

# Research and Innovation Plan

2021-2025



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Cover image

**Conservatorium Wind Orchestra**  
*Second Winds (Concert) 2019*

**Conductor:** Associate Professor Peter Morris

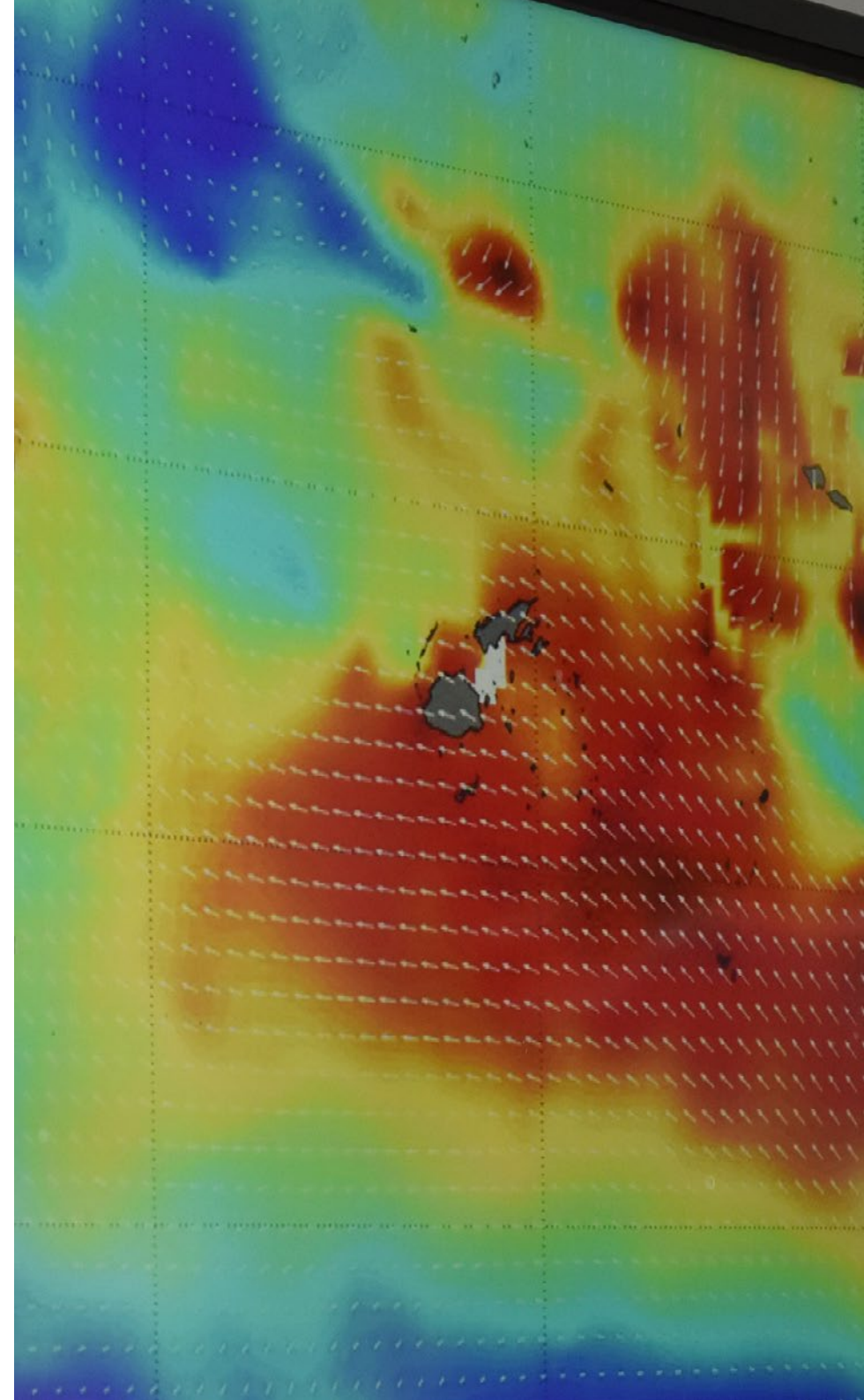
**Special guests:** Queensland Conservatorium Creative Music Technology students

**Repertoire:** Immersion Symphony

**Composer:** Alex Shapiro

**Note from conductor Peter Morris:** The message behind this work is the beauty and sustainability of the world's oceans and ocean life. My intent was to give the audience an experience of being immersed in the ocean, rather than watching a traditional concert. To accomplish this, I added video imagery throughout the symphony depicting the diversity of ocean life as well as lighting effects which reached out into the audience. I also invited the Creative Music Technology students to collaborate with us to create a surround-sound underwater environment that complemented the score.

**Note from composer Alex Shapiro:** Had I not been a musician, I might have become a marine biologist, and my interest in these sciences is reflected by my participation on the Advancement Board of University of Washington's Friday Harbor Laboratories, a preeminent marine science research center. I have a deeply fortunate life, to be a composer with an inner view to working scientists, and most of all, to have a window to the daily lives of wild creatures whose private existence is often beneath the surface, in the depth of the sea. I seek to share this private world, through music.





## Welcome—Deputy Vice Chancellor (Research)



*Our central vision as a university is “to transform lives and add to human knowledge and understanding in a way that creates a future that benefits all.”*

Griffith’s previous Research and Innovation Plan carried the key message: “Research and research training of the highest quality is an integral part of the character of all top universities, and Griffith is committed to supporting staff, students and stakeholders in achieving that outcome for the benefit of the communities we serve.”

That commitment to high-quality research and societal impact has served Griffith well, delivering on its aspiration for Griffith to fit the profile of a top-300 research university in all aspects by 2020. Our unwavering commitment to quality also guided Griffith through a decade of rapid growth to become one of Australia’s leading research universities.

