



DRAFT Operational Plan for Research 2010 - 2011

Research, Innovation and Enterprise

1. Each department discusses implementation issues & identifies priorities and potential barriers to implementation - as appropriate to your own areas of responsibility
2. A list of the 12 (or less) areas outlining priorities, barriers & timelines is supplied from each department to SMT

B1. Targeted Research

ITT Dublin will support targeted research in designated priority areas, which will act as a significant resource for regional and national industry and contribute to the success of the knowledge economy. The Centre for Applied Science for Health is recognised as a national research centre of excellence; the Institute will consolidate and build on this strong position. ITT Dublin will develop strength and depth in its research capacity and will consolidate other Institute research priorities into a second major thematic research area during the period of this plan.

- a) Consolidate and build on research priorities
- b) Build research capacity and capability
- c) Enhance infrastructure and sourcing of funds to ensure the future growth and development of research in a structured and sustainable manner

Number	Area				
1	Consolidation of research priorities				
1a	Consolidation of Institute Research Profile				
	<ul style="list-style-type: none"> Provide a stronger focal point for research activity across the Institute to present a more professional responsive face to meet the needs of stakeholders internal and external 				
Number	Area	Barriers	Specific Actions	KPI's	Timelines
1a	Consolidation of Institute Research Profile	<ul style="list-style-type: none"> Internal perception of research as a non-core / optional activity Perceived lack of real recognition and value placed on research successes Staff disaffection with research due to lack of resources and the diminished funding available Employment Control Framework and resource constraints to support focused sustainable research groups/centres Distributed nature of the management of research activity – currently PI's and researchers have to interface with multiple stakeholders in order to set up and manage projects e.g. RO for student registrations, finance for accounts and 	<ul style="list-style-type: none"> Promotion and encouragement of engagement in R&D 	<ul style="list-style-type: none"> Regular clear statements from S/TMT on RD&I activity as a core activity 	Q3-2010 Q1-2011 – policy statement on the need for taught programs to be research informed – link to Institutional and Programmatic reviews
			<ul style="list-style-type: none"> Continued support for THAS relief for postgrad supervision Continued support for IRC hours allowances 	<ul style="list-style-type: none"> Maintain quantum of hours devoted to postgrad supervision Maintain quantum of hours devoted to IRC activity 	Ongoing Ongoing
			<ul style="list-style-type: none"> Establish a regular newsletter on RD&I activity – highlight R&D successes, to promote, 	<ul style="list-style-type: none"> Quarterly newsletter on RD&I activity 	Q2 of 2011 – first RD&I newsletter

		<p>reports, DES for grant applications, PI's for research output metrics</p> <ul style="list-style-type: none"> • Distributed nature of the management of research activity – currently PI's and researchers have to interface with multiple stakeholders in order to set up and manage projects e.g. RO for student registrations, finance for accounts and reports, DES for grant applications, PI's for research output metrics 	<p>applaud and endorse research efforts, provide a recognition system for research effort</p>		
			<ul style="list-style-type: none"> • Facilitation of research activity in the design of timetables 	<ul style="list-style-type: none"> • Enable 'research days' for research active staff ('research active' to be defined and agreed) 	Q1 & 3 - 2011
			<ul style="list-style-type: none"> • Supports for PI's to attend research / collaboration meetings • Consideration of allocating part of R&D overheads to the PI(s) who secured the grant 	<ul style="list-style-type: none"> • Facilitation and support of staff attendance at research conferences / events 	Ongoing Q4-2011
		<ul style="list-style-type: none"> • Employment Control Framework and the attendant pressures being exerted on staff engagement against the backdrop of reduced FTE's and increasing taught student numbers 	<ul style="list-style-type: none"> • Actively promote further enhancement of IRC's • Promotion of external collaborations nationally and internationally • Ongoing review of IRC allocations 	<ul style="list-style-type: none"> • Number of IRC's of real critical mass (>5 PI's & > 5 researchers) • Measurable involvement in national & international research programmes • Maintain current level of IRC THAS support 	Q4 of 2011 Q4 of 2011 Ongoing
			<ul style="list-style-type: none"> • Identify research services ITT Dublin can offer to industry and others • Develop a working cost model for research services with revenue going to support research equipment maintenance • Promotion of research services to industry and 	<ul style="list-style-type: none"> • List potential services for offer and assess associated resource needs • Working model for costing and management of services • Promotional flier for research services and report on uptake and 	Q1 of 2011 Q2 of 2011 Q2-3 - 2011

