HEALTH SCIENCES DIVISIONAL RESEARCH PLAN

CONSULATION PROCESS

- A Division–wide survey was conducted in April 2016
- Three facilitated focus groups involving early, mid-career, and senior staff were held in April 2016, using ideas from the survey to stimulate discussion
- A draft document was drawn up based on these discussions and debated at the Divisional Research Committee in May 2016.
- The document underwent changes incorporating the feedback of this committee and the PVC Health Sciences in June 2016

NEXT STEPS

- A draft was presented to the Divisional Executive meeting in August 2016
- Subsequently the document was distributed widely for full consultation
- Feedback from this broad consultation has been incorporated to the current document which is in front of Divisional Executive for final approval November 2016

LINKAGES

The Research Plan will have some overlap with, and will be implemented alongside, the enabling activities being developed by Divisional Executive especially:

- An externally directed gaze
- Appropriate infrastructure
- Effective leadership
- High-quality staff
DIVISIONAL STRATEGY

The Division of Health Sciences will provide New Zealand society and other communities with a highly qualified workforce in the health professions, and will lead research and academic advancement in the areas of health and biomedical and other bioscience. The Division will promote health, health care, and equitable health outcomes through outstanding basic and applied research, and visionary academic and professional leadership. This will be achieved through research based undergraduate, postgraduate, and professional academic programmes of international standard in the health and biomedical sciences, and the translation of research into products and services to benefit society.

VALUES

The Division has articulated a set of values that will underpin and guide future actions. The values are:

- Scholarship that changes the world for the better: at Otago we believe in achieving excellence and making a difference through our research, teaching and service.
- Scholarship that speaks truth to power: at Otago we believe in the critic and conscience role of our university.
- Scholarship that promotes equity: at Otago we believe in fair outcomes for all groups in society.
- Diverse community of scholars: at Otago the whole is greater than the sum of the parts.

RESEARCH PLAN

RESEARCH PLAN CONTEXT

The Division of Health Sciences is a large division with diverse research interests across three major campuses. The Division hosts world-leading fundamental research scientists and outstanding translational programmes with impacts on public health, clinical practice, health policy, agriculture, food, and health innovation.

Divisional researchers collaborate internationally and contribute to, and lead, national and international centres of research excellence. The Division is committed to a long-term future of research excellence, and improving global health and productivity through the translation of its research.

It is the responsibility of all departments and schools, the divisional office and individual researchers to implement the actions of the Divisional Research Plan.

RESEARCH PLAN AIM

To be visionary leaders in health and bioscience research for the benefit of all.
RESEARCH PLAN OBJECTIVES

1) High impact research
The Division undertakes high-quality research that delivers impacts, makes discoveries, and extends knowledge for society.

2) World class talent
The Division invests in diverse, excellent staff and postgraduate students

3) Effective stakeholder engagement
The Division engages widely internally, nationally, and internationally to ensure and demonstrate the relevance, impact and translation of its research.

4) Best resourcing
The Division provides, resources and supports world-class, fit-for-purpose, research infrastructure.

PRIORITY ACTIONS FOR THE DIVISION 2016-2020

The Division:
- Works with the Academic Leadership Development Programme (ALDP) to develop a Visionary Leadership programme
- Doubles its numbers of Māori and Pacific Peoples research-active staff and research students
- Actively engages in attracting and retaining high quality researchers at every career stage in both clinical and non clinical areas
- Doubles resources for postdoctoral fellowships in the Division
- Identifies areas of opportunity for strategic investment
- Provides management frameworks for shared research infrastructure and support personnel.
- Writes and implements Stakeholder Engagement, and Development Plans
## RESEARCH PLAN KEY TARGETS

**High impact research**

The Division undertakes high-quality research that delivers impacts, makes discoveries, and extends knowledge for society.