Research universities are seldom lacking in ambition, and Griffith’s Strategic Plan 2020–2025 sets a lofty target to become a top-200 research-intensive university by 2025 and to have 10 disciplines ranked in the top 100, including at least two in each academic group. Success for Griffith in 2025 will therefore require a different approach than before. Enhancement of academic quality and impact will become more central to our improvement than growth.

This Plan is designed to support that ambition by supporting our researchers and research trainees to strive for greater heights in academic excellence, innovation and delivering impact. We will create an environment where nothing less than first-class research is expected, and where people at all career stages can build research careers and thrive equally as well as they would anywhere else.

Researchers cannot succeed without critical support structures and so commensurate attention is given to strengthening research infrastructure and platforms, streamlining processes and facilitating career development to enable our emerging and leading researchers to succeed.

Above all else, this Plan seeks to position Griffith as a university of influence. For the life of this Plan, Griffith will give equal standing and prominence to impact as it does to academic excellence.

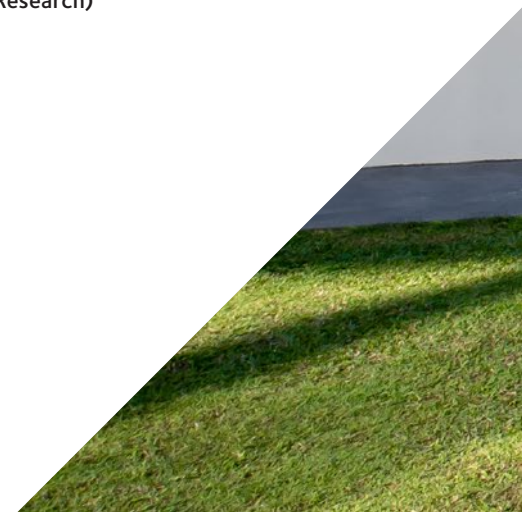
However, we live in challenging times, with technological, societal and financial disruption accelerated by a once-in-a-century pandemic placing universities everywhere under enormous pressure with limited options at their disposal. There is likely to be some reordering of the national and global research landscape, and this will open opportunities for universities with clarity of vision and a confident sense of purpose that can quickly adapt to the new environment. We must be agile and responsive to emerging opportunities.

Combining excellence in research and research training with the delivery of major impact is part of the new reality facing Griffith, and this means that we will need to build on past foundations to pursue imaginative new directions.

This Plan positions Griffith for the challenges that lie ahead.

A handwritten signature in black ink, appearing to read 'B. Mario Pinto'. The signature is stylized and written over a horizontal line.

Professor B. Mario Pinto  
**Deputy Vice Chancellor (Research)**





## Griffith research and innovation in 2025

*This Plan was conceived during the COVID-19 pandemic—the most challenging global peacetime crisis during the past 100 years.*

Fluctuating revenue streams may compromise our capacity to expand our research profile, requiring ingenuity and creativity for the University to realise its ambitions and be ranked in the global ‘top 200’ by 2025. We will not be bound by Griffith as it is today as we deal with existential threats such as health crises and climate change, or other matters of global significance including democracy, governance law and human rights, defence and security, use of technology, energy and resources, and the preservation of vital industries and community structures.

In addressing societal needs, this Plan signals a dramatic shift to the way the University supports its research. A commitment to academic excellence and impact, selectivity and focus, and targeted support with due respect for disciplinary variations will define Griffith research and innovation in 2025. These characteristics will become central to our improvement in research at a time when a growth agenda is highly unlikely.

Griffith will build on its existing reputation for research excellence, with a goal of at least 75 per cent of its Excellence in Research for Australia (ERA) fields of research being rated at ‘above world standard’ (ERA 4) or ‘well-above world standard (ERA 5)<sup>1</sup>, and between 13 per cent and 14 per cent of research outputs rated in the top 10 per cent globally. We will focus our research investment and build on existing peaks of excellence to create several ‘world leaders’.

Griffith will be known as a university of impact by external partners and staff, who will understand their own contribution within the research and innovation ecosystem as a result of our Pathways to Impact Program.

We will radically change the way by which we measure research performance, introducing a mix of both traditional metrics and innovative, discipline-specific measures of impact and influence.

We will have created a research environment in which undergraduate students in all disciplines will have an opportunity to be involved in research and where the transition pathways into Higher Degree by Research (HDR) programs are clear and well understood. Our HDR candidates will receive not only the best in research training but will have access to internal mentoring and high-quality industry internships.

Staff will be attracted to Griffith for its reputation for academic excellence and impact as well as its renown as a university that embraces its roots in interdisciplinarity and provides an excellent ‘Academic of the Future’ career development program.

Leading researchers at all career stages will know that they have access to the infrastructure needed to enhance their competitiveness in national and international grant programs. They will appreciate that Griffith has done all possible to simplify policies and processes, and to provide cutting-edge research systems and support that are unimpeded by bureaucracy.

A top-200 ranking requires a university to not only produce excellent and impactful research but to be recognised by global academic peers and employers, as reflected in annual reputation surveys. The focus on supporting high-impact research and promoting it through a Research Communications Strategy will build the reputation needed for Griffith to be ranked in the top 200. This is important as improved reputation will help attract and retain top researchers and students.

