

# School Research Strategies

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THE UNIVERSITY OF  
**WAIKATO**  
*Te Whare Wānanga o Waikato*





# The University has an overall Strategy and a Research Plan

## Research Plan 2018-2021

1. Improved quality and quantum of University research
2. Increased income from Research and Development activities
3. Mātauranga Māori in Waikato Research
4. Research excellence embedded in academic programmes

... but the Research Plan applies to the whole university and it is not obvious to individual researchers what they should do to align with that plan. Hence ...

# The University Research Plan requires that each Schools develops a plan that

- identifies a few key areas of focus for research in the School where we have or plan to build national leadership and international recognition
- includes actions to develop the excellence and impact of each research area over the next five to ten years, and develop research-area-specific measures of both excellence and impact to track improvements over time.
- includes actions to build capability and capacity, in terms of both staff and postgraduate students, to support those research areas.
- develops a plan to increase doctorate and research masters enrolments and thesis completions.
- identifies key stakeholders, industry and research partners and end-users and has actions to engage and grow our relationships with these groups.
- encourages cross-School research relationships and builds linkages with collaborators outside the University.
- sets its own standards of what it considers to be a suitable level of production of academic research, per level of appointment.
- aligns (where applicable) with School operating targets in terms of student:staff ratios, teaching loads and external research income so that they are consistent with sustainability and future potential funding levels, includes sufficient time for staff to carry out their research roles, and establishes clear timeframes over which those targets must be met (in alignment with the Academic Plan 2017-2019)
- thus leads to excellent research, creates benefits for NZ and regional stakeholders and the research community, and provides sustainable growth of external income to support staff and postgraduate research.

# Research Plan: Division / School / Institute / Centre

## 2019 - 2021

	Focus area A	Focus area B	Focus area C
<b>Key areas of focus, where we have or will build national leadership and intl. recognition</b>			
<b>We will develop excellence and impact in each focus area by ... (who / by when?)</b>	1. 2. 3.	1. 2. 3.	1. 2. 3.
<b>We will measure excellence in each focus area by ...</b>	1. 2.	1. 2.	1. 2.
<b>We will build capability and capacity in each focus area by ... (who / by when?)</b>	1. 2. 3.	1. 2. 3.	1. 2. 3.
<b>We will increase doctorate and research masters enrolments and thesis completions by ... (who / by when?)</b>	1. 2. 3.	<b>We will encourage cross-faculty research and build links with collaborators outside the University by ... (who / when?)</b>	1. 2. 3.
<b>Our key stakeholders, industry and research partners are ...</b>	1. 2. 3.	<b>We will grow our relationships with these partners by ... (who / by when?)</b>	1. 2. 3.
<b>A suitable level of production of academic research, by level, is ...</b>	L: SL: AP: P:	<b>Our operating targets are:</b>	Staff:student ratio: Teaching load: External res. income: Space/time for each staff member to do research:

# Challenges and Benefits

## Challenges

- Gaining agreement in a School to make strategic choices of a few focus areas has been hard for some Schools
- Reluctance to set (or difficulty to agree on) specific, measurable targets (for excellence, level of production of research, etc.)
- Academic staff outside the focus areas may feel left out

## Benefits

- Builds research strength in particular areas, hence citations, reputation, become known as the place to come for those research areas (for industry, collaborators) etc.
- Helps in making academic hiring and asset purchasing decisions
- Helps with resource allocation for Research Office because we can support a few focus areas rather than the individual interests of dozens of academic staff