

BEL Plan for Increasing Research Engagement and Funding from Industry

As developed by the BEL Industry Funding Working Party

Version: 20 September 2023

BEL Research Engagement and Funding Models

This document presents a plan to increase effective engagement and funding from industry for the Faculty of Business, Economics and Law. This document outlines a series of actions linked to one or more of the three core engagement and funding models defined below.

1

Responding: Delivering funded research for partners through responses to tenders and direct approaches.

2

Engaging: Proactively engaging with partners to build relationships for future research funding.

3

Building Programs: Strategically pursuing programmatic research funding.

All forms of engagement have scaled levels – they start with small interactions before going through the steps towards large, impactful partnerships. The starting point is always a conversation or relationship between someone from the Faculty and someone outside.

Professor Tim Kastle

Why we should engage in this way

1. Responding

2. Engaging

3. Building Programs

Where we have comparative advantage

- areas of niche expertise
- when there is a new or emerging problem to be solved
- now, whilst there is increased scrutiny on governments contracting large consultancy firms
- leveraging UQ's reputation

- transitioning current research areas to new partners
- transitioning current research expertise from established partners to new partners

- strong relationships with partners
- builds on our 'responding' and 'engaging' success
- our place in a comprehensive university with a roadmap to deliver mission-oriented interdisciplinary research

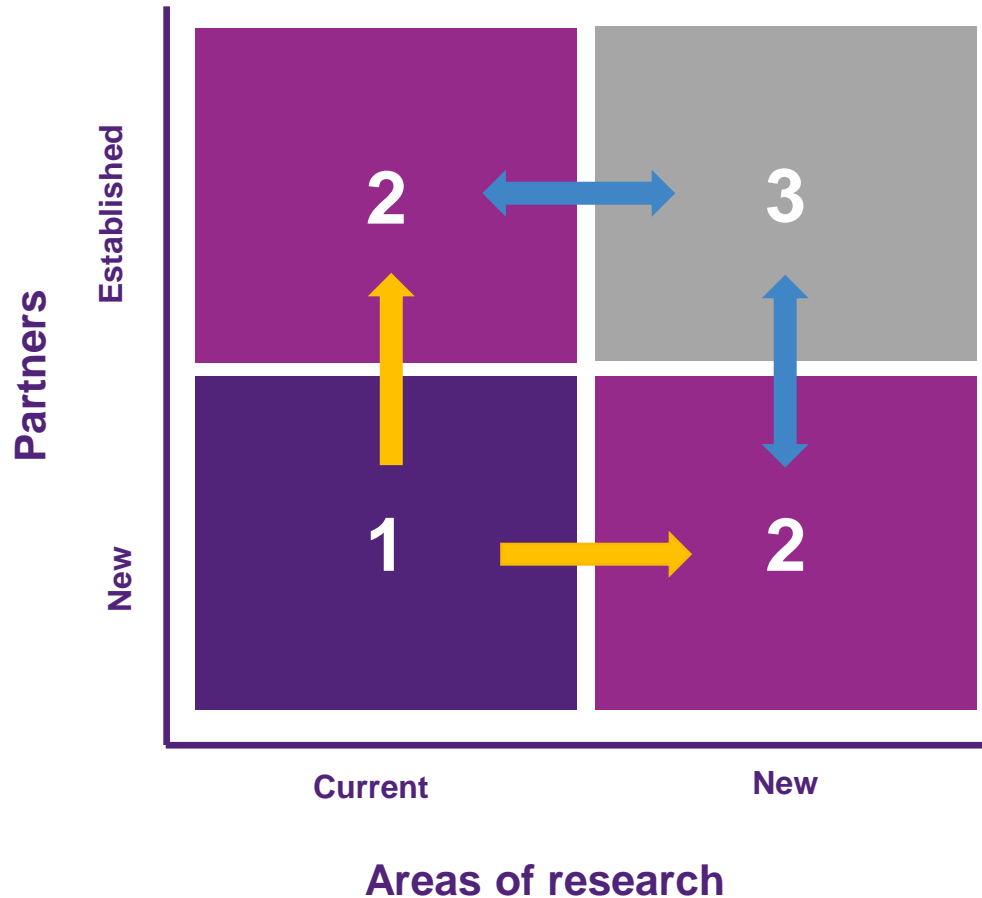
Why we should do it

- links to new partners that can lay the foundations for longer-term alliances
- fully costed
- quick timeframe to execution
- clear path to impact