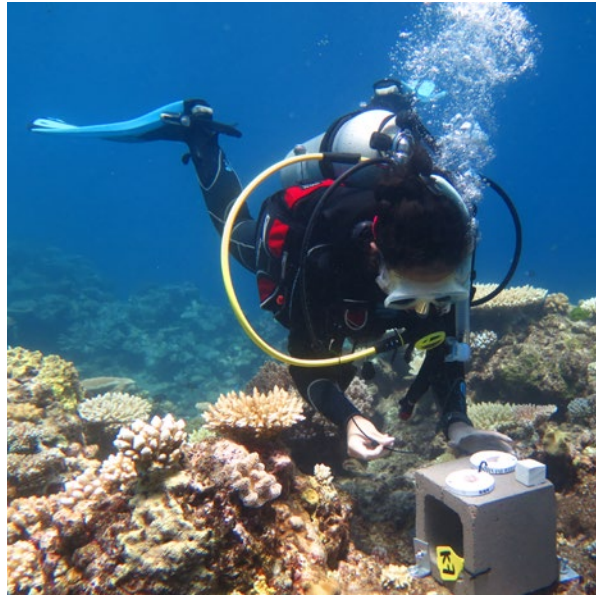
Importantly, Griffith will retain its distinctive culture as a community of scholars with a united purpose to provide research solutions that will have a positive transformative effect on individual lives and communities.



### *Transforming lives*

As a leading Australian university ranked in the global top 250, Griffith makes a significant contribution to Australia and the world by linking research excellence with real-world needs. Griffith researchers undertake projects that will create lasting benefit to society. From the discovery and preservation of irreplaceable Aboriginal art and artefacts, collaborating on NASA’s Mars Exploration Rover project and promoting human rights globally for just and inclusive societies to the development of drugs to combat infectious diseases, Griffith’s research is comprehensive and seeks to address society’s most complex challenges. Undertaking transformative and impactful research is part of the Griffith DNA, and this will become even more central over the life of this Plan.

<sup>1</sup> Currently 67 per cent (ERA 2018).



## About this Plan

*The University's Strategic Plan 2020–2025—Creating a future for all sets the broad direction for the Research and Innovation Plan 2021–2025, including seven key actions in research:*

- Establish Griffith Beacons and Spotlights.
- Engage in the strategic recruitment of internationally recognised researchers.
- Invest increased resources and focus into supporting our researchers to commercialise their research.
- Support researchers to be able, and qualified, to succeed in national and international competitive grants.
- Integrate high-quality research capability into academic hiring for all balanced and research-focused positions.
- Better recognise the contribution of doctoral candidates as part of Griffith's research fabric.
- Invest strategically in both researchers and research infrastructure in areas of excellence.

In addressing these key actions, the Plan will focus on the core pillar of 'Impact', with a range of programs and initiatives arranged according to 'People', 'Platforms' and 'Processes'.

### Impact

Recognising the pressing need for Griffith to do more to support the delivery of impact and to communicate the end-user benefit of its research and, in doing so, enhance Griffith's research profile, visibility and reputation.

### People

Attracting, developing and retaining talent at all levels.

### Platforms

Developing the right scaffolding for Griffith to tackle major research challenges.

### Process

Removing barriers preventing researchers from achieving optimal performance.