			others	income	
			<ul style="list-style-type: none"> • Define the elements involved in the establishment and management of a research project from inception to completion • Identify where each element is currently managed from • Identify how the research function can be streamlined and made more efficient • Develop a plan for a one-stop-shop for PI's / researchers • Evaluate software systems to aid better project management and provide more efficient report generation – currently the variety of reports required and time to generate them is considerable; systems are now available that allow the main metrics to be captured and outputted in funding agency specific formats 	<ul style="list-style-type: none"> • Operational definition of supports needed for set up and running of R&D projects and identification of where each currently resides • Mapping of identified roles and responsibilities • Develop proposal for centralisation of R&D support functions to provide a more efficient and consistent approach (one-stop-shop for researchers) • Identify possible software systems to aid research project management and report generation 	<p>Q1 of 2011</p> <p>Q1-Q2 of 2011</p> <p>Q2 of 2011</p> <p>Q 2 of 2011</p>
				<ul style="list-style-type: none"> • 	

1b	Prioritisation of research activities at School and Department level <ul style="list-style-type: none"> • Tackle a perceived lack of support or value being placed on research activity in some schools • Require Schools to make research and innovation part of their core mission and culture 				
Number	Area	Barriers	Specific Actions	KPI's	Timelines
1b	Prioritisation of research activities at School and Department level	<ul style="list-style-type: none"> • Ambivalent attitude to research activity in some Schools and Departments • Staff disaffection with research due to lack of resources and the diminished funding available • Time available to lead PI's to engage in high level research • Perceived and/real Lack of research culture in some Dept's • Uncertainly over future role, shape and focus of IoT sector 	<ul style="list-style-type: none"> • Strategic statement and associated operational plan on research priorities to be agreed and produced for each academic school • Motivation of staff to engage in research & innovation – foster a research culture in every school • Facilitation of research activity in the design of timetables – enable a 'research day' for research active staff • Linkage of research activity to strategic development of taught programmes to keep them research informed 	<ul style="list-style-type: none"> • School/Dept. research operational plans • % of staff who are research active by school, department and institute • Monitor growth in numbers of research active staff and outputs by Dept. • 'Research friendly' timetables • Embedding of research activity into taught programmes • Staff engagements in research activity (including science/technology/ICT/ humanities/pedagogic etc.) • Tangible evidence of R&D impacting on college R&D capability, capacity / taught programs / 	<p>Q2 of 2011</p> <p>Q4-2011</p> <p>Q1 & 3 - 2011</p> <p>Ongoing Q2-3 of 2011 – Programmatic reviews to reflect same</p>

				engagements with business/industry	
			<ul style="list-style-type: none"> Each school to promote and enable at least 1 high quality IRC with a strategic research focus 	<ul style="list-style-type: none"> IRC's with tangible working links to other national/ international groups % of staff linked to IRC's Number of grants secured Publication numbers IP output Graduate outputs at levels 9 & 10 	Q4-2011
			<ul style="list-style-type: none"> Each School to host/organise a high profile research event each year 	<ul style="list-style-type: none"> Hosted event (conference / seminar series etc.) 	Q4-2011
			<ul style="list-style-type: none"> Facilitation (or prioritisation) of new postgrad recruitment 	<ul style="list-style-type: none"> THAS provisions supporting postgrads 	Ongoing
			<ul style="list-style-type: none"> Each School/Department to introduce a research methodology / innovation module in each taught programme 	<ul style="list-style-type: none"> Impacts of R&D on teaching and learning at all levels 	Q3-4 2011
			<ul style="list-style-type: none"> Schools to monitor and report annually on research metrics – research programme board report 	<ul style="list-style-type: none"> Research metrics – publications, IP, graduates, grants applied for/secured/% success etc. 	Q3-4 2011
			<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> 	

