS research park
- improving awareness of UWS intellectual property management processes
### Performance Measure and Targets: Strategic Goal 2

<table>
<thead>
<tr>
<th>Measure</th>
<th>Current Position</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Research Output</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Weighted research publications per FTE</td>
<td>0.7 publications</td>
<td>Rate of 1.0 publications by 2008</td>
</tr>
<tr>
<td>academic staff member</td>
<td>(2002)</td>
<td></td>
</tr>
<tr>
<td>% Growth in total research income</td>
<td>5% per annum</td>
<td>Average annual increase in total research</td>
</tr>
<tr>
<td>Consultancy Income</td>
<td>$1.18M</td>
<td>Average annual increase in consultancy</td>
</tr>
<tr>
<td></td>
<td></td>
<td>income of 7% (2004-2008)</td>
</tr>
<tr>
<td>Research Commercialisation</td>
<td>Under development</td>
<td></td>
</tr>
</tbody>
</table>

**Key:**

*Orange* type indicates a Board of Trustees’ KPI
Strategic Goal 3

Build productive research groups and university-wide research programs in areas that reflect UWS’s distinctive strengths and orientation to practical knowledge

3.1 Establish a balanced profile of UWS research concentrations. This will be achieved by:

- aligning UWS’s research concentrations with areas of excellence in teaching and professional development and with existing and emerging areas of research strength within the University
- responding effectively to designated national research priorities
- focusing on emerging issues for the Greater Western Sydney (GWS) Region from business and industry, government, social and cultural arenas
- introducing a systematic process of review and evaluation of UWS’s research profile and its associated research support policies

3.2 Develop University-wide research programs in areas where the University has the capacity to address significant issues on an interdisciplinary basis. This will be achieved by:

- building up the Water Futures Institute as a high profile research program with a distinct identity in water research
- establishing a University-wide research and teaching program in Urban and Community Development
- developing further interdisciplinary research programs that bring together researchers and students from across the university, with reference to the 2001 Research Landscape review
- linking research higher degree scholarships and other student research opportunities to University-wide research program areas
3.3 Increase critical mass, improve governance and enhance sustainability of research centres. This will be achieved by:

- ensuring that the goals of centres are linked with UWS's strategic directions
- actively recruiting outstanding researchers capable of making a substantial contribution to the profile and performance of research centres
- enhancing career stability of research centre staff
- applying robust performance measures and stringent review and evaluation procedures

3.4 Enhance research infrastructure supporting research centres and University-wide research programs. This will be achieved by:

- linking infrastructure development with campus planning and teaching programs
- increasing collaboration with industry, government and other universities through infrastructure-sharing for mutual benefit
- increasing applications for and success rate of infrastructure development grants
- ensuring UWS IT infrastructure developments incorporate research needs for access to advanced communications and collaboration tools
- establishing secure and reliable central data storage for research data and making it easily accessible to researchers
- establishing communication strategies to enhance staff and student awareness of research tools available to them, such as the Library Digital Thesis collection
- increasing depth of library resources in the University's areas of research strength

Performance Measure and Targets: Strategic Goal 3

<table>
<thead>
<tr>
<th>Measure</th>
<th>Current Position</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Competitiveness of UWS Research</td>
<td></td>
<td></td>
</tr>
<tr>
<td>% Growth of total research income</td>
<td>(2002) 5% (2000-2002)</td>
<td>• Average annual increase in total research income of 5% (2004-2008)</td>
</tr>
<tr>
<td>Research Concentration</td>
<td></td>
<td></td>
</tr>
<tr>
<td>% Growth of research concentration income</td>
<td>Data being collected</td>
<td>• Research income growth rate for research concentration concentrations exceeds targets for University as a whole (5%) by 2008</td>
</tr>
<tr>
<td>Concentration of Research Training</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Share of research training places</td>
<td>24% of research (2002)</td>
<td>• 50% of research student load by 2008 in designated areas of research concentration</td>
</tr>
</tbody>
</table>

Key:
Blue type indicates a Board of Trustees’ KPI
Strategic Goal 4

Develop effective research partnerships with industries, organisations and communities in the Greater Western Sydney (GWS) Region, as well as nationally and internationally

4.1
Promote and encourage collaboration with regional industry, government and community groups in research and consultancy. This will be achieved by:

- identifying emerging research priorities in Greater Western Sydney (GWS)
- increasing the scale and impact of research in areas of regional and community priority (see ‘Regional and Community Engagement Plan’)
- actively competing for government and industry research grants
- providing training and incentives for academics who develop relationships with regional partner organisations
- sponsoring public events featuring accomplished researchers engaging with themes and issues of interest to UWS and the broader community
- incorporating research activity in co-operative and other industry experience programs
4.2 Develop an integrated strategy for the Office of Research Services, the Office of Business Development and the Office of Regional Development to promote research partnerships. This will be achieved by:

- nurturing and fine-tuning the close coordination of the work of the three Offices
- developing strategies for building research links out of consultancy projects

4.3 Promote and encourage national research collaboration. This will be achieved by:

- initiating the development of national research networks in areas of UWS’s distinctive areas of research strength
- engaging in national research consortia and linking with major publicly funded national research agencies
- providing intensive master classes, graduate seminars and other programs to bring together research students from across Australia in topics that reflect UWS’s distinctive research strengths and orientation
Strategic Goal 4

4.4 Develop targeted international research links. This will be achieved by:

- ensuring dedicated funding for international research exchanges, by both visiting international fellows and UWS staff visiting international research concentration facilities

- promoting UWS activity in international research collaborations through participation in research networks and groups worldwide

- encouraging UWS research teams to access research opportunities outside Australia. For example, under the European Union's Sixth Framework program or the Fulbright program

- opening up co-operative programs to international participation
### Performance Measure and Targets: Strategic Goal 4

<table>
<thead>
<tr>
<th>Measure</th>
<th>Current Position</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Industry-linked research</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Income from industry sponsored Australian competitive grants</td>
<td>$2.76M (2002)</td>
<td>• Average annual increase of 5% in industry sponsored Australian competitive grant income 2004-2008</td>
</tr>
<tr>
<td><strong>International Research</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Income from international research</td>
<td>$0.65M (2002)</td>
<td>• Average annual increase of 5% in international research income 2004-2008</td>
</tr>
<tr>
<td><strong>Regional support and relevance</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Income from research and consultancy</td>
<td>22% of IOF grants from GSW (2000-2002)</td>
<td>• Average annual increase of 10% in research and consulting income from GWS 2004-2008</td>
</tr>
<tr>
<td>partnerships and projects in GWS</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of consultancies and partnerships</td>
<td>Data being collected</td>
<td>• Annual increase in number of partnerships</td>
</tr>
</tbody>
</table>

**Key:**
- *Orange* type indicates a Board of Trustees’ KPI
Strategic Goal 5

Establish distinctive research higher degree programs marked by their relevance to industry, government and community futures

5.1 Provide a suite of flexible and distinctive research training programs that attract high quality students and offer career prospects in private, public and community sectors as well as academia. This will be achieved by:

- promoting research higher degrees that emphasise the value of the pursuit of practical knowledge
- expanding professional higher degree programs that are responsive to changing professional needs and practices
- sponsoring the participation of partner organisations in research higher degree programs, including periodic placement of students in industry settings and provision of training in entrepreneurial applications of research outcomes
- establishing targeted postdoctoral fellowships

5.2 Provide an intellectually stimulating and supportive environment for research students in all parts of the University. This will be achieved by:

- increasing the proportion of research students who are aligned with UWS designated research concentrations
- ensuring equitable access to adequate resources and infrastructure support for research students
- providing a range of support services appropriate to the needs of students of diverse academic and cultural backgrounds (see 'Teaching and Learning Plan')

5.3 Enhance the preparation of research students for careers in industry, government and universities. This will be achieved by:

- aligning research training programs with partner organisations. For example, through participation of research students in co-operative programs
- increasing the number of industry-linked research training scholarships
- reviewing the research higher degree graduate attributes to include skills for making a successful transition to academia, industry, government and community sectors
- increasing opportunities for research students to teach in the University with appropriate preparation and mentoring
5.4 Ensure high quality academic supervision of research students. This will be achieved by:

- giving preference in supervision to academics on the research active list
- providing high quality training in supervision
- extending the provision of structured coursework for the development of advanced research skills and scholarly enquiry within research higher degree programs

5.5 Increase the number of full fee-paying research students and scholarships. This will be achieved by:

- increasing the number of international fee-paying research students through a targeted recruitment campaign
- establishing a fund to increase the number of research students. For example, through a fee remission program for meritorious international candidates
- pursuing opportunities for partner organisations to sponsor research student fees and industry-funded scholarships
- investigating and funding international joint PhD programs and research exchange scholarships for meritorious students
## Strategic Goal 5

Performance Measure and Targets: Strategic Goal 5

<table>
<thead>
<tr>
<th>Measure</th>
<th>Current Position</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Higher Degree Research (HDR) Students</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of domestic HDR students (RTS and fee-paying)</td>
<td>400 EFTSU (03)</td>
<td>• Domestic HDR students increased to 480 EFTSU by 2008</td>
</tr>
<tr>
<td>Number of fee-paying international HDR students</td>
<td>66 EFTSU (02)</td>
<td>• International fee-paying HDR students increased to 100 EFTSU by 2008</td>
</tr>
<tr>
<td><strong>Research Training Effectiveness</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ratio of research degree completions to student load</td>
<td>UWS (2002) 18.4%</td>
<td>• Maintain parity with sector average</td>
</tr>
<tr>
<td></td>
<td>Sector (2001) 18.2%</td>
<td></td>
</tr>
</tbody>
</table>

Key:
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