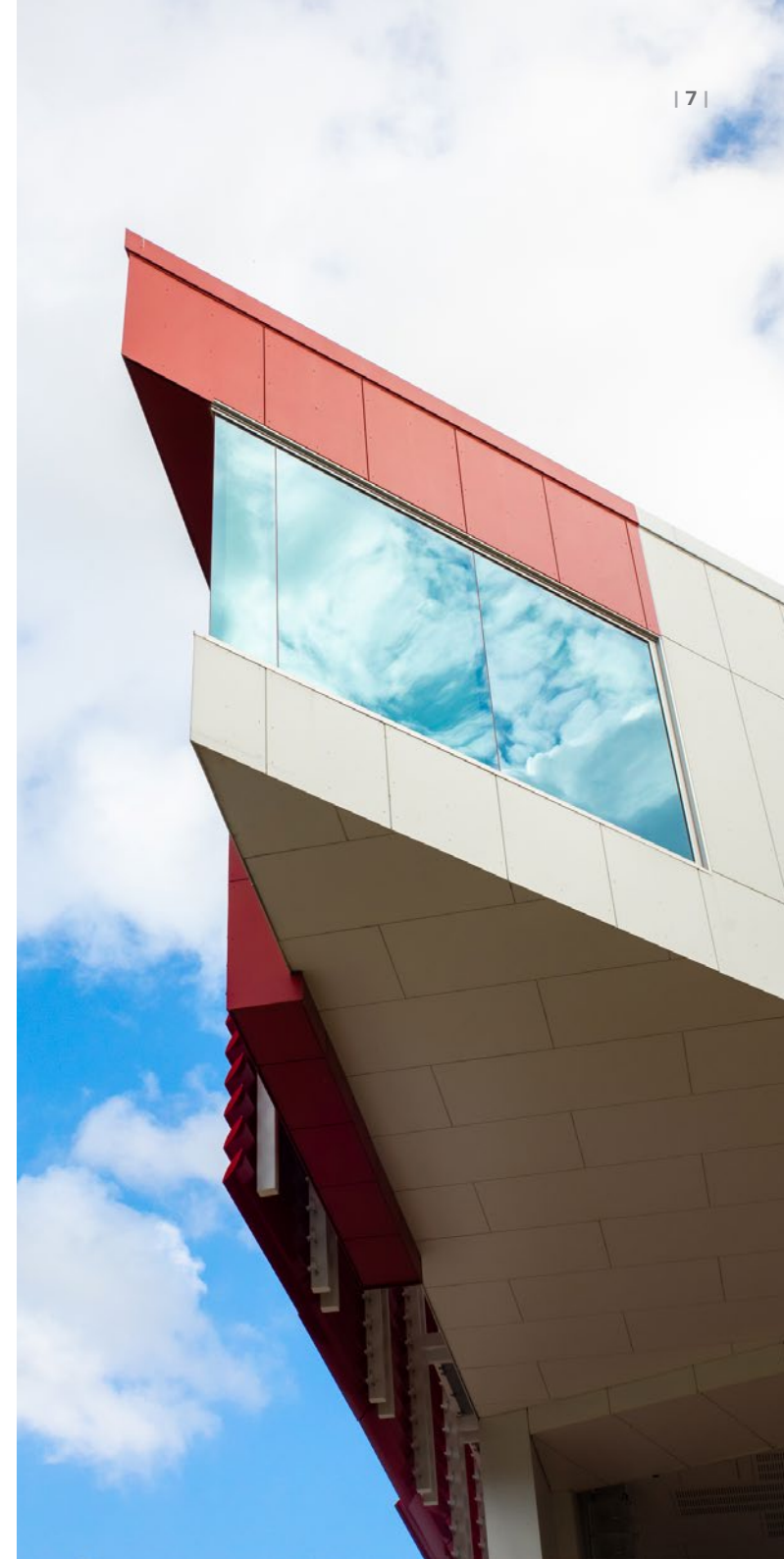
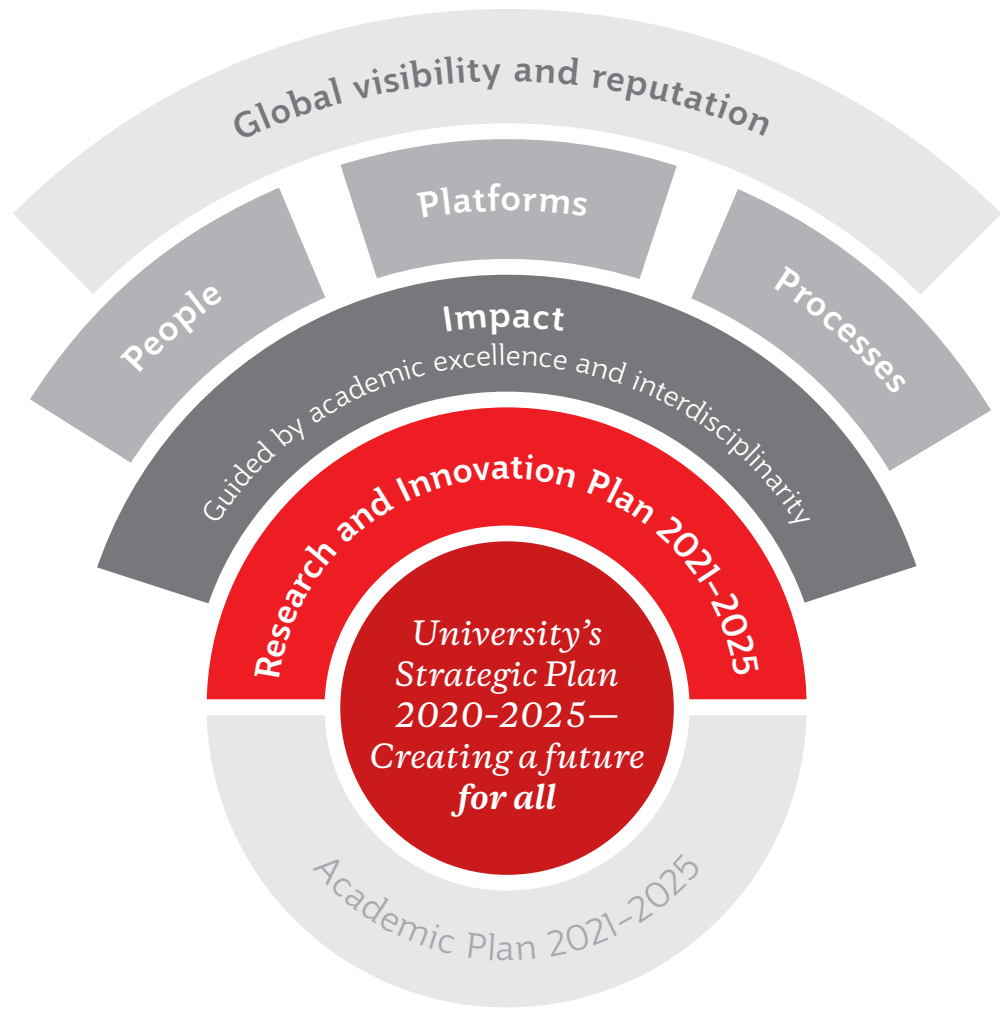
This Plan sets the tone and direction for what we envision over the next five years and entails no fewer than a dozen strategies, programs and initiatives. Much of the background discussion informing the directions chosen are contained in the Preferred Options Paper, which will be retained and will serve as a companion document to this Plan. A detailed Implementation Plan outlining responsible officers, timelines, and key performance indicators accompanies this Plan.



### *Tackling disadvantage in our region*

Griffith is a university that creates opportunity. With the generous support of the Paul Ramsay Foundation, Griffith has embarked on a five-year program to boost educational, social and health outcomes for children and young people from disadvantaged communities in the Logan region. This life-changing program will build on the University's long-established community links combined with its strong interdisciplinary research connections between psychology, education, criminology and health. The focus will be on engaging and supporting children, young people and families under pressure in collaboration with local organisations and government, service providers and schools to co-create and implement solutions.





## Aligning with our vision, mission and values

*The Research and Innovation Plan 2021–2025 sets the direction for Griffith to be a university of international influence and impact, drawing on our disciplinary and interdisciplinary strengths as appropriate to tackle complex research problems.*

This direction is consistent with the Griffith University vision to be a transformative university.

As a values-based university, Griffith also made core commitments in its Strategic Plan to focus investment through to 2025 in:

- Aboriginal and Torres Strait Islander people
- environmental sustainability
- diversity and inclusion
- social justice.

Griffith values resonated throughout the feedback received during consultations for this Plan, in which staff, HDR candidates, and partners regarded these as differentiators of Griffith's approach to all activities, including research and innovation.

As one of Australia's leading universities for Aboriginal and Torres Strait Islander education, we commit to match this in research by incorporating more Aboriginal and Torres Strait Islander participation, knowledge and talent into our research fabric.

