

RESEARCH AND RESEARCH EDUCATION PLAN: 2006-2008

Introduction

This is the Faculty's second Research and Research Education Plan and documents the Faculty's strategic research directions over the next three years. This plan builds on past achievements and develops new strategies consistent with the University's strategic goals and trends in research.

The Context For Research In The Faculty Of Health Sciences

The Faculty is based on several campuses and contains staff and titleholders from a wide range of disciplines. The chief investigators for many of the Faculty's major research programs consist of both university-employed staff and staff employed by teaching hospitals, research institutes, or health services that provide significant salary and infrastructure support for research. Many have substantial clinical and administrative responsibilities and are committed to teaching and research and it can be difficult for them to develop effective research programs in isolation. Accordingly, it is recognized and encouraged that the close collaboration between staff in the Faculty, research institutes and the health services increases their competitiveness when seeking national and international funding for research. Thus, the diversity and geographical spread of research in the Faculty is a strength which requires careful management to ensure our collaborative and collegial links are well maintained and developed even further wherever possible.

Despite successes in recent years in growing research income, student numbers and publications, the Faculty faces a number of challenges over the next few years, due to the changing external environment. In addition, the Faculty will be restructuring from a departmental to a school model at the beginning of 2006 and we must ensure that the new structure facilitates research at a strategic level across the Faculty and must not act as a barrier. Indeed, interdisciplinary research will be the cornerstone of this plan.

At a national level, the Faculty must prepare itself for the Commonwealth Government's Research Quality Framework which will impact on the way research output is evaluated by the Government and, as a consequence, affect the level of block grant funding (i.e. RTS, IGS & RIBG) coming into the University to support research. The Faculty must also continue to develop strategies to effectively address the Government's national research priorities. The Promoting good health and well being for all Australians and its specific Priority Goals of A healthy start to life, Ageing well, Ageing productively, Preventative healthcare and Strengthening Australia's social and economic fabric are particularly relevant, as are the NHMRC's National Research Priorities (Arthritis and musculoskeletal conditions; Asthma; Cancer; Cardiovascular health; Diabetes; Mental health; and Injury and injury prevention) and its strategic priority to improve Aboriginal and Torres Strait Islander health. The Faculty's response to the University's 'Research Clusters' initiative has provided the basis for the further development of strategies in this area. The Faculty must now clearly identify its areas of research strength and opportunities for development, particularly relative to the national priorities outlined above and also identify new areas that will be important in the next decade.

The Faculty's research activities are funded from diverse sources and the income it generates makes a substantial contribution (around $\frac{1}{3}$ over the last 7 years) to the total research income of the University. A major source of this income is from National Competitive Grant sources, particularly the NHMRC. Regrettably, during the recent period of NHMRC income growth (which has now ended) South Australia's share of NHMRC funds has not matched that achieved by the Eastern States or Western Australia. Faculty strategies must continue to underpin and grow our NHMRC funding, and seek to expand funding from other national and international competitive grants, industry, government, contract research and consultancies as well as generate income through the commercialisation of research and intellectual property.

The amount of financial support available within South Australia for research is limited in comparison with other States. Accordingly, it is essential that researchers compete more effectively for research funds available at a national and international level while continuing to lobby the SA Government to invest in research like their Eastern State counterparts. Important strategies to achieve this goal include the use of the medical research endowment funds primarily to increase the success of researchers in this competition and the provision of infrastructure support directly to researchers.

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The Faculty must continue to provide a dynamic and successful training program for higher degree research (HDR) students. Success in this area is a fundamental prerequisite for the development and maintenance of a flourishing research program. The Faculty has grown its domestic research student load by 31% since 2000 to around 254 EFTSL and its International HDR student load at a similar rate (although the number of students is relatively low). This growth provides a challenge for the University to ensure the additional infrastructure needed is available to these students.

Human resources strategies are critical for success. Our research active staff must have time to research and we should continue to increase the number of full-time researchers in the Faculty. We must also continue to recognise the important role research active titleholders play in the Faculty in terms of research outputs, mentoring of early career researchers and research student supervision. Specific training programs are needed to ensure that early career researchers (ECRs) acquire the skills necessary to achieve success with their research grant applications and to ensure their publications are submitted to high quality peer reviewed journals. Finally, we need to have effective strategies for succession planning.

Effort must be made to maximise the endowment and infrastructure support income which is used strategically to improve the capacity of staff in the Faculty to attract external research income. Liaising more closely with the Florey Foundation, SAFDER and Alumni Association has the potential to more effectively utilise resources available in the Faculty and the Medical Foundation and Dental Foundation for fund raising purposes.

Priorities for Action

Over the next three years the Faculty will:

- Continue to support the ongoing development of existing areas of research strength;
- Support the following as developing new areas of research strength:
 - 4 Indigenous health;
 - 4 Health Services;
 - 4 Ageing and Chronic and Degenerative Diseases;
 - 4 Military and Veteran's Health.
- Double the number of full fee paying international higher degree by research students;
- Attract 3 'new' NHMRC Program Grants;
- Double the number of NHMRC Research Fellows located in at least 8 disciplines;
- Support the establishment of the Florey Precinct;
- Double the extent of interdisciplinary research and linkages with external groups as well as be a significant contributor to all the University Research Clusters;
- Increase its international focus by the establishment of formal research links with other Universities and gain NIH and EU funding;
- Establish a consumer and community advisory committee to participate in health and medical research;
- Support its research active staff;
- Foster researcher career development with a particular emphasis on Early Career Researchers and Higher Degree by Research students;
- Develop a marketing plan;
- Establish a lobbying network to promote the value of health science research;
- Ensure the Dental and Medical Foundations are effectively linked with their respective Alumni Associations.

NOTE: The term 'research' covers a wide-range of activities being undertaken by the Faculty of Health Sciences' academic and clinical and affiliate title holders and research-only staff as well as by our postgraduate students. In this document the term 'research' covers, amongst other things:

Investigator initiated and driven research (basic, clinical, population health, etc);

Contract research;

Some consultancy activity; and

IP development.