- strengthen links to existing partners
- move to adjacent areas of research
- empowers all researchers to be proactive
- building block to larger industry-relevant programs

- reputation
- opportunities for ambitious agendas and cross-disciplinary collaboration
- can take a bottom-up or top-down approach

How the Engagement and Funding Models work together



Expanding our Partners

Success in **Responding (1)** establishes and consolidates our relationships with partners and facilitates future **Engagement (2)** with that partner

Growing our Research

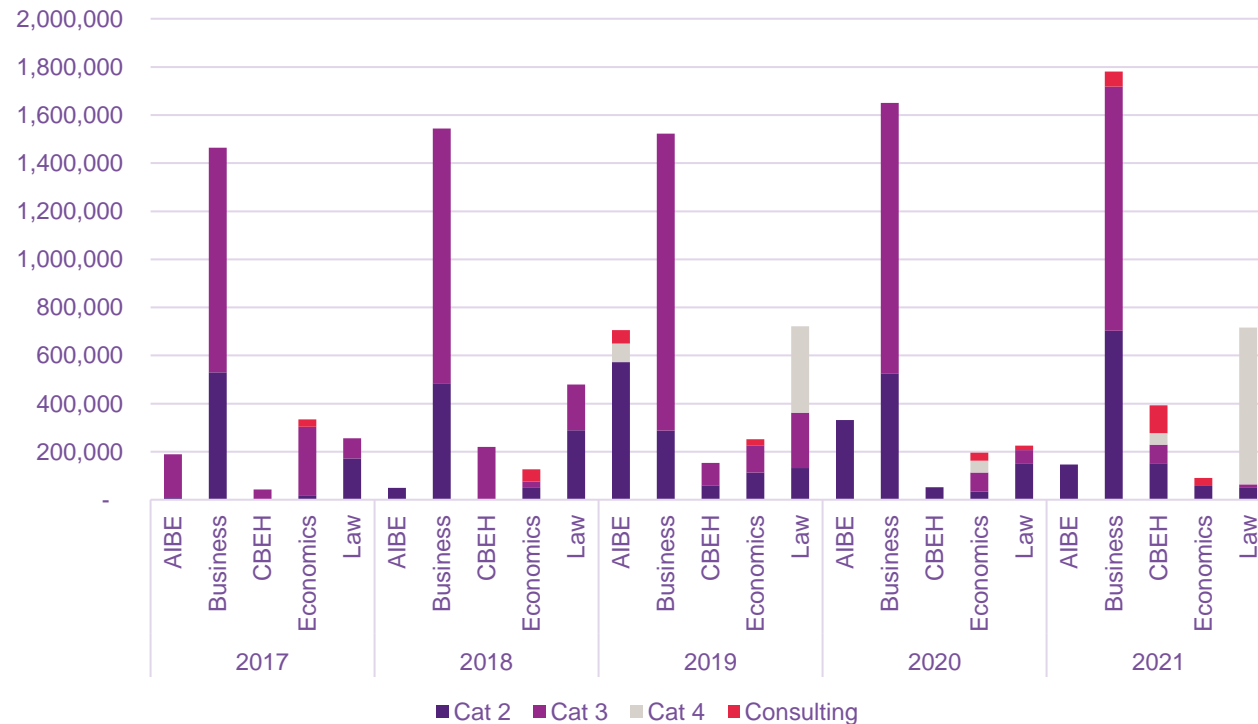
Success in **Responding (1)** builds confidence to **Engage (2)** with partners in new areas of research

Building to Programs

Success in **Engaging (2)** establishes our relationships and research areas to **Build Programs (3)**

Funding Performance 2017-2021

Industry funding in the context of this plan is considered to consist of *Category 2* (other than grants), *Category 3* (other than philanthropic funding), *Category 4* and *Consulting*.



Income figures above include:
Category 2 – Other Public Sector Research Funding from Australian Government schemes and business enterprises; state and local governments and government-owned or funded bodies; research income from CRCs in which UQ was not a core participant.
Category 3 – Industry and other Funding for Research from contract research with Australian or international industry or non-Australian Government agencies (Category 3 also includes philanthropic funding but these figures are excluded from the information provided here).
Category 4 – Cooperative Research Centre (CRC) Funding in which UQ was a core participant.
Consulting – income from industry partners that is not defined as research.