Our values-based approach also begins with how we recruit people from diverse backgrounds and provide them with an inclusive research environment that builds upon that diversity to optimise creativity and enhances our ability to tackle major societal problems.

It extends to how we organise ourselves to offer better networking, mentoring and career development opportunities for all, and how we strategically partner with end users to deliver research-based solutions that align with our values.

Interdisciplinarity is cherished as one of Griffith's founding principles, and there is widespread support for more investment to enable our best researchers to work together in ways they have not previously had the resources to do so.

These values have been at the heart of Griffith's identity from its inception, and have been essential in determining the broad directions and choice of strategic initiatives proposed under the themes of People, Platforms and Processes.

### Values

#### Key commitments

By 2025, we will:

- have supported and further developed First Peoples research programs for the advancement of Aboriginal and Torres Strait Islander researchers and HDR candidates
- build on existing programs to ensure that researchers from diverse backgrounds are able to fulfil their research potential at Griffith
- use the United Nations Sustainable Development Goals (UN SDGs) framework to measure our research outputs and impact to ensure that our research aligns with our stated values
- provide researcher networking initiatives, thematic workshops and speed research encounters to bring researchers together across disciplines.

#### Key outcomes

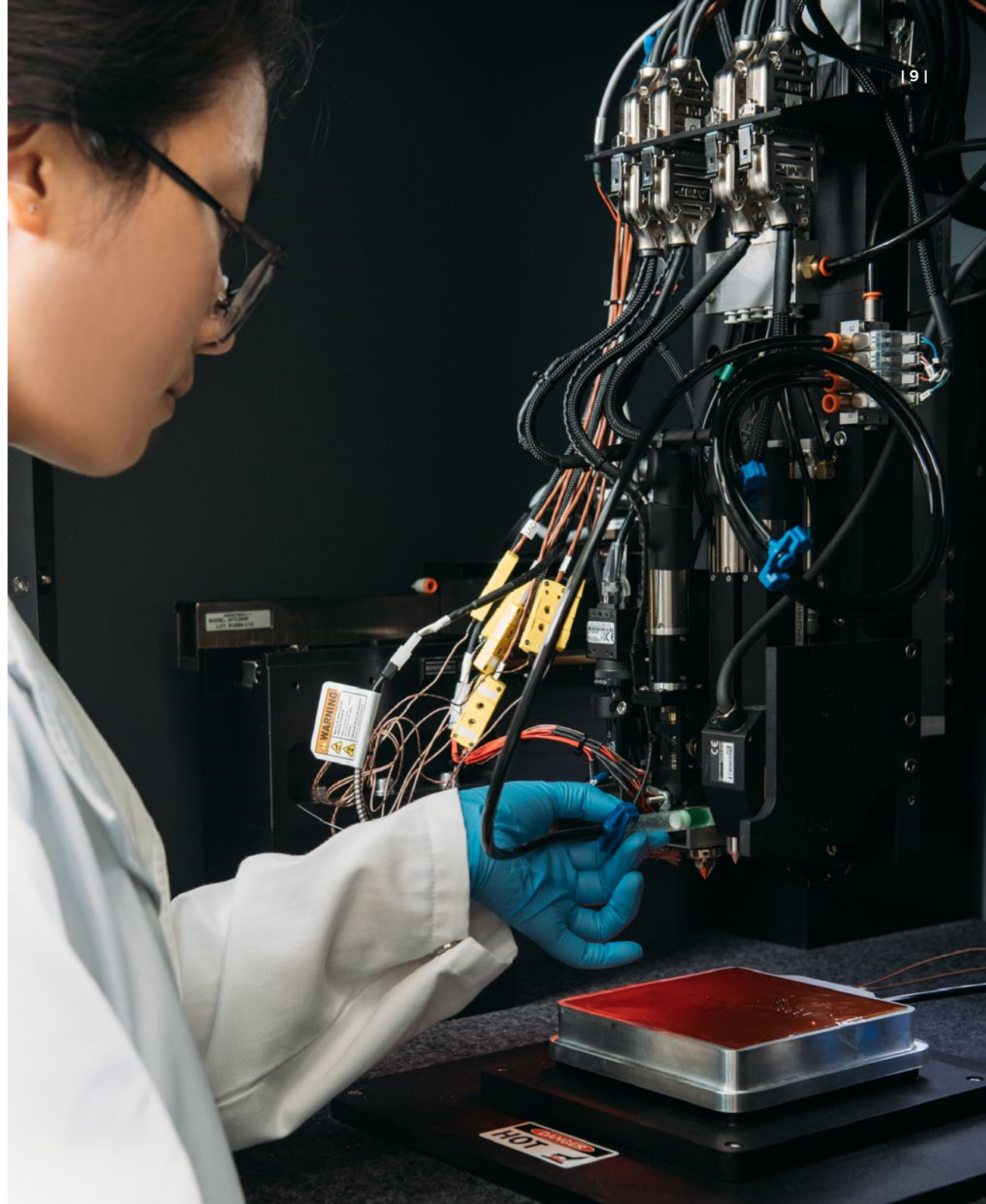
By 2025, we will have:

- reached a target of 2 per cent of academic staff with a research profile and 3 per cent of HDR candidates and Honours students being from an Aboriginal or Torres Strait Islander background
- achieved institutional targets in research across all equity and diversity categories, exceeding national averages
- been ranked in the top 200 globally for contribution to the United Nations Sustainable Development Goals (UN SDGs) and top 50 in at least three SDGs that are representative of Griffith's research strengths.