HDR student training and education

ECR development and support

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MAJOR OBJECTIVES (2006-2008): Objective 1. To increase the research productivity of Faculty To achieve this objective researchers must have the time and support needed to enable them to attract the external funding required to develop and maintain high-quality research programs. This has the potential to increase research productivity, improve cohesion amongst staff, and foster greater loyalty to the broader objectives of the Faculty and the University. We must set priorities for what can be funded consistent with the Faculty's research strengths and emerging areas of strength.

An ideal profile for the Faculty would include a small number of large research groups, a moderate number of medium-size groups and a relatively larger number of small research groups. Rather than concentrating on just supporting 'big picture' research activities, the Faculty will be undertaking a range of research projects, with a particular focus on developing groups and larger multi-disciplinary teams. There should be a steady evolution of research with new large research groups emerging from the relatively larger number of small or moderate sized groups. Occasions will also arise when strategic appointments are needed in emerging areas.

Goals

- Faculty researchers are recognised for their strong achievements, and their potential to further their own research and the mentoring and support they provide to ECRs;
- High-quality research facilities and infrastructure are available, including support to help make funding applications more competitive;
- Excellent environment for HDR students;
- A significant proportion of the researchers in the Faculty conduct interdisciplinary or interfaculty research and maintain active external research collaborations;
- Increased numbers of externally funded full-time research fellows within the Faculty;
- Processes in place to plan for the future development of an active researcher pool capable of pursuing emerging and innovative/new research directions.

Strategies for Implementation

1. Ensure active researchers have the time and infrastructure needed to undertake research;
2. Ensure research is a key consideration in making academic appointments and that ECRs receive appropriate support, mentoring and training;
3. Ensure research is appropriately addressed in the academic promotion processes and that staff who wish (or are required) to focus on teaching and other scholarly activities are not disadvantaged;
4. Improve mechanisms for increasing the numbers of externally funded full-time researchers.
5. Continue to encourage interdisciplinary and interfaculty research and identify areas of research strength and those with potential for development, seeking to ensure alignment with national research priorities;
6. Provide targeted support for attracting major external research income;

Performance Indicators

1. Achievement of annual Research Income and HDR Student Numbers targets set by the Faculty Research Committee.
2. The number of staff who are research active.
3. The number of effective/productive collaborations established (internal and external, local, national and international).
4. The total number of publications in peer reviewed journals and the quality of the journals in which these publications appear.
5. Establishment of and monitoring iFaculty Research Committee targets for:
 - NHMRC Programs, Projects and Fellowships and ARC-linkage projects and LIEF grants;
 - Research Programs, Projects and fellowships funded from other external sources;
 - Numbers of Faculty and University Research Centres;
 - Number of researchers conducting multidisciplinary research, contract-research and consultancies;
 - Number of spin-off companies, licences, IP disclosures etc;

Objective 2. Improve the effectiveness of the Higher Degree (by Research) Program

The keys to attracting, developing and graduating the highest quality HDR students are, first, developing and maintaining good supervisory practice within a strong research culture at the discipline level, and, second ensuring HDR students have access to adequate support.

The fact that the Faculty has been extremely successful in recruiting domestic HDR students over the last three years highlights that effective recruitment processes have been established. However, the Commonwealth Government funding mechanism, the Research Training Scheme (RTS) places a considerable emphasis on student completions and RTS dictates that candidature for the PhD should not exceed 4 years of full time study.

RTS time constraints can pose problems for those completing postgraduate medical specialist training who wish to participate in the HDR program. It is also evident that dental, nursing and other health sciences professionals have specific issues to address when considering undertaking research training. Thus, there is a need to consider alternative, more flexible routes for completing research degrees for these candidates.

While we have grown our international HDR student numbers at a similar rate over the last three years, the student load remains low and presents the Faculty with an opportunity for growth. Building our international HDR student load, particularly with full fee paying students will be a priority over the next three years.

Goals

- All active researchers in the Faculty engage in HDR student supervision.
- Sufficient scholarships exist to
 - i) support all high-quality postgraduate students in the Faculty; and
 - ii) facilitate achievement of HDR student targets set by the University.
- The number of International HDR students in the Faculty doubles over the next 3 years.
- The demand for HDR student positions is greater than the number of places available in the Faculty, with an increasing demand from high quality students from interstate.
- Growing awareness of and strong interest in a Discipline, School and Faculty research culture established among undergraduate students.
- HDR students complete their programs on time.
- The University provides appropriate space and infrastructure for all our HDR students.
- Postgraduate Coordinators manage the quality of supervision and address all issues in a timely fashion.

Strategies for Implementation

1. Ensure that
 - a. HDR student coordinators are senior members of staff, experienced and committed to the discipline HDR program and have access to appropriate training where needed;
 - b. HDR student supervisors' contributions and performance are recognized by the University;
 - c. HDR students receive appropriate career development guidance.
2. Ensure that new academic staff and ECRs have strong research potential and/or achievements and that their level of supervisory skills and experience are consistent with their level of appointment.
3. Focus marketing on recruitment of high-quality HDR students locally, nationally and internationally.
4. Support staff using SSOCL programs to undertake international HDR recruitment activities.
5. Provide opportunities for undergraduate students to participate in research and encourage them to consider the possibility of HDR training.
6. Develop mechanisms to provide for HDR students wishing to undertake cross-disciplinary research.
7. Provide incentives to HDR students to facilitate timely completions.
8. Diversify HDR program offerings to ensure they are relevant to health professionals and international student cohorts; consider possibility of 'split programs' and remote candidature.
9. Develop a business plan to market HDR programs internationally (especially China and India).
10. Continue to implement a comprehensive Faculty Structured Program for HDR students.

Performance Indicators

1. RTS and International HDR student numbers as a total and relative to University targets;
2. The number of academic staff supervising at least one HDR student per annum as principal supervisor (or as co-supervisor if an early career researcher).
3. Completion data including:
 - * The percentage of HDR students who complete their training within the required time period.
 - * Attrition & withdrawal rates.
 - * Average Completion times.
 - * Details of where HDR graduates go and the nature of the work they undertake (e.g., industry, clinical, research, etc.).
4. The number of HDR students who complete one or more publications in peer reviewed journals during the time that they are undertaking their training.
5. The number of scholarships available for and attracted by HDR students in the Faculty.
6. Performance in post-graduate exit surveys.
7. Number of HDR students who obtain NHMRC (and other) 'postdoctoral' awards
8. The number of health professionals undertaking HDR programs

Objective 3. Increase funding for research in the Faculty of Health Sciences

Academic staff, externally funded full time researchers and title-holders in the Faculty all contribute to the research income of the Faculty. The important role titleholders in some areas of the Faculty play in attracting research income should not be undervalued and the need to continue to foster strong collaborations with our affiliated institutions acknowledged.