<table>
<thead>
<tr>
<th>Outcome (What)</th>
<th>Strategies (Broadly how)</th>
<th>Actions (Specifically how)</th>
<th>Performance Indicators And Measurement</th>
<th>Timeframe /Resourcing/Who will do it</th>
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</thead>
<tbody>
<tr>
<td>The Division continues to engage in excellent fundamental, clinical, and public health research, enhancing its international reputation.</td>
<td>The Division supports investigator-driven research and scholarship.</td>
<td>Appoint well. Provide grant writing training and support. Provide internal opportunities for pilot research.</td>
<td>Numbers of citations and H indices are reported, and increase annually. Numbers of papers in the top 10% of journals (in relevant fields using Scopus) are reported, and increase annually. External grant income improves.</td>
<td>2017-2020 Resources TBD All</td>
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<tr>
<td>The Division develops mechanisms for measuring research impact beyond publication metrics.</td>
<td>Divisional resources are used to develop and undertake measurements.</td>
<td>The Division develops an impact template and undertakes a trial development of 10 case</td>
<td>Case studies are developed and distributed.</td>
<td>End 2017 Short-term appointment Divisional Office</td>
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<tr>
<td>Divisional researchers are engaged in interdisciplinary research that is relevant to health and welfare in New Zealand, and globally.</td>
<td>The Division encourages interaction between different disciplines where the team approach enhances the potential for health, translational, or economic impacts.</td>
<td>Internal awards that support inter-disciplinary collaborations are made regularly. Areas of research strength are marketed clearly across schools and across the University. The Divisional Research Forum is used to bring together different disciplines with common goals. Clinician/scientist linkage schemes are trialled. Enable secondments of staff to and from industry and/or government/community agencies and across campuses.</td>
<td>Measure number of multi-department/agency external grant applications and success. Measure cross-university and external collaboration (using SciVAL).</td>
<td>End of 2017, 18,19,20 Resources TBD Existing staff Divisional Office, R&amp;E, Library</td>
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<td>Clinical end-users are closely engaged with Divisional</td>
<td>The Division fosters and strengthens its relationships</td>
<td>Identify key individuals in each organisation who are</td>
<td>Numbers of collaborative projects and grants increase.</td>
<td>2020</td>
</tr>
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<td><strong>Research, increasing its impact.</strong></td>
<td><strong>With DHBs and community providers, with a special focus on those where it has embedded teaching activities.</strong></td>
<td><strong>Crucial to relationship building, and manage these relationships. Clinician/scientist linkage schemes are trialled. Attract Clinical Research Training Fellows.</strong></td>
<td><strong>Numbers of clinical research training fellowships increase.</strong></td>
<td><strong>Resources TBD</strong></td>
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| **The Division builds research strength in areas of national need or opportunity.** | **The Division develops new research strengths in areas of significant national relevance and opportunity, e.g. Māori and Pacific Peoples’ research, agriculture, food, health IT, health services research, medical devices, or others as defined by Divisional processes.** | **Deans and HoDs consider the funding opportunities available in their own areas and appoint or support strategically. The Division identifies areas of opportunity and provides support to accelerate their development. The Division works with R&E to increase interactions with Callaghan Innovation and businesses.** | **New areas of strength are successful in attracting external funding and students. The Division attracts non-traditional funding. Increased collaboration with CRIs and businesses as measured by joint publication and grant applications, and secondments. The Division is invited to provide more input into ministerial strategies.** | **2017-25 +$300K per annum**
|  |  |  | **PVC, Deans** | **PVC, Deans, HoDs** |
| **Divisional research has high relevance to health and bioscience outcomes for New Zealand and beyond,** | **The Division maps and invests in its areas of research strength that have high relevance to health and** | **Map all researchers to the Australasian Fields of Research tool.** | **Existing strength is consolidated and made visible to internal and** | **End 2018**
|  |  |  |  | **Resources TBD** |
and its relevance is evident to an external audience.  

| and its relevance is evident to an external audience. | bioscience outcomes for New Zealand and beyond. | Undertake analyses of outcomes vs Fields of Research.  
Decide on 6 showpiece areas of research strength.  
Revise research areas on a 5 year basis. | external audiences.  
PhD student number increases by 10%.  
Increased engagement of chosen areas with industry/health agencies. | Divisional Office |
|---|---|---|---|---|