### *Living our values through research*

Griffith lives its values through its research. The 2020 launch of Griffith's Climate Action Beacon builds upon our history of national and international leadership in climate adaptation research by partnering with governments and key organisations to help communities, industries and the public sector respond to climate change. The Beacon gives stakeholders a unique platform to inform understanding of complex climate change challenges and build capacity to address them. Griffith also leads the way in a range of environmental fields such as ecosystem and wildlife protection, clean energy, sustainable tourism and more.



## Impact as the guiding principle

*Impact, underpinned by research excellence and guided by interdisciplinarity where appropriate, will be adopted as the guiding principle of the Plan and will be reflected in proposals presented under People, Platforms and Processes.*

Incorporating impact as the guiding principle in this Plan reflects a new direction for Griffith, in which equal emphasis is given to excellence, impact and influence and correspondingly less to volume per se.

Research impact is not new to Griffith, and we have existing examples of best practice, most of which emerge from the University's Research Centres and Institutes (RCIs), which are currently the major avenues for expressing research impact. Alongside these, we will establish a small number of Griffith Research Beacons and Spotlights, which will serve as new models of how high-impact (and interdisciplinary) research can be fostered at Griffith.

The Pathways to Impact Program will provide more structured University-wide support for researchers and a solid framework to continue embedding impact into the research excellence landscape as well as in Griffith's promotion to external audiences and reputation building.

In defining impact, there is widespread recognition at Griffith that the most impactful research outcomes are underpinned by high-quality discovery research that can be discipline-specific or interdisciplinary in nature. Therefore, impact at Griffith will be defined according to global standards in the corresponding discipline.

The Plan will aim to embed impact as an integral part of individual performance discussions and evaluating research project outcomes, as well as Research Centres and Institutes, and as preparation for our future participation in federal government's Engagement and Impact Assessment.

This includes adopting more robust measures for both research excellence and impact, including the use of conventional metrics and new indicators that take account of disciplinary norms.

This new direction will determine how we provide support for our researchers and how we better promote Griffith research to diverse stakeholders such as government, prospective funders, partners, academic collaborators, HDR candidates, undergraduate students and the general public to raise the profile and end-user value of Griffith research.

### Impact

#### Key commitments

- Establish a Pathways to Impact Program aimed at implementing a 'Griffith approach' to impact.
- Establish Griffith Beacons and Spotlights by mid-2021.
- Be ranked in the top 200 globally for the UN SDGs, providing evidence of institutional impact.
- Strengthen the place of research impact in the staff development and appraisal process within the context of an overall review.

#### Key outcomes

By 2025, we will have:

- been ranked in the top 200 universities globally<sup>2</sup>
- been ranked in the top 100 in the world in 10 disciplines, including at least two in each academic group
- embedded the Griffith Research Beacons and Spotlights across the institution as a future model for supporting overarching interdisciplinary research
- achieved the top rating for more than half of submissions (impact studies and research engagement) to the Engagement and Impact Assessment in 2024.



### *A leader in spinal cord regeneration and rehabilitation*

Building on the legacy of the 2017 Australian of the Year, Emeritus Professor Alan Mackay-Sim, Griffith's Clem Jones Centre for Neurobiology and Stem Cell Research is world-renowned for its research into diseases and injuries of the nervous system, striving to discover better treatments and ultimately cure spinal cord injury. Similarly, researchers in Griffith's Menzies Health Institute Queensland undertake translational research in the field of neuro-restoration and rehabilitation focusing on injury and severe disability, working with users and clinicians to develop practical solutions that promote measurable improvements for recovery. Key partners include the Motor Accident Insurance Commission, Queensland Health and the Perry Cross Spinal Research Foundation.

## People—building research careers at Griffith

*People are regarded as the most crucial component of the Research and Innovation Plan, which aims to address the critical issues identified in staff consultations.*

These include strategic recruitment, induction, networking, mentoring, inclusion, trust, empowerment, workload, access to support services, incentives and rewards, transition between career stages, succession planning, career and skills development, and retention.

We will make clear that ‘business as usual’ is not an option, and step change will necessarily require raising performance expectations. This Plan will provide an environment and culture in which research meeting the highest standards of academic excellence and impact will thrive—and that falling below world standard will not.

Addressing some of these issues will necessitate a whole-of-University approach, which will take place through a Griffith Academic of the Future Program incorporating process alignment and improvement to provide bridges between the Academic Plan, Research and Innovation Plan and People Plan, and between schools or departments and RCIs.

The program will be more than just aspirational; it will be real, in the sense that it will seek to reset the baseline definition of research activity, allowing a spectrum from research intensive to teaching intensive. The award of research intensive would be against a clear set of criteria that would trigger a transparent research funding stream to offset the funding of research-intensive workloads. This program would allow for the use of multi-modal funding streams for teaching buyout from external, Group or central funds, as appropriate, but against the same set of clear criteria. It will seek to inform research activity throughout the lifespan of an academic career, from early-career researchers (ECR) to senior research leaders, and be capable of recognising research leadership in addition to research outcomes.

Support for our ECR talent including doctoral candidates was identified as an area of critical need within the Strategic Plan and will therefore be prioritised within the Academic of the Future Program while the HDR Candidate Experience Strategy will be enhanced. Attention will also be given to strengthening the place of higher degree supervision and mentoring within the staff development and appraisal process by embedding it as part of the research component. Subject to the availability of financial resources, Griffith will offer the additional scholarships necessary for HDR load to rise to 5 per cent of total student load by 2025.

Similarly, recruiting and retaining leading talent at postdoctoral level is necessary to provide a future pipeline. Therefore, an expanded postdoctoral fellowships scheme is necessary, as are mechanisms to recruit, nurture and retain the best researchers at the completion of their fellowships, ensuring a successful transition into balanced profile positions at Griffith.

A researcher mentoring scheme, supported by a college of experts and mentors—and including development of the mentors as appropriate—will assist staff at all career stages to navigate their way through their academic career at Griffith while the researcher networking initiatives outlined under Key Commitments—Values will open opportunities for researchers to explore productive collaborations and expand their horizons.