Successful competition for major grants will depend heavily on our capacity to effectively partner with other Faculties, universities, hospitals, research institutes and government agencies such as BioinnovationSA. Maintaining and growing internal partnerships with ARI (Pty Ltd and Research Branch) will also help in achieving growth in research funding from both grants sponsors and industry alike.

There has been a significant increase in funding from NHMRC during the last few years due in part to the increased number of successful applications from clinical and affiliate titleholders and in part to increases in the funds available for distribution by the NHMRC. Unless the NHMRC continues to receive additional funds to support research, the Faculty cannot expect this increase in funding to continue. Accordingly, the Faculty of Health Sciences needs to underpin its strong NHMRC performance and expand its funding base to include other national and international competitive grants, industry and government funding as well as generate additional income through the commercialisation of research and intellectual property.

We believe that there is considerable opportunity to liaise more closely with the Medical Foundation, Dental Foundation and Medical and Dental Alumni Association of the University of Adelaide with the aim of achieving mutual goals. We also believe that research which is demonstrably relevant to South Australia and the delivery of health services in this state has a high chance of attracting additional financial support from the State Government and the public.

The importance of successfully competing for research funding with the other States is evident to the Faculty. To continue to compete on a national level the Faculty will have to implement an organisational structure which effectively supports work directed towards its agreed goals. In particular it will be necessary to foster the development of research groupings with sufficient size and expertise to compete nationally. If funds are to be obtained from industry on a local and national basis, it will be necessary to establish ongoing, effective communication and strong relationships with individual companies and research sponsors.

In recent years, the Faculty has shown an ability to attract research funding from international sponsors. Given appropriate support mechanisms to enable researchers to establish long-term collaborative relationships with researchers overseas, potential exists for the Faculty to significantly increase its income from international sources.

Goals

- Consistently increasing levels of funding from state, national and international competitive research sponsors;
- Strong and effective relationships maintained with
 - relevant affiliated institutions and local research institutes;
 - the Florey Foundation, SAFDER and Alumni Association;
 - ARI Pty Ltd and Research Branch; and
 - commercial partners and industry sponsors.
- An increasing number of researchers in the Faculty conducting contract research and consultancies.
- Clear policies exist for the recognition, development and commercialisation of IP and technology transfer, providing a significant source of income for Faculty researchers;
- More Faculty RIBG funding allocated to researchers to assist in attracting research income;
- A broad funding base from national and international competitive grants, government and industry funding, technology transfer, research commercialisation, contract research and consultancies.

Strategies for Implementation

1. Set and monitor annual targets for NHMRC Program Grants, NHMRC Development Grants, ARC Linkage and LIEF Grants and grants from other local, national and international sponsors;

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2. Establish and support partnerships aimed at attracting NHMRC Program Grants and other major grants.
3. Actively support and lead the University Research Clusters.
4. Ensure that all research income attracted by University researchers comes through the University.
5. Review all sources of research funding, including national and international competitive grants, government and industry funding, technology transfer, research commercialisation, contract research and consultancy and develop processes to better target researchers with the relevant information to maximise their chances of success in attracting funding.
6. Continue to build a close working relationship between the Faculty, and the Medical Foundation, Dental Foundation and Alumni Association.
7. Continue to develop the close working relationship between the Faculty and ARI and establish a jointly funded Business Development and Tender Writer position to identify IP of potential commercial value to the Faculty and, in collaboration with ARI, to facilitate the commercialization of IP.

Key Performance Indicators

1. Annual Research Income (by DEST Category) in total and relative to income targets set by the Faculty's Research Committee.
2. The amount of financial support (e.g. salary, research grant and contract funding) received from the State Government and particularly the South Australian health services.
3. The number of staff receiving financial support from local, national or international funding bodies.
4. The total amount of IP identified, developed and/or commercialised by Faculty staff.
5. The amount of funding provided by each of the Faculty's research sponsors, including the Medical and Dental Foundations, and the total number of sponsors supporting the Faculty's research.

Objective 4. To increase the effectiveness of communication about the benefits of research conducted by staff in the Faculty of Health Sciences

A high-quality communications strategy directed to both the scientific community and the general public is an essential prerequisite to successfully attracting support and sponsorship to the Faculty. Funding bodies require the effective communication of results and where relevant the translation of new knowledge into clinical and public health practice and, advancing Australia's biomedical and technological future.

Over the last three years the Faculty has produced an annual research report and several other publications to help raise the profile of our researchers. It has also developed closer links with the University's Media Unit and introduced media training for its PhD students.

The NHMRC has recently highlighted that the need for greater community participation in shaping decisions about research priorities, specific research questions and methods. The ARC is also likely to be seeking greater community participation in its research directions. It will be critical that the Faculty establish mechanisms to ensure the community is involved in its research and research directions.

The introduction of professional marketing expertise could improve the effectiveness of existing activities as well as facilitate more targeted promotion of our expertise to prospective local, national and international HDR students.

Goals

- Research results are clearly reported in an appropriate fashion to the media, the scientific community, the general public and to potential funding organisations and individual donors;
- Staff and postgraduate students are articulate and skilled in dealing with the various forms of media and communicate the significance of their research to a wide audience;
- It is recognized that Faculty research involves strong partnerships with industry and research sponsors;
- The benefits of the research carried out in the Faculty are well understood by the scientific community, the general public, potential funding organizations and individual donors.