1c	Shift towards applied & commercial focused research <ul style="list-style-type: none"> Tackle a perceived lack of support or value being placed on research activity in some schools 				
Number	Area	Barriers	Specific Actions	KPI's	Timelines
1c	Shift towards applied & commercial focused research	<ul style="list-style-type: none"> Several PI's have track records in fundamental research and may resist the change in emphasis Lack of a strong focal point for industry interaction Uncertainty over future role, shape and focus of IoT sector 	<ul style="list-style-type: none"> Prioritise applied research activity with industry partners or immediate (1 – 3 year) commercialisation targets 	<ul style="list-style-type: none"> Applied research metrics – publications, IDF, IP, patents etc. Nature and types of grants sought and secured 	Q4 - 2011
			<ul style="list-style-type: none"> Promote formation of tangible links between research and HPSU's in Synergy Increase linkages with regional SME's Development of innovation laboratory model to attract industry partners 	<ul style="list-style-type: none"> Number of industry - academia collaborations (total & ongoing) Number of industry personnel located on site Number of industry funded researchers on site IP outputs Impacts on companies – product portfolio / competitiveness / R&D funding 	Q4 - 2011
			<ul style="list-style-type: none"> Concerted promotion of research capabilities to industry with a one-stop-shop for research enquiries 	<ul style="list-style-type: none"> Enhanced R&D website Fliers promoting research opportunities / services on offer 	Q2 - 2011
			<ul style="list-style-type: none"> Review IP policy to encourage more IDF's 	<ul style="list-style-type: none"> Numbers of IDF's 	

<p>2</p>	<p>Build research capacity and capability</p> <ul style="list-style-type: none"> Increasing the numbers of academic staff actively engaged in research and innovation, and providing the structures and supports required to sustain a responsive and focused institutional research effort Building the physical infrastructure required for modern applied research in focused areas 				
<p>Number</p>	<p>Area</p>	<p>Barriers</p>	<p>Specific Actions</p>	<p>KPI's</p>	<p>Timelines</p>
<p>2</p>	<p>Build research capacity and capability</p>	<ul style="list-style-type: none"> Limited resource available to support lead PI's having a high level engagement in research Relatively small number of active lead researchers Economic climate Physical space limitations Uncertainly over future role, shape and focus of IoT sector Employment control framework Physical space limitations 	<ul style="list-style-type: none"> Greater encouragement of staff engagement in RD&I activity – see 1b above Each school to promote and enable at least 1 high quality IRC with a strategic research focus <ul style="list-style-type: none"> Re-structuring of the IRC model into stronger more focused research efforts with greater connectivity to external groups <p>Review and streamlining of institute R&D support system (see 1a above)</p>	<ul style="list-style-type: none"> Working IRC's with tangible working links to other national/ international groups % of staff linked to IRC's <ul style="list-style-type: none"> Number and quality of linkages Collaborative grants secured Numbers of funded researchers Capital investments in R&D <ul style="list-style-type: none"> Operational definition of supports needed for set up and running of R&D projects and identification of where each currently resides Mapping of identified roles and responsibilities 	<p>Ongoing</p> <p>Q4-2011</p> <p>Q4 2011</p> <p>Q1 of 2011</p> <p>Q1-Q2 of 2011</p> <p>Q2 of 2011</p>

				<ul style="list-style-type: none"> • Develop proposal for centralisation of R&D support functions to provide a more efficient and consistent approach (one-stop-shop for researchers) • Identify possible software systems to aid research project management and report generation 	Q2 of 2011
			<ul style="list-style-type: none"> • Completion of C.A.S.H. facility and innovation labs 	<ul style="list-style-type: none"> • Footprint of space dedicated to R&D 	Q2 2011
			<ul style="list-style-type: none"> • Develop and promote the Innovation Laboratory model as hubs for industry led research & innovation 	<ul style="list-style-type: none"> • Enhanced R&D website • Fliers to promote services to industry • Number of company engagements 	
			<ul style="list-style-type: none"> • Strengthen collaborations with other HEI's 	<ul style="list-style-type: none"> • Joint research initiatives • Co-supervised students • Shared research modules 	Ongoing
			<ul style="list-style-type: none"> • Broaden the range of grants applied for • Increased focus on EU funding 	<ul style="list-style-type: none"> • Grants applied for, secured and % success 	Ongoing
			<ul style="list-style-type: none"> • Providing research services to industry as a means of forging collaborations - identify potential service elements that could be offered to industry 	<ul style="list-style-type: none"> • Identified service capabilities • Developed cost model to charge for services • Web site portal for companies to access services 	<p>Q4 2010</p> <p>Q1 2011</p> <p>Q2 2011</p>