The research reputation of the Division is protected and enhanced.  

| The research reputation of the Division is protected and enhanced. | The Division commits to the highest standards of ethical behaviour in the conduct and dissemination of its research. | Research that requires ethical approval and does not go through external peer-review receives formal internal peer-review.  
The Division will investigate means to audit data, and sample storage and management, with the Otago Ethics committee, R&E and ITS. | There are fewer instances of reputational damage.  
Communities have confidence to engage and re-engage in research with Otago. (Investigate ways to monitor this).  
Monitor speed of application through the ethical review process. | 2017-2020  
Divisional Office, Department s and Schools, Ethics Committees |
|---|---|---|---|---|

Applied and translational research is recognised and respected in promotion and awards.  

| Applied and translational research is recognised and respected in promotion and awards. | The Division, Schools and Departments acknowledge and celebrate applied and translational research. | Fund an annual award for commercial research.  
Fund an annual award for translational research.  
Provide training for staff and students in commercialisation, stakeholder engagement, knowledge transfer and | Numbers of collaborative projects with businesses and government and community health agencies increases.  
Training courses are organised (at least 2 per annum).  
Co-publication with external agencies, including industry, | 2017-20  
$100K pa  
PVC, Deans HoDs. |
|---|---|---|---|---|
World class talent - The Division invests in diverse, excellent staff and postgraduate students

<table>
<thead>
<tr>
<th>Outcome (What)</th>
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<tr>
<td>Academic staff display research excellence and international scholarship.</td>
<td>Attract, appoint, and retain excellent staff; research activity is facilitated.</td>
<td>Research excellence is a key criterion in academic appointments; confirmation and promotion paths are applied robustly to be effective in maintaining performance. Success is rewarded and celebrated. Staff satisfaction is surveyed.</td>
<td>Publication records and CVs of appointees, confirmed staff, and those gaining promotion, are excellent with regards to research quality. 2018 PBRF profiles for schools improve by 10%. Number and variety of awards given for research success are collated and reported. Staff report that research is</td>
<td>2017-2020</td>
</tr>
</tbody>
</table>
| Excellent early career researchers are attracted to and become established at Otago. | The Division and its Schools, Faculties and Departments are engaged in active targeting of outstanding research talent worldwide and the creation of vibrant research cultures that support success. | Set targets for early career fellowships and funding (all HRC career awards, Marsden Fast-Starts, Hercus and Rutherford Fellowships). Schools and departments devise strategies to offer attractive packages to potential fellows. | Mapping of outstanding alumni and other talent takes place in each School and targets are set. Plans are developed and resources apportioned to support excellent applicants. Number of Divisional early career awards gained approaches the targets that have been set. | 2020
Resources TBD
Deans, HoDs |
|---|---|---|---|---|
| Staff diversity in the Division increases. | Recruit and retain more Māori and Pacific Peoples as staff and research students. | Divisional recruitment recognises a commitment to Hauora Māori and Pacific Peoples’ capability development by building on recent student recruitment gains and providing training and mentoring to enable supported career paths for staff who will enhance Divisional programmes and research. The Division reviews criteria of internal funding mechanisms to acknowledge its commitment to Hauora | Numbers of staff and research students identifying as Māori or Pacific Peoples double. | 2017-2020
+$100K (2017)
Resources TBD
All |
| Māori and Pacific Peoples capability development. | The Division monitors and addresses gender equity of senior appointments. | The Division collects data on the numbers of male and female applicants vs appointed, and promoted staff at senior levels. | Annual statistics approach equity. | 2020
Existing resources
PVC, Deans, HoDs |
|---|---|---|---|---|
| Retain excellent academic, research, and professional staff | Schools identify and support their key research-only staff. | The Division agrees key principles, and Schools and Departments develop assessment criteria and KPIs to identify research-only leaders who merit employment continuity. | Maintained and increased grant success with retention of key team members. Maintained and increased outputs and research student completions. | End 2018
Resources TBD
PVC, Deans, HoDs |
| | The Division supplements/complements existing research training courses and provides targeted training for mid-career researchers including capacity development for Māori and Pacific Peoples staff. | Work with senior staff, ADLP and HEDC to develop complementary research training courses, especially for early and mid-career staff. Work with Māori and Pacific Peoples units, senior staff and ADLP/HEDC to identify what targeted capacity development is required. | At least one course per annum is run, and staff rate course effectiveness highly. Māori and Pacific Peoples staff develop the areas of competency they most need help with. Māori and Pacific Peoples staff report a supportive environment. At least one Māori and one Pacific Peoples research | 2018
Resources TBD
PVC and Divisional Office HEDC, ADLP |
| The Division attracts philanthropic funding for research including untargeted funding leading to an increased capacity to fund postdoctoral fellowships, fundamental investigator driven research, and strategic appointments. | A Divisional development plan is written and implemented. | The Divisional Executive develops an overarching Development Plan with agreed goals and priorities. All Schools and Faculties identify important alumni and proactively work with the Alumni and Friends Office to engage with them. | The Development Fund reaches $20M. New HoDs are made aware of, and use, key Alumni relationships. | 2025
**Resources TBD**
PVC and Divisional Office, Development Office |