Strategies for Implementation

1. Further develop and implement an effective communications/marketing policy for the Faculty (including approaches to ensure strong advocacy of the importance of health sciences research to the community and to the South Australian and Commonwealth Governments).
2. Ensure that publicity of research conducted jointly by University-employed and affiliated health unit-employed staff and postgraduate students is well coordinated.
3. Provide appropriate training in presentation and media skills (including skills relevant to presentations at academic conferences, to the media, and to the public) to all Faculty researchers and HDR students.
4. Encourage staff to communicate their research findings to the community through the popular media and "non-academic" means.
5. Ensure that adequate support/resources are available to enable researchers to present their findings at national and international conferences on a regular basis.
6. Further develop and maintain a web site describing research in the Faculty.
7. Ensure all research active staff are listed on the SA Government directory of the expertise.
8. In line with NHMRC Policy, establish a consumer and community advisory committee to underpin their participation in health and medical research.

Key Performance Indicators

1. Number of publications in peer reviewed journals.
2. Citation indices of best publications by each researcher.
3. Number of "hits" in the local and national press and other "non-academic" media reporting on research done and/or researchers in the Faculty.
4. Number of seminars/symposia publicising/reporting research findings presented to the SA community.
5. Invitations to present work at conferences, seminars, and community groups.
6. Number of "hits" on the Faculty's web site.
7. Number of requests from public/media for "expert" comment.

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Objective 5. Implement an administrative structure that supports the Faculty's research strategy. The Faculty of Health Sciences is currently being restructured into a school-based model. Establishing mechanisms for the ensuring effective management of research at strategic and operational levels at Faculty, School and Discipline levels will be important and may require the development of new structures. It is also recognized that the establishment of Research Institutes, Centres, Units and other forms of partnerships can assist in the coordination and management of research activities across a wide range of organisations in the State, and result in benefits to all researchers, including those in the Faculty.

An appropriate structure and support mechanism is in place to administer research at Faculty level. The Associate Dean (Research) has overall responsibility for research policy and management in the Faculty. This person is supported by the Chairs of the Higher Degrees Committee and the Grants and Personnel Committee and the Research Secretariat. They form an executive responsible for research and HDR activities in the Faculty. The committee structure in the Faculty consists of a Research Committee, chaired by the Associate Dean (Research), the Higher Degrees Committee, the Grants and Personnel Committee, and the Special Studies and Overseas Conference Scheme Committee, all of which report to the Research Committee. The Faculty's Research Secretariat provides administrative support. The Research Committee, through its Grants & Personnel and Higher Degree Research Committee oversees the strategic use and disbursement of medical endowment fund income and other sources of internal income. On an ongoing basis, these Committees review the success of current strategies for disbursement of fund income and revise strategies for fund disbursement as appropriate.

The Faculty Research Committee will work closely with the Chair of the University's Researcher Career Development Committee to ensure development and mentoring programs are in place particularly for early career researchers.

The Faculty's Research Secretariat coordinates its activities with central University support services and management groups, where appropriate with other Faculties, as well as with other Research Secretariats in affiliated institutions to maximise support for researchers and higher degree students.

Goals

- Appropriate mechanisms in place to facilitate the strategic management of research in a School based structure.
- Effective communications between researchers, Schools, Disciplines, ARI and the Deputy Vice-Chancellor (Research);
- Ready access to information describing research performance, HDR student performance, and key performance indicators of staff, students and the Faculty;
- Significant research activities in the Faculty managed through three to six Research Institutes/Centres/Units;
- Support provided to facilitate the ongoing growth and development of small research groups.

Strategies for Implementation

1. Ensure Research Secretariat continues to be adequately resourced;
2. Maintain effective working relationships with research administration support staff within the University of Adelaide and within affiliated institutions and in other tertiary institutions;
3. Support the creation of Research Institutes, Centres, Units and partnerships to facilitate the promotion and management of the Faculty's research activities.

Key Performance Indicators

1. The extent to which data describing key performance indicators in the Faculty are available to the Research Secretariat.
2. The Research Secretariat is well resourced and effective in carrying out its tasks.
3. Effectiveness and usefulness of documentation describing the roles and responsibilities of key staff and committees administering research in the Faculty.
4. New Research Institutes, Centres, Units and partnerships developed.

APPENDIX As: ACTION PLANS

Glossary of Acronyms used in Appendix:

Acronym	In Full
ADR	Associate Dean (Research)
ARI	Adelaide Research & Innovation
CATHS	Clinical and Affiliate Title Holders
C, G&PC	Chair, Grants & Personnel Committee
C, HDC	Chair, Higher Degree Committee
C, SSOCP	Chair, Special Studies & Overseas Conference Program Committee
HDR	Higher Degree Research
HoSs	Heads of Schools
IGS	Institutional Grants Scheme
MU	Media Unit
RIBG	Research Infrastructure Block Grant
RS	Research Secretariat
RTS	Research Training Scheme
TBD	To Be Determined

Glossary of Priorities

A. = High Priority Activity Requiring Completion in 2006

B. = Important Activity Requiring Completion in the Medium Term, or to be implemented in the short term, if sufficient resources available

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Objective 1. To increase the research productivity of staff in the Faculty of Health Sciences
Action Plan

Strategy for Implementation	Action	Complete by	Responsibility	Priority
1. Ensure researchers have the time and infrastructure needed to undertake research.	1.1 Time 1.1.1 Establish a Faculty policy describing the proportion of time research active staff are required to spend undertaking professional, teaching, administrative and research activities.	March 2006	ADR, Exec Dean	BA
	1.1.2 Pursue establishment of academic positions that may be 'teaching and scholarship only' or 'research only' in the Faculty.	Dec 2006	ADR, Exec Dean	A
	1.1.3 Pursue establishment of academic positions that require more than the 'standard' 70%/30% split of time devoted to teaching and research.	Dec 2006	ADR, Exec Dean	A
	1.2 Infrastructure 1.2.1 Review laboratory infrastructure for academic disciplines, especially those in the Medical School buildings;	Dec 2006	TBD	A
	1.2.2 Establish policies to allow appropriate infrastructure and space allocation for researchers, including new academic staff.	Dec 2008	ADR, Exec Dean	B
	1.2.3 Continue to implement Faculty RIBG disbursement policy.	Ongoing	ADR, Exec Dean	A
	1.2.4 Support competitive infrastructure applications (e.g. ARC LIEF) with a priority to large multi-institutional bids.	Ongoing	C, G&PC	A
	1.2.5 Continue to support NHMRC Equipment Grant applications.	Ongoing	C, G&PC	A
	1.2.6 Lobby and support the establishment of the Florey Precinct.	Jan 2008	ADR	A