From the data we observed



The Queensland Government was the partner with the highest total overall value of contracts



All Schools and Centres had contracts with the Queensland Government and most (4 out of 5) also had contracts with the Federal Government



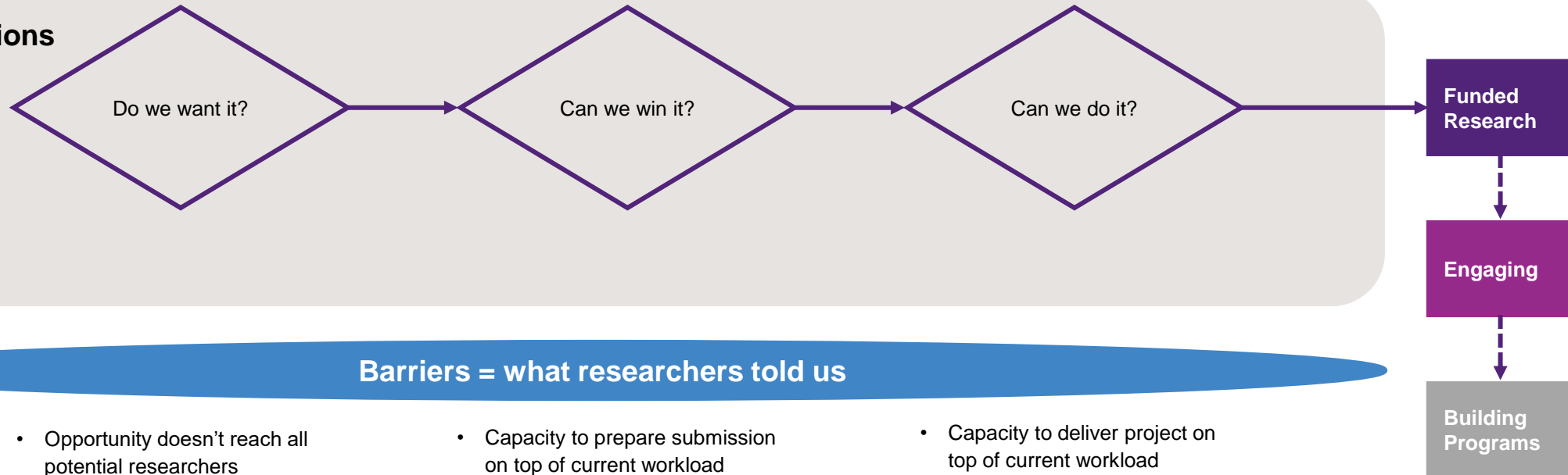
CRC funded activities can be high value, and most Schools and Centres (4 out of 5) had engaged with CRCs



Other recurring partner types included Australian universities and research organisations

Responding: Delivering funded research for partners through responses to tenders and direct approaches

Key questions



Barriers = what researchers told us

- Opportunity doesn't reach all potential researchers
- Uncertain financial incentive
- Uncertain career or promotion incentive
- Capacity to prepare submission on top of current workload
- University overheads impact competitiveness
- Capacity to deliver project on top of current workload
- Lack of support to ensure projects are managed effectively

Scaffolding to address identified barriers

- **Develop guidelines on how returns from commissioned research are reinvested to incentivise researchers**
- **Develop messaging to support researchers to appropriately value their expertise**
- **Develop communication strategies to develop BEL culture around career value of industry funded research**

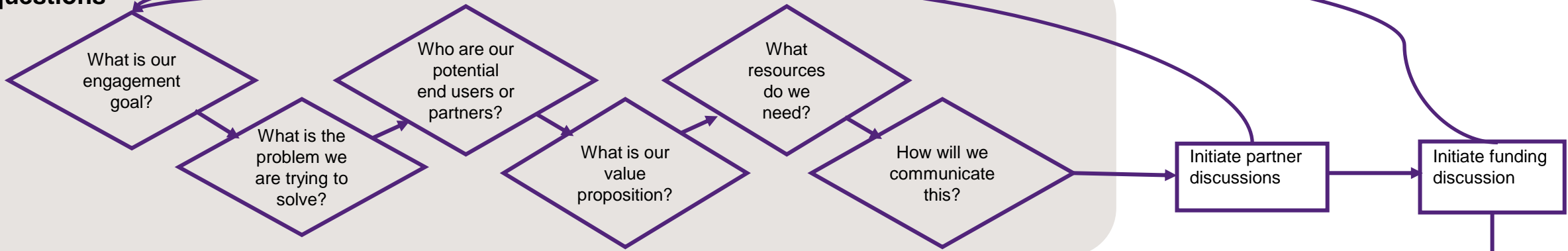
A note on business-as-usual (BAU) activities

UQ and the BEL Faculty have a range of existing supports for researchers to respond to external requests. This includes (but is not limited to):

- UQ policies and procedures
- BEL Faculty Research Office
- UQ Research Office
- UQ CORE.