If Griffith is to become a top-200 university by 2025, then a Strategic Recruitment and Retention Program for internationally recognised researchers, including developing emerging research leaders, is needed to bridge gaps and coalesce credible interdisciplinary groups around them, to build reputation, and to foster the external partnerships needed to accelerate our progression in priority areas.



### *Nurturing research careers*

Griffith is recognised for developing researchers at all career stages. Brilliant young minds are nurtured through structured programs ranging from undergraduate research projects to a generous scholarship scheme for higher degree by research (HDR) candidates. In the past decade alone, more than 2,700 HDR candidates have graduated from Griffith, with many returning to the University to advance their careers and become global leaders in their field. Support for leading early and mid-career researchers includes extensive grant development assistance and mentoring by leading scholars within a network of research centres and institutes. Hosting about 60 Fellows of prestigious Learned Academies—and having been awarded more than 150 Australian Research Council and National Health and Medical Research Council Fellowships over the past decade—Griffith’s ambition is to continue developing the research leaders of the future from within as well as attracting globally recognised top-calibre talent.

## People

### Key commitments

- Develop and implement the Griffith Academic of the Future Program.
- Put in place explicit articulation of funding streams for a research-focused workload with clear and accountable outputs.
- Raise research performance standards by incentivising and supporting outstanding researchers undertaking first-class research.
- Implement the Strategic Recruitment and Retention Program for high-profile researchers when the financial situation permits.
- Expand the Griffith University Postdoctoral Fellowships Scheme.
- Establish the Researcher Mentoring Scheme with a focus on outstanding HDRs, ECRs and MCRs, and emerging research leaders.
- Implement the HDR Candidate Experience Strategy revolving around three themes:
  - 1 Recruitment, with a focus on development of both domestic and international pipelines
  - 2 HDR Career Development Program, incorporating industry engagement and mentoring components
  - 3 Supervision Performance, Recognition, Accreditation and Development.

### Key outcomes

By 2025, we will have:

- more than 75 Fellows of the Learned Academies<sup>3</sup> employed at or affiliated with the University
- five Highly Cited<sup>4</sup> researchers.

#### Support for early/mid-career researchers and emerging leaders

- at least 15 Griffith-funded postdoctoral fellowships a year, building to this number as finances permit
- provided access to the institutional Researcher Mentoring Scheme for meritorious early/mid-career researchers and emerging research leaders.

#### Higher Degree by Research

- a Higher Degree by Research load representing 5 per cent of total student load, subject to the availability of funding<sup>5</sup>
- Postgraduate Research Experience Questionnaire (PREQ) satisfaction levels above the national upper quartile (75th percentile)
- HDR graduates recognised as being good citizens and prepared to take on challenges in academia, industry, government and in the broader community.

#### Undergraduate students

- a significant proportion<sup>6</sup> of undergraduate students that have completed a research project within Griffith or an internship or engagement with an external partner.

<sup>3</sup> Currently 57 Fellows of the Learning Academies are employed at or affiliated with Griffith (Australian Academies (44) and International (13)).

<sup>4</sup> The full list of Highly Cited researchers and methodology is found on the Clarivate website.

<sup>5</sup> HDR load was 3.9 per cent of total load at Griffith in 2019.

<sup>6</sup> To be quantified in subsequent iterations of this Plan.



## Platforms to support research excellence and impact

*Research Centres and Institutes stand apart from all other ‘platforms’ by providing the primary framework for the University to focus its research efforts, and this will remain so.*

Two things will change:

- We will build stronger synergies between the strategic priorities of Schools/ Departments and RCIs.
- Some reassignment and even aggregation of centres to form institutes may be necessary to build greater critical mass and to provide external stakeholders with a clearer line of sight or ‘portal’ into Griffith, with attention to areas in which Griffith has a world-leading reputation.

Greater operational support for research infrastructure will be pursued within this Plan, as finances allow, through implementation of a Core Research Facility Program that includes major social sciences facilities and greater investment into digital infrastructure.

Other core services that could be enhanced include the eResearch team in creating data platforms and the Library being leveraged as a key provider of research support and infrastructure services.

Over and above access to RCIs and core research facilities, researchers need support to pursue high-value opportunities, and this will be enabled through an expansion of the research development and business development functions, which will be delivered via a blended ‘localised/delocalised’ model.

Improved links to government and industry will be prioritised through an Industry Research Partnerships Program. This has been an area of impressive growth for Griffith, with more than 1,020 unique clients from the public and private sectors (both domestic and international) since 2017 and more than 60 per cent of our research active staff involved in research commercialisation activity.

Griffith Enterprise has transitioned from a gatekeeper role to a facilitator role, seeking out and enabling partnerships between academic staff and external clients, resulting in a high frequency of return clients. Griffith will also expand its efforts to identify and exploit priority initiatives that should include government and industry internships for PhD candidates, opportunities for ECR/MCRs to develop their industry links, and partnerships with high-value stakeholders such as hospitals to perform joint research and clinical trials.

The strategy will also support co-location opportunities including within the Gold Coast Health and Knowledge Precinct, e.g. SMEs and the Advanced Design and Prototyping Technology facility (subject to funding).

### Platforms

#### Key commitments

- Refine the role of RCIs and regroup or aggregate where appropriate.
- Expand support for research infrastructure through the Core Research Facility Program to allow for better researcher access and shared use of facilities and for the creation of new infrastructure in areas of strength.
- Develop a blended model of delivery for research development and business development functions.
- Prioritise development of the Gold Coast Health and Knowledge Precinct through coordinated efforts of the three Griffith biomedical and health institutes, the Gold Coast University Hospital, and small and medium-size enterprises.
- Formalise the Industry Research Partnerships Program as a supporting plan, including consideration of the growing physical co-location opportunities for industry, health services and academia.