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2. Ensure research is a key consideration in making academic appointments and that ECRs receive appropriate support, mentoring and training;	2.1 Appointments	March 2006	ADR	A
	2.1.1 Establish research criteria within the Faculty to use to assess new academic staff prior to their appointment;	June 2006	ADR	A
	2.1.2 Have a Research Committee member on the appointment panel for all academic positions.	June 2006	ADR	A
	2.1.3 All new research staff undergo induction on research policy and internal funding in the Faculty prior to submitting grant applications.			
	2.2 ECRs			
	2.2.1 Provide targeted mentoring and support including specific financial support from the Faculty's endowment, IGS & RIBG funds;	June 2006	Mentoring – HoSs Financial Support – C, G&PC C, HDC C, G&PC	A
	2.2.2 Establish training programs to maximise success in grant writing and publication of research in high quality peer reviewed journals.	June 2006		A
	2.2.3 Establish appropriate selection criteria, support mechanisms and reward processes for new researchers;	March 2006	C, G&PC	A
	2.2.4 Target and provide support to high achievers to relocate to Adelaide.	Dec 2006	ADR/C, G&PC HoS	A
	3.1 Review and establish criteria relevant to research required for academic promotion;	March 2006	ADR	A
	3.2 Have criteria for Faculty adopted by University;	Sept 2006	ADR	A
3. Ensure research is appropriately addressed in the academic promotion processes and that staff who wish (or are required) to focus on teaching and other scholarly activities are not disadvantaged;	3.3 Widely publicise the criteria;	Dec 2006	RS	A
	3.4 Have a Research Committee member on promotion committees.	March 2006	RS	A

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4. Improve mechanisms for increasing the numbers of externally funded full-time researchers.	4.1 Continue the practice of awarding Faculty Research Fellowships to researchers with the ability to win NHMRC/ARC Fellowships by the time the term of the Fellowship completes;	Ongoing	C, G&PC	A
	4.2 Review success of above;	Ongoing	C, G&PC	A
	4.3 Ensure <u>high</u> quality research facilities and adequate resources are provided in <u>all</u> discipline areas;	Ongoing	TBD	B
	4.4 Provide assistance in the preparation of Fellowship/grant applications and assistance for unsuccessful applicants;	June 2006	HoSs C, G&PC	A
	4.5 Provide research training and development programs for ECRs;	June 2006	C, HDC	A
	4.6 Identify and effectively promote opportunities for full time externally funded research fellowships.	June 2006	RS	A
	4.7 Support the Faculty ECR Fellowship scheme.	Ongoing	ADR	A
	4.8 Target and support applicants for Federation Fellowships and NHMRC Burnett and Clinical Fellowships.	Jun 2006	ADR/C, G&PC	A
5. Continue to encourage interdisciplinary and interfaculty research and identify areas of research strength and those with potential for development, seeking to ensure alignment with national research priorities;	5.1 Review and document the extent to which interdisciplinary and interfaculty research is being undertaken by Faculty staff;	Dec 2006	C, G&PC	B
	5.2 Give interdisciplinary, interdepartmental and interfaculty research a higher priority in applications seeking support from the Research Committee.	Ongoing	C, G&PC	B
	5.3 Maintain focus on collaboration in Faculty Small Grants Scheme.	Ongoing	C, G&PC	A
	5.4 Undertake a review with the new schools documenting areas of research strength and mapping these to national research priorities (including aboriginal and Torres Strait islander health and health services research).	Dec 2006	ADR HoS	A
	5.5 Identify collaborations research active staff have with overseas universities and research institutes and consider establishment of formal MOUs.	Jun 2007	ADR/HoS	A
	5.6 Support the following as developing <u>new</u> areas of research strength: 4 Indigenous health; 4 Health Services; 4 Ageing; 4 Military and Veteran's Health.	Jun 2007	ADR/HoS	A

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6. Provide targeted support for attracting major external research income;	6.1 Continue to review the effectiveness of IGS/RIBG and endowment income in supporting researchers to attract external research funding to the Faculty;	Ongoing	C, G&PC	A
	6.2. Work closely with the Florey Foundation, SAFDER and hospital research foundations to raise further endowment and other research funds;	Ongoing	ADR	A
	6.3 Enhance existing mechanisms for informing researchers of research funding opportunities and develop mechanisms for targeting applicants for major grants.	Dec 2006	RS	A
	6. 4 Support Major Grant bids from the IGS, RIGB or income of medical research endowment funds and for CATHS, ensure their employing institution contributes.	Ongoing	C, GPC	A

Objective 2. Improve the effectiveness of the Higher Degree Program (by Research)
Action Plan