| Otago leaders are recognised nationally and internationally as thought leaders in health and bioscience research. Staff are visible as research leaders within the University, nationally and internationally including NSCs, CoREs etc. | Staff are supported to be inspirational research role models. | The Division works with ALDP to develop a Visionary Leadership programme. HoDs and programme leaders are required to undertake visionary leadership and management training. Appoint and resource effective professional staff to provide management support at appropriate levels to HoDs and Deans. Maintain, and improve on, the level of research support | Visionary Leadership content and programme is developed; numbers monitored. Metrics are developed to measure impact of leadership. HoDs maintain high-impact publication records. Number of keynote invitations to national and international conferences and meetings increase. Otago staff hold an | 2019
**Resources TBD**
PVC, Deans HoDs, Research leaders, ADLP |
### The Division secures postdoctoral fellows and provides a career path for young researchers in New Zealand.

<table>
<thead>
<tr>
<th>Action</th>
<th>Resource postdoctoral fellowships in the Division.</th>
<th>Double resources to Divisional postdoctoral funding scheme.</th>
<th>Increase the number of postdoctoral fellows working in the Division by 50%.</th>
</tr>
</thead>
</table>

- Instigate a programme to improve undergraduate training, and marketing, to potential students.
- Communicate our commitment to providing relevant skills to prospective students.
- Investigate the implementation of 4 year PhD programmes with a rotation year (as per 2025).

*Resources TBD*  
PVC, Deans, HoDs, GRS

### The Division develops a programme of PhD scholarship that delivers for research, society and students, and attracts outstanding international talent.

<table>
<thead>
<tr>
<th>Action</th>
<th>Instigate innovative advertising to attract top quality students.</th>
<th>Instigate a programme to improve undergraduate training, and marketing, to potential students.</th>
<th>Percentage of PhD students with key skills improves. PhD completion within four years increases. Number and quality of journal articles per PhD student increases. Number of PhD scholarships gained increases.</th>
</tr>
</thead>
</table>

- Identify opportunities to attract clinicians to postgraduate research degrees.
- Ensure our training of research students supports their career aspirations and employability.

*2020*  
|$1M pa*  
PVC, Deans HoDs

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*Approved November 2016*
Work proactively to influence the University’s scholarships scheme processes.
Survey research students two years post-graduation and map their destinations.

Stakeholder engagement
The Division engages widely to ensure and demonstrate the relevance, impact and delivery of its research