#### Key outcomes

By 2025, we will have:

- an integrated and strategic approach to research infrastructure spending and maintenance, with a network of partnerships that create access to external infrastructure
- research governance structures that provide stakeholders with a clear line of sight or ‘portal’ into Griffith
- research support services that deliver both targeted and efficient support for researchers at all levels, reflected in staff satisfaction surveys and external reviews of research support services
- 75 per cent of research active academic staff involved in commercialisation and consultancy research or other activities that connect academia with industry, such as joint supervision of HDR candidates and industry internships, including in the undergraduate curriculum
- been recognised as a leader in the development of the Gold Coast Health and Knowledge Precinct.





### *Building platforms for national leadership*

The University hosts research infrastructure of national significance and is building additional facilities such as the Advanced Design and Prototyping Technologies Institute, located in the Gold Coast Health and Knowledge Precinct. The Social Analytics Lab in the Griffith Criminology Institute, a custom-built secure research facility to store, manage and analyse highly sensitive data for research, offers a unique platform where cutting-edge research can be applied to the complex challenges faced by our rapidly changing society. Compounds Australia, within the Griffith Institute for Drug Discovery, is the only integrated compound management facility in Australia supporting drug discovery and translational research by enabling researchers to outsource the management of compounds and natural products.

## Process and systems to enhance research excellence and impact

*The complex process around research support services is an area which consistently attracts critical feedback from the research community but is correspondingly the area in which we can deliver significant benefit.*

This Plan empowers academic and professional staff to work cooperatively to eliminate as much double handling, duplication of support and services, complex policies and approval processes as possible. This will occur through scheduled reviews of policies and procedures by providing staff with a clear mandate to focus on clarity of, and efficiency in delivering, research services. Prioritising effort, such as through tiered service delivery, might also be necessary to ensure optimal benefit is delivered to most across the research community.

To this end, some refinement of the Research Centres and Institutes Policy will occur to eliminate unnecessary ‘backward-looking’ reporting and shift focus to strategic direction and delivery of impact, for which RCIs will be held accountable.

Subject to financial constraints, this Plan will also commit to further optimisation of research management systems that will deliver strategic benefits and reduce administrative workload.

We will review how individual research performance is measured at Griffith, with a renewed focus on academic excellence and impact. Where possible, systems will be enhanced to eliminate duplication of entry where the information already exists.

This Plan commits to developing a Research Communications Strategy, which will deliver a more sophisticated approach to our strategic profiling of thematic areas of critical and impactful research.

This Strategy will leverage the key elements of this Plan and run in parallel with the Pathways to Impact Program to ensure that Griffith supports researchers through every stage of the discovery to impact lifecycle in a way that provides substantial benefit to the researcher and the University. This includes supporting researchers to build strong profiles and communicate the impact of their research globally and, in doing so, enhance Griffith’s research profile, visibility and reputation.

The University also commits to the development of a Global Rankings Strategy, necessary for Griffith to be recognised as a global top-200 university by 2025 and to have 10 disciplines ranked in the global top 100. This strategy will inform decision making but will never act as the driving force. Aligned with the Rankings Strategy and our intention to build international reputation, it is intended that strategic research partnerships with high-profile international partners will be pursued and will be addressed as part of the International Plan.

### Process

#### Key commitments

Including measuring performance and profile/reputation

- In alignment with the Academic of the Future Program, review how research performance is measured at Griffith.
- Refine the Research Centres and Institutes Policy to shift focus to strategic direction.
- Assess the market to replace or enhance the Research Management System to deliver all the benefits of a next-generation system and avoid double entry.
- Develop and implement a Research Communications Strategy.
- Develop a Global Rankings Strategy.

#### Key outcomes

Including measuring performance and profile/reputation

By 2025, we will:

- measure research performance using a balanced portfolio of indicators that reflect academic excellence and societal impact with embedded discipline-specific considerations
- be ranked in the world top 250 for research reputation<sup>7</sup> as a measure of success of the Research Communications Strategy (co-developed with the Office for Marketing and Communications).
- be recognised in the top 200 in open access to research outputs and data.<sup>8</sup>

#### Research income

- have increased annual research income by at least \$20m from the 2019 base, including several major national competitive grant successes
- have maintained income from contract and commercial research, technology transfer and enterprise development at greater than one-third of total research income.<sup>9</sup>

#### Research quality

- have at least 75 per cent of our Excellence in Research for Australia (ERA) fields of research rated at ‘above world standard’ (ERA 4) or ‘well above world standard’ (ERA 5)<sup>10</sup>
- have between 13 per cent and 14 per cent of research outputs in the world top 10 per cent based on citations.<sup>11</sup>

7 2019 ranking of 325 in Times HE Research Reputation survey.

8 2020 ranking of 264 in CWTS Leiden Ranking for number of Open Access publications.

9 HERDC Category 3 (Industry and Other) research income 35.4 per cent in 2019.

10 Currently 67 per cent (ERA 2018)—41 Fields of Research out of 61 submitted.

11 CWTS Leiden Ranking—11.7 per cent in 2020.



### *Supporting our researchers to succeed*

Researchers at Griffith offer innovative solutions to communities, industries and governments and are well supported to do so—often over several decades and through cycles of repeat business. Leading examples include the Parents Under Pressure program, which is led by researchers in the School of Applied Psychology and for 15 years has been helping those facing adversity and their children to create nurturing and sensitive relationships; the Griffith Centre for Coastal Management, which has worked in partnership with the City of Gold Coast for 20 years and been crucial for preventing beach erosion and supporting the city's ongoing economic growth; and world-leading research centre Social Marketing@Griffith, which strives to engage communities in delivering programs based on innovative research to change behaviours and achieve positive social change.



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