Strategy for Implementation	Action	Complete by	Responsibility	Priority	
<p>1. Ensure that HDR</p> <ul style="list-style-type: none"> - coordinators are senior members of staff, experienced and committed to the discipline HDR program and have access to appropriate training where needed; - supervisors' contributions and performance are recognized by the University; - students receive appropriate career development guidance. 	<p>1.1 HDR Coordinators</p> <p>1.1.1 Develop processes to ensure Heads of Schools allow HDR coordinators sufficient time to undertake the role;</p> <p>1.1.2 Develop processes to ensure HDR coordinator activities are appropriately recognised and rewarded by the University.</p> <p>1.2 HDR Supervisors</p> <p>1.2.1 Develop processes to ensure Heads of Schools allow HDR supervisors sufficient time to undertake the role;</p> <p>1.2.2 Develop and implement policies to ensure good performance is rewarded and recognized as an important criterion for promotion.</p> <p>1.2.3 Provide appropriate staff training programs in the Faculty;</p> <p>1.2.4 Build into selection criteria for new staff appointments.</p> <p>1.3. HDR Students</p> <p>1.3.1 Develop mentoring programs at University, Faculty and School levels.</p> <p>1.3.2 Review and regularly update existing School/discipline structured & continuing programs;</p>	<p>Ongoing</p> <p>Dec 2006</p> <p>Ongoing</p> <p>Dec 2006</p> <p>Dec 2006</p> <p>Dec 2006</p> <p>Ongoing</p> <p>Ongoing</p>	<p>C, HDC</p> <p>C, HDC</p> <p>C, HDC</p> <p>C, HDC</p> <p>Grad' Centre/ C, HDC</p> <p>C, HDC</p> <p>C, HDC</p> <p>C, HDC</p> <p>C, HDC</p>	<p>B</p> <p>B</p> <p>B</p> <p>B</p> <p>A</p> <p>A</p> <p>B</p> <p>A</p>	
	<p>2.1 Build into selection criteria for new staff appointments.</p> <p>2.2 Ensure that a Research Committee Member is on selection panel.</p>	<p>Dec 2006</p> <p>March 2006</p>	<p>C, HDC</p> <p>ADR</p>	<p>A</p> <p>A</p>	
	<p>3. Focus marketing on recruiting high-quality HDR students locally, nationally and internationally.</p>	<p>3.1 Provide additional new scholarships, and supplements for existing scholarships for HDR students;</p> <p>3.2 Provide part-time teaching opportunities for HDR students where possible/appropriate;</p> <p>3.3 Identify the means by which those enrolled in postgraduate medical specialist training programs can enrol in HDR programs.</p> <p>3.4 Identify, target and promote internal and external funding sources for HDR.</p> <p>3.5 Continue to enhance University, Faculty, School and Discipline web sites.</p> <p>3.6 Recruit marketing expertise into the Faculty.</p> <p>3.7 Continue to support the Research 'Open Night' information session for prospective HDR students.</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>June 2006</p> <p>Ongoing</p>	<p>C, HDC</p> <p>C, HDC</p> <p>C, HDC</p> <p>RS</p> <p>RS</p> <p>Faculty</p> <p>C, HDC</p>	<p>A</p> <p>B</p> <p>A</p> <p>A</p> <p>A</p> <p>A</p> <p>A</p>
		<p>4.1 Liaise with SSOC Committee and PPCI to development protocol and processes to support this activity.</p>	<p>March 2006</p>	<p>C, HDC/RS</p>	<p>A</p>

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5. Provide opportunities for undergraduate students to participate in research and encourage these students to consider the possibility of HDR training.	5.1 Further Develop Undergraduate Research Scholarships (formerly Vacation Scholarships).	Dec 2006	C, HDC	A
	5.2 Negotiate with Curriculum Committees to incorporate research into undergraduate subjects;	Ongoing	C, HDC	B
	5.3 Consider the development of a joint MBBS/PhD program.	Dec 2006	C, HDC	A
6. Develop mechanisms to provide for HDR students wishing to undertake cross-disciplinary research.	6.1 Develop an action plan;	June 2006	C, HDC	A
	6.2 Create targeted scholarships;	Dec 2006	"	A
	6.3 Hold information sessions;	Dec 2006	"	A
	6.4 Ensure sufficient opportunities exist for multi-disciplinary HDR students.	Dec 2006	"	B
7. Provide incentives to facilitate timely student completions.	7.1 Develop incentives for students and Schools for ensuring HDR students complete within times defined in program guidelines.	Dec 2006	C, HDC	B
	7.2 Ensure appropriate training is available to supervisors.	Ongoing	C, HDC	A
8. Diversify HDR program offerings to ensure they are relevant to health professionals and international student cohorts; consider possibility of 'split programs' and remote candidature.	8.1 Identify and implement opportunities for delivering research programs relevant to health professionals;	Dec 2007	C, HDC	B
	8.2 Promote the use of remote candidature as an option for consideration by prospective students.	Dec 2008	C, HDC	B
	8.3 Identify opportunities for developing split programs with strategic overseas institutions;	Dec 2008	C, HDC	B
9. Develop a business plan to market HDR programs internationally (especially China and India).	9.1 Develop a business plan to market HDR programs internationally.	Dec 2006	C, HDC	A
	9.2 Actively target full-fee paying HDR students.	Dec 2007	C, HDC	A
10. Continue to implement a comprehensive Faculty Structured Program for HDR students.	10.1 Liaise with Heads of Schools to develop relevant Faculty level programs.	Dec 2006	C, HDC	A

Objective 3. Increase funding for research in the Faculty of Health Sciences
Action Plan

Strategy for Implementation	Action	Complete by	Responsibility	Priority
1. Continue to build a close working relationship between the Faculty, and the Medical Foundation, Dental Foundation and Alumni Association.	1.1 Establish and maintain a communications strategy publicising research conducted in the Faculty to members of the Medical and Dental Foundations, Medical Alumni and to the community in South Australia;	Ongoing	ADR/ Medical & Dental Foundations	A
	1.2 Develop a close relationship between researchers in the Faculty and the Medical and Dental Foundations;	Ongoing	"	A
	1.3 Facilitate the provision of high-quality support from researchers in the Faculty for fundraising activities undertaken by the Medical & Dental Foundations.	Ongoing	"	B
2. Maintain and grow the close working relationship between the Faculty and ARI and establish jointly funded Business Development and Tender Writer, particularly to identify and commercialise IP of potential commercial value to the Faculty.	2.1 Establish and maintain attractive policies appropriate for contract research and consultancy.	Ongoing	ADR/ARI	A
	2.2 Support joint appointments with Faculty and ARI Pty Ltd for Business Development & Tender Writer positions.	Ongoing	ADR/ARI	A
	2.3 Establish and maintain a database of potential industry and research funding contacts;	Dec 2006	RS/ARI	B
	2.4 Develop processes to help researchers establish industry collaborative contacts.	June 2006	RS/ARI	B
	2.5 Identify and support the provision of the appropriate level of resourcing required from ARI Research Branch to effectively support the Health Sciences portfolio.	Ongoing	ADR/DVCR	A
3. In collaboration with ARI, identify partnerships that will facilitate the identification, development and commercialisation of future IP discovered by the Faculty's researchers.	3.1 Establish and maintain attractive policies appropriate for the management and development of IP in the Faculty.	Ongoing	ADR/ARI	A