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<td>The Division is better informed of government and funding agency direction.</td>
<td>The Division recognises and understands its key stakeholders and improves its national relationship management.</td>
<td>The Division maps its key stakeholders and develops and implements a stakeholder engagement plan. A key individual based in Wellington is appointed to co-ordinate relationship management with a) government departments</td>
<td>A stakeholder engagement plan exists and is implemented. Existing relationships are acknowledged and fostered. Number of meetings for key staff in Wellington increases. Number of visits from Ministry/Agency staff to</td>
<td>By 2019 $120kpa PVC, Deans</td>
</tr>
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<td>Research in the Division supports Te Tiriti o Waitangi – The Principles of the Treaty of Waitangi</td>
<td>The Division improves engagement between its researchers and Māori communities and bodies, and supports the integration of Vision Mātauranga principles into research proposals.</td>
<td>The Division provides resources to: Strengthen and optimise opportunities for the Division’s existing key Māori partners and Māori organisations to engage in Māori communities and organisations feel Otago research is meeting their needs when surveyed. Number of collaborative grants and agreements with Māori communities</td>
<td>2020 Resources TBD PVC, ADM, Deans, HoDs, Researchers</td>
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<td>International relevance and connectedness are key components of Divisional research.</td>
<td>The Division supports high-quality international collaborations.</td>
<td>All Divisional academic staff are encouraged and facilitated to undertake research and study leave. The Division measures visitor numbers and actively pursues prestigious visiting fellowships, for instance, Fulbrights. The Division supports the movement of inward and outward student, and early-career staff, travel.</td>
<td>2017-2020 Resources TBD PVC, Deans, HoDs, Researchers</td>
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</table>

and b) politicians.
Key relationship management is assigned to responsible individuals.
The Division develops an internal and external communications strategy.
Divisional campuses increases.
A communication plan exists and is implemented.
| The Division has excellent relationships with Pacific Peoples, and with New Zealand-based Pacific communities. | Proactive engagement with Pacific Peoples communities. | Maintain and build on the roles of the existing Pacific Peoples Reference Group and Pacific Peoples Advisory Group, and accept their guidance and advice on research engagement. Build on recently established relationships with Samoa and the Cook Island Peoples to grow opportunities for research that meets their needs. Co-ordinate activities across the Division so that relationships are strengthened and supported. | Count repeat visits and involvements with groups. Count positive media releases during/after a visit/event. Number of collaborative grants and agreements with Pacific communities increases by 20%. Numbers of students doing research in Pacific areas of interest increases by 10%. | 2018 Resources TBD PVC, ADP, Deans, HoDs |

research that meets their needs.

Explore new iwi relationships that may lead to positive opportunities for research in the future.

Foster and strengthen relationships with Māori Health Organisations and government agencies that fund Hauora Māori Research.

Number of Māori research students and staff increases by 100%.

Number of Māori research students and staff increases by 100%.
from the PIRSSU.  
Strengthen relationships 
with Counties Manakau, and 
the Ministry of Health Pacific 
Peoples groups.

| Information about the Division’s research capabilities is clearly visible to business partners, government departments and health agencies. | External marketing of research and capabilities enables clear and easy engagement for stakeholders. | Clear communication pathways for communities and businesses are delineated on the University and Divisional websites.  
The Division uses the expertise of the Research & Enterprise Office to facilitate linkages.  
The Division consistently nominates its researchers for national and international awards. | Enquiries from external agencies, business or community, regarding capabilities increases.  
Collaborations with businesses increase as measured by funding and outcomes.  
Divisional staff are nominated for national awards annually.  
R&E provide numbers of engagements and communications bi-annually and trends are analysed. | 2018  
Existing resources  
ADC, Divisional Office, M&C, R&E |

| Divisional research aspirations are fully supported by central service divisions, and divisional research aligns with the strategic directions of the University. | The Division maintains excellent relationships with University management and service divisions. | The Divisional communications strategy includes the University and internal communications.  
Divisional managers collate service issues and act as communication channels to | Academic and research staff access available support within the University as well as that available via centrally managed national alliances, e.g., NESI.  
The Division contributes | 2018  
Existing resources  
Divisional Office staff, ADR, ADC, Service Divisions |
| Service divisions. The Division’s Associate Dean Research and Associate Dean Commercialisation have regular meetings with the DVC Research and the DVC Engagement. | positively to the research goals of the University. Service divisions better understand the needs of researchers. Strategic goals of the University are achieved. |
### Best resourcing