This BAU support is not detailed here, just the new scaffolding to overcome identified barriers.

Key questions*



Barriers = what researchers told us

- Other researchers doing similar projects
- Uncertain career or promotion incentive
- Capacity on top of current workload
- Uncertain about who else is working with potential partners
- Difficulty in identifying appropriate partners
- No clear links to partners interests or needs
- University costing and pricing policies impact partner value for money
- Takes time to build the relationship and trust
- Mutual lack of understanding about expectations and working priorities
- Potential conflicts regarding IP rights

Scaffolding to address identified barriers

- **Develop communication strategies to develop BEL culture around career value of industry funded research**
- **Develop a BEL Faculty Partner strategy**
- **Develop a BEL research pipeline**
- **Develop messaging to support researchers to appropriately value their expertise**
- **Develop guidelines on how returns from commissioned research are reinvested to incentivise researchers**
- **Empower researchers to partner and form multidisciplinary teams through the development of tailored training**
- **Support researchers to engage through a mentoring program**

A note on existing support for researchers with engagement activities:

UQ and the BEL Faculty have a range of existing supports for researchers to engage externally. These are not listed in full here but include:

- Formalised mentoring and training programs
- Internal researcher funding schemes (eg BEL Connect and BEL Linkage Near miss scheme)
- Digital marketing templates and other assets.

Building Programs: Strategically pursuing programmatic research funding

Key questions – top-down



Key questions – bottom-up



Barriers = what researchers told us

- Other researchers doing similar projects
- Capacity on top of current workload
- Takes time to build the relationship and trust
- Uncertain about who else is working with potential partners
- Opportunity doesn't reach all potential researchers

Scaffolding to address identified barriers

- **Develop a BEL Research Pipeline**
- **Develop a BEL Faculty Partner Strategy**
- **Empower researchers to partner and form multidisciplinary teams through the development of tailored training**
- **Support researchers to engage through a mentoring program**
- **Re-engage the Faculty Impact Champions to coordinate research engagement**

A note on existing support for researchers:

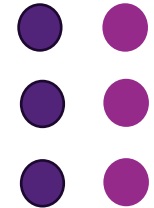
UQ and the BEL Faculty have a range of existing staff and teams who support researchers to build large research activities. These are not detailed in full here but include:

- BEL Faculty Research Office
- Major Initiatives Team, UQ Research Office
- Enterprise Research Partnerships
- Government Partnerships and Policy.

Summary of proposed actions

To advance a BEL *culture* of research engagement, develop faculty-wide:

1. Guidelines on how returns from commissioned research will be reinvested to incentivise engagement
2. Strategies to communicate the career value of external engagement
3. Messaging to support the appropriate valuation of our expertise



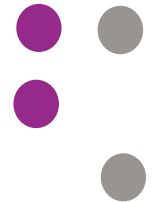
To build research engagement, develop a *plan* that incorporates:

4. Research pipeline (bottom-up)
5. Partner strategy (including private sector, not for profits and government) (top-down)



To *underpin* research engagement:

6. Empower researchers to partner and form multidisciplinary teams through the development of tailored training
7. Support researchers to engage through a mentoring program
8. Re-engage the Faculty Research Impact Committee (Impact Champions) to coordinate research engagement



Denotes support for the Engagement and Funding Model:



Related UQ Documents & References

UQ Business School Engagement Strategy (Draft) (13 December 2022)

UQ Business Development Community of Practice - Report and Recommendations (16 December 2022)

UQ Research Roadmap (2023-2032)

UQ Research Roadmap Pillar Implementation Plan – Pillar 4 – Research Investment and Cross-Disciplinary Collaboration (19 August 2023)

UQ Reportal

Faff, Robert, Kastle, Tim, Axelsen, Micheal, Brosnan, Mark, Michalak, Rebecca and Walsh, Kathy (2020). Pitching research for engagement and impact: a simple tool and illustrative examples. Accounting and Finance, 61 (2) acfi.12704, 3329-3383.

BEL Industry Funding Working Party Membership

This plan was prepared by the BEL Industry Funding Working Party between March and September 2023.

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Associate Professor Christoph Breidbach	Business School	Member
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Professor Tim Kastelle	Business School	Member
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