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4. Review all sources of research funding, including national and international competitive grants, government and industry funding, technology transfer, research commercialisation, contract research and consultancy and develop processes to better target researchers with the relevant information to maximise their chances of success.	4.1 Identify what sources of funding are available and current funding levels in the Faculty;	March 2006	RS	A
	4.2 Establish and monitor goals for future research income from the varying sources identified;	March 2006 & Ongoing	C, G&PC	A
	4.3 Promote what sources of funding are available and what is required to obtain the funding;	Ongoing	RS	A
	4.4 Encourage greater international research through targeting Special Studies and Overseas Conference Leave funding to individuals seeking to establish international contacts;	Ongoing	C, SSOCP	A
5. Establish and support partnerships aimed at attracting NHMRC Program Grants and other major grants.	5.1 Identify Key Discipline and partner areas where opportunities exist to attract NHMRC Program Grant/Major Grant support;	Ongoing	ADR/RS	A
	5.2 Identify support required to be competitive in an application for Program/Major Grant success.	Ongoing	ADR/RS	B
	5.3 Provide support required.	Ongoing	ADR	B
6. Actively support and lead the University Research Clusters.	6.1 Review outcomes of Clusters relevant to Health Sciences.	Ongoing	ADR	A
	6.2 Lobby University to provide continuing support for relevant Clusters.	Ongoing	ADR	A
7. Ensure that all research income attracted by University researchers comes through the University.	7.1 Engage with Faculty researchers over the need to put research income through University.	Ongoing	ADR/RS	A
	7.2 Engage with ARI to ensure that services meet the requirements of Faculty researchers.	Ongoing	ADR/RS	A
	7.3 Develop KPIs and Timelines with ARI Pty Ltd & Research Branch.	June 2006	ADR/ARI	A

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Objective 4. To increase the effectiveness of communication about the benefits of research conducted by staff in the Faculty of Health Sciences

Action Plan

Strategy for Implementation	Action	Complete by	Responsibility	Priority
1. Further develop and implement an effective communications/marketing policy for the Faculty (including approaches to ensure strong advocacy of the importance of health sciences research to the community and to the South Australian and Commonwealth Governments).	1.1 Liaise with Medical Research Foundation and Media, Marketing and Public Relations Unit to define policy requirements;	Ongoing	ADR	A
	1.2 Document policy, including responsibilities and timelines for implementing the policy;	March 2006 & Ongoing	ADR/RS	A
	1.3 Promote the policy widely across the Faculty, including partner institutions;	March 2006 & Ongoing	ADR/RS	A
	1.4 Establish mechanisms for ongoing/regular review of relevance and success of the policy.	Dec 2006 & Ongoing	ADR/RS	A
2. Ensure that publicity of research conducted jointly by University-employed and affiliated health unit-employed staff and postgraduate students is well coordinated.	2.1 Liaise closely with the media units based in affiliated institutions (e.g. the teaching hospitals) to establish agreements for a joint communications strategy (e.g. coordination and joint release of press statements related to research activities);	Ongoing	ADR/MPR	B
	2.2 Develop and maintain effective communication mechanisms between University and Hospital media units.	Ongoing	ADR/MPR	B
3. Provide appropriate training in presentation and media skills (including skills relevant to presentations at academic conferences, to the media, and to the public) to all Faculty researchers and HDRs.	3.1 Identify training needs;	Ongoing	C, HDC	A
	3.2 Identify and secure training providers;	Ongoing	RS	B
	3.3 Estimate cost of training and define funding source;	Ongoing	RS	A
	3.4 Actively promote training opportunities;	Ongoing	RS	B
	3.5 Reward/recognize/encourage excellent performance.	Ongoing	ADR	B
4. Encourage staff to communicate their research findings to the community through the popular media and "non-academic" means.	4.1 Provide appropriate training;	Ongoing	RS	B
	4.2 Develop a process to co-ordinate these activities;	Ongoing	RS	B
	4.3 Provide incentives for staff;	Ongoing	ADR	B
	4.4 Document and promote effective outcomes.	Ongoing	RS	B
5. Ensure that adequate support/resources are available to enable researchers to present their findings at national and international conferences on a regular basis.	5.1 Review levels of support currently available to Faculty researchers;	Dec 2006	RS	B
	5.2 Identify level of support required;	Dec 2006	RS	B
	5.3 If a gap exists in funding needed, identify funding sources to fill the void;	June 2007	RS	B
	5.4 Encourage all staff to attend and present their research at national and international conferences.	Ongoing	C, SSOCP	B

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6. Further develop and maintain a web site describing research in the Faculty.	6.1 Maintain an appropriate promotional web page to incorporate into Faculty Research Web site;	Ongoing	RS	A
	6.2 Identify sources of content for inclusion;	Ongoing	RS	A
	6.3 Maintain processes for managing and maintaining the site.	Ongoing	RS	A
7. Ensure all research active staff are listed on the directory of the expertise established by the State Government.	7.1 Liaise with Schools over the establishment of register of expertise available within the Faculty.	Dec 2006	ADR/RS	B
8. In line with NHMRC Policy, establish a consumer and community advisory committee to underpin their participation in health and medical research.	8.1 Establish a consumer and community advisory committee to underpin their participation in health and medical research.	Dec 2006	ADR/RS	A

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Objective 5. Improve the administration of research in the Faculty of Health Sciences and ensure it effectively underpins the Faculty's research strategy

Action Plan

Strategy for Implementation	Action	Complete by	Responsibility	Priority
1. Ensure Research Secretariat continues to be adequately resourced;	1.1 Liaise with ARI and HoSs to ensure accurate, regularly updated databases are readily available;	Ongoing	RS	A
	1.2 Develop mechanisms for obtaining resources when required.	Ongoing	RS	A
2. Maintain effective working relationships with research administration support staff within the University of Adelaide and within affiliated institutions and in other tertiary institutions;	2.1 Maintain working relationships with ARI and other administrative and management groups;	Ongoing	ADR/RS	A
	2.2 Maintain and further develop communication mechanisms with researchers and schools;	Ongoing	ADR/RS	A
	2.3 Maintain and further develop communication mechanisms with key University and health unit administrative support groups.	Ongoing	ADR/RS	A
3. Support the creation of research institutes, centres, units and partnerships through which the Faculty's research is administered.	3.1 Define key performance indicators for monitoring research performance of Research Institutes, Research Centres, Research Units, research partnerships, discipline areas, research groups, individual researchers and HDRs;	March 2006	ADR	A
	3.2 Develop criteria and define processes for establishment of above;	March 2006	ADR	A
	3.3 Define potential partners /participants in above;	June 2006	ADR	A
	3.4 Define support required for establishment.	June 2006	ADR	A
	3.5 Support establishment of Centre for Military and Veteran's Health.	Jan 07	ADR	A

Faculty of Health Sciences
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Executive Summary

Introduction

This is the Faculty's second Research and Research Education Plan and documents the Faculty's strategic research directions over the next three years. This plan builds on past achievements and develops new strategies consistent with the University's strategic goals and trends in research.