**The Division provides, resources and supports world-class, fit-for-purpose, research infrastructure**

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<tbody>
<tr>
<td><strong>Research space:</strong> Research groups have access to excellent research space</td>
<td>The Division continues to pursue the implementation of the HS campus master plans.</td>
<td>The Division develops processes for implementing priority elements of the HS campus master plan.</td>
<td>Processes for implementation of priority elements is agreed on and underway.</td>
<td>2017 Existing resources PVC, Divisional Office</td>
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<td>The Division provides adequate resources to implement agreed elements of the campus master plan.</td>
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<td>Resources for implementation of prioritised elements are in the budget and are being used.</td>
<td>2017 Existing resources PVC, Divisional Office</td>
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<td></td>
<td>The Division pro-actively co-ordinates research space that is not part of the campus master plans.</td>
<td>The Division develops processes for co-ordination of existing research space.</td>
<td>A process for co-ordination of existing research space is in place and is used.</td>
<td>2017 Existing resources PVC, Deans, Divisional Office</td>
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<td>The Division agrees on resourcing the co-ordination of existing space.</td>
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<td></td>
<td></td>
<td>Resources for co-ordination of existing space are in the budget are being used.</td>
<td>2017 Existing resources PVC, Deans, Divisional Office</td>
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<tr>
<td><strong>Research infrastructure</strong>: Divisional research is supported by excellent research infrastructure (equipment and personnel).</td>
<td>Stakeholder feedback/survey is undertaken.</td>
<td>Reasonable complaints about the quality of research space from research groups are minimised. Facilities are attractive to new recruits.</td>
<td>2018 Existing resources PVC, Deans, Divisional Office</td>
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<td>The Division provides management frameworks for shared research infrastructure and support personnel.</td>
<td>The Division continues to implement the 2014 review of shared infrastructure.</td>
<td>2017 Operational Manager Salary PVC, DRIGG, Divisional Office</td>
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<td>The Division works proactively with the relevant service divisions to ensure that its IT needs are met.</td>
<td>Resources for ICT support are in the budget and being used. Research ICT needs are met by central services.</td>
<td>2017 New initiatives as identified PVC, Deans, Central Services</td>
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<td>A targeted stakeholder survey indicates that the Division has better management systems, business intelligence, risk management, and the ability to link research outputs to usage.</td>
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<td>2019 Divisional Office</td>
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<tr>
<td>Asset management: The Division’s aspirations are supported by its research equipment.</td>
<td>The Division understands what assets it holds, and manages turnover of research equipment proactively.</td>
<td>Policy and processes for asset planning and depreciation are developed and implemented.</td>
<td>Departments make asset investment decisions based on accurate information.</td>
<td>2017 &lt;br&gt;Existing resources &lt;br&gt;HoDs, Deans</td>
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<tr>
<td></td>
<td>Resources for asset management are agreed on.</td>
<td>Resources for asset management are being used.</td>
<td>2017 &lt;br&gt;Existing resources &lt;br&gt;HoDs, Deans</td>
<td></td>
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<tr>
<td>Research support capability (= ability and capacity): The Division’s researchers have access to skilled research support, and support staff have a career path.</td>
<td>The Division develops a good understanding of its research support capability.</td>
<td>The Division develops a map of its research support capability across different areas.</td>
<td>An up-to-date database or map of research support capability is available.</td>
<td>2019 &lt;br&gt;Existing resources &lt;br&gt;Divisional Office</td>
</tr>
<tr>
<td></td>
<td>The Division considers strategic investments in areas with skill gaps.</td>
<td>The Division develops processes to ensure research support capability is maintained at sustainable levels (e.g. succession planning, bridging strategies for discontinuously funded personnel, etc.).</td>
<td>Processes for capability planning are in place and departments use their agreed process.</td>
<td>2019 &lt;br&gt;Existing resources &lt;br&gt;HoDs, Deans, HR</td>
</tr>
<tr>
<td>The Division commits resources to invest in areas of skills gaps.</td>
<td>Resources for capability investment are in the budget and skills are retained when short-term funding runs out.</td>
<td>Stakeholder (user) feedback indicates that research support capability is sufficient to meet their needs.</td>
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