			<ul style="list-style-type: none"> • Develop a coordinated research service to industry centre with income going to maintain research equipment • Develop a common cost model for analytical research services • 	•	
		•	•	•	

<p>3</p>	<p>Enhance infrastructure and sourcing of funds to ensure the future growth and development of research in a structured and sustainable manner</p> <ul style="list-style-type: none"> Increasing the numbers of academic staff actively engaged in research and innovation, and providing the structures and supports required to sustain a responsive and focused institutional research effort Building the physical infrastructure required for modern applied research in focused areas 				
Number	Area	Barriers	Specific Actions	KPI's	Timelines
<p>3a</p>	<p>Human infrastructure</p>	<ul style="list-style-type: none"> Time constraints on academic staff Prioritisation of T&L over research driven by budget & resource cuts Lack of dedicated technical staff to support the research environment 	<ul style="list-style-type: none"> Making research a core function of each School/Dept. Protection and facilitation of THAS provisions for research supervision 	<ul style="list-style-type: none"> School Operational plans for R&D development 	<p>Q2-2011</p>
			<ul style="list-style-type: none"> Seek long-term funding for dedicated research technicians 	<ul style="list-style-type: none"> Numbers of RA/technician FTE's for research 	<p>Ongoing</p>
Number	Area	Barriers	Specific Actions	KPI's	Timelines
<p>3b</p>	<p>Organisational infrastructure (As for 1a above)</p>	<ul style="list-style-type: none"> Distributed nature of the management of research activity – currently PI's and researchers have to interface with multiple stakeholders in order to set up and manage projects e.g. RO for student registrations, finance for accounts and reports, DES for grant applications, PI's for research output metrics Employment Control Framework and the 	<ul style="list-style-type: none"> Define the elements involved in the establishment and management of a research project from inception to completion Identify where each element is currently managed from Identify how the research function can be streamlined and made more efficient Develop a plan for a one-stop-shop for PI's / 	<ul style="list-style-type: none"> Operational definition of supports needed for set up and running of R&D projects and identification of where each currently resides Mapping of identified roles and responsibilities Develop proposal for centralisation of R&D support functions to provide a more efficient and consistent approach (one-stop-shop for researchers) 	<p>Q1 of 2011</p> <p>Q1-Q2 of 2011</p> <p>Q2 of 2011</p>

		<p>attendant pressures being exerted on staff engagement against the backdrop of reduced FTE's and increasing taught student numbers</p> <ul style="list-style-type: none"> • Uncertainly over future role, shape and focus of IoT sector 	<p>researchers</p> <ul style="list-style-type: none"> • Evaluate software systems to aid better project management and provide more efficient report generation – currently the variety of reports required and time to generate them is considerable; systems are now available that allow the main metrics to be captures and outputted in funding agency specific formats • Enhanced web site for research promotion and access to in-house supports / administration / documents etc 	<ul style="list-style-type: none"> • Identify possible software systems to aid research project management and report generation • Web site • Newsletter on RD&I activity 	<p>Q 2 of 2011</p> <p>Q2 2011</p> <p>Q2-2011</p> <p>Ongoing</p>
Number	Area	Barriers	Specific Actions	KPI's	Timelines
3c	Physical Infrastructure	<ul style="list-style-type: none"> • Economic climate • Lack of dedicated research technicians 	<ul style="list-style-type: none"> • Complete development of the C.A.S.H. centre as part of an integrated research-innovation (Synergy-C.A.S.H.) hub 	<ul style="list-style-type: none"> • Occupancy rates in C.A.S.H. facility • Collaborative projects with industry • Research outputs – IP / 	Q2-2011

			<ul style="list-style-type: none"> on campus Bring in industry partners for innovation laboratories 	IDF's / spin-outs etc	Q3-2011
			<ul style="list-style-type: none"> Directly link research overheads to the maintenance of research equipment 	<ul style="list-style-type: none"> Level of Institute direct funding to support research 	Q1-2011
			<ul style="list-style-type: none"> Actively apply to all calls for funding proposals for capital equipment 	<ul style="list-style-type: none"> Value and sources of research income – capital 	Ongoing
			<ul style="list-style-type: none"> 		