The Context For Research In The Faculty Of Health Sciences

The Faculty is based on several campuses and contains staff and titleholders from a wide range of disciplines. The chief investigators for many of the Faculty's major research programs consist of both university-employed staff and staff employed by teaching hospitals, research institutes, or health services that provide significant salary and infrastructure support for research. Many have substantial clinical and administrative responsibilities and are committed to teaching and research and it can be difficult for them to develop effective research programs in isolation. Accordingly, it is recognized and encouraged that the close collaboration between staff in the Faculty, research institutes and the health services increases their competitiveness when seeking national and international funding for research. Thus, the diversity and geographical spread of research in the Faculty is a strength which requires careful management to ensure our collaborative and collegial links are well maintained and developed even further wherever possible.

Despite successes in recent years in growing research income, student numbers and publications, the Faculty faces a number of challenges over the next few years, due to the changing external environment. In addition, the Faculty will be restructuring from a departmental to a school model at the beginning of 2006 and we must ensure that the new structure facilitates research at a strategic level across the Faculty and must not act as a barrier. Indeed, interdisciplinary research will be the cornerstone of this plan.

At a national level, the Faculty must prepare itself for the Commonwealth Government's Research Quality Framework which will impact on the way research output is evaluated by the Government and, as a consequence, affect the level of block grant funding (i.e. RTS, IGS & RIBG) coming into the University to support research. The Faculty must also continue to develop strategies to effectively address the Government's national research priorities. The Promoting good health and well being for all Australians and its specific Priority Goals of A healthy start to life, Ageing well, Ageing productively, Preventative healthcare and Strengthening Australia's social and economic fabric are particularly relevant, as are the NHMRCs National Research Priorities (Arthritis and musculoskeletal conditions; Asthma; Cancer; Cardiovascular health; Diabetes; Mental health; and Injury and injury prevention) and its strategic priority to improve Aboriginal and Torres Strait Islander health. The Faculty's response to the University's 'Research Clusters' initiative has provided the basis for the further development of strategies in this area. The Faculty must now clearly identify its areas of research strength and opportunities for development, particularly relative to the national priorities outlined above and also identify new areas that will be important in the next decade.

The Faculty's research activities are funded from diverse sources and the income it generates makes a substantial contribution (around 1/3 over the last 7 years) to the total research income of the University. A major source of this income is from National Competitive Grant sources, particularly the NHMRC. Regrettably, during the recent period of NHMRC income growth (which has now ended) South Australia's share of NHMRC funds has not matched that achieved by the Eastern States or Western Australia. Faculty strategies must continue to underpin and grow our NHMRC funding, and seek to expand funding from other national and international competitive grants, industry, government, contract research and consultancies as well as generate income through the commercialisation of research and intellectual property.

The amount of financial support available within South Australia for research is limited in comparison with other States. Accordingly, it is essential that researchers compete more effectively for research funds available at a national and international level while continuing to lobby the SA Government to invest in research like their Eastern State counterparts. Important strategies to achieve this goal include the use of the medical research endowment funds primarily to increase the success of researchers in this competition and the provision of infrastructure support directly to researchers.

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The Faculty must continue to provide a dynamic and successful training program for higher degree research (HDR) students. Success in this area is a fundamental prerequisite for the development and maintenance of a flourishing research program. The Faculty has grown its domestic research student load by 31% since 2000 to around 254 EFTSL and its International HDR student load at a similar rate (although the number of students is relatively low). This growth provides a challenge for the University to ensure the additional infrastructure needed is available to these students.

Human resources strategies are critical for success. Our research active staff must have time to research and we should continue to increase the number of full-time researchers in the Faculty. We must also continue to recognise the important role research active titleholders play in the Faculty in terms of research outputs, mentoring of early career researchers and research student supervision. Specific training programs are needed to ensure that early career researchers (ECRs) acquire the skills necessary to achieve success with their research grant applications and to ensure their publications are submitted to high quality peer reviewed journals. Finally, we need to have effective strategies for succession planning.

Effort must be made to maximise the endowment and infrastructure support income which is used strategically to improve the capacity of staff in the Faculty to attract external research income. Liaising more closely with the Florey Foundation, SAFDER and Alumni Association has the potential to more effectively utilise resources available in the Faculty and the Medical Foundation and Dental Foundation for fund raising purposes.

Priorities for Action

Over the next three years the Faculty will:

- Continue to support the ongoing development of existing areas of research strength;
- Support the following as developing new areas of research strength:
 - 4 Indigenous health;
 - 4 Health Services;
 - 4 Ageing and Chronic and Degenerative Diseases;
 - 4 Military and Veteran's Health.
- Double the number of full fee paying international higher degree by research students;
- Attract 3 'new' NHMRC Program Grants;
- Double the number of NHMRC Research Fellows located in at least 8 disciplines;
- Support the establishment of the Florey Precinct;
- Double the extent of interdisciplinary research and linkages with external groups as well as be a significant contributor to all the University Research Clusters;
- Increase its international focus by the establishment of formal research links with other Universities and gain NIH and EU funding;
- Establish a consumer and community advisory committee to participate in health and medical research;
- Support its research active staff;
- Foster researcher career development with a particular emphasis on Early Career Researchers and Higher Degree by Research students;
- Develop a marketing plan;
- Establish a lobbying network to promote the value of health science research;
- Ensure the Dental and Medical Foundations are effectively linked with their respective Alumni Associations.

NOTE: The term 'research' covers a wide-range of activities being undertaken by the Faculty of Health Sciences' academic and clinical and affiliate title holders and research-only staff as well as by our postgraduate students. In this document the term 'research' covers, amongst other things:

- Investigator initiated and driven research (basic, clinical, population health, etc);
- Contract research;
- Some consultancy activity; and
- IP development.
- HDR student training and education
- ECR development and support