

INNOVATION @ USP: A FRAMEWORK FOR IMPLEMENTATION

Timeline for implementation is provided alongside each output performance indicator.

3.1 Key Focus Area 1: Internal support for innovation

| OBJECTIVES | ACTIONS | OUTCOMES AND TIMELINE |
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| 1.1 To develop an innovation strategy for USP. | 1.1.1 Define objectives, actions, timeframe, and measurement indicators; 1.1.2 Complete innovation framework for submission to SMT; and 1.1.3 Incorporate innovation into next strategic plan, 2019 – 2024. | <ul style="list-style-type: none"> • Complete innovation framework by April 2018 • Gained SMT approval by May 2018 (Nov 2018) • Incorporate innovation into next SP by Nov 2018 |
| 1.2 To build a sustainable culture of innovation for USP. | 1.2.1 Raise internal awareness about USP’s plans and priorities on innovation in order to secure and sustain a University-wide commitment; 1.2.2 Increase investment on initiatives that encourage, reward, and facilitate innovation by: <ul style="list-style-type: none"> 1.2.2.1 Recognising staff contributions towards innovation and commercialisation so that participation in these activities enhances their academic career; 1.2.2.2 Extending the University awards and recognition programs on innovation to reflect teaching and learning; 1.2.2.3 Increasing recognition of professional/general staff contribution towards innovation. Incorporate into the formal processes of performance management and staff review, and promotion through committee processes. | Build a culture of innovation for USP over the next 24 months (May 2018 – April 2020) (Jan 2019 – Dec 2020): <ul style="list-style-type: none"> • All faculties, institutes, centers, and regional campuses to conduct awareness sessions with respective staff on innovation over the next 24 months; • Provide at least \$50,000 worth of investment on staff rewards in recognition of innovation over the next 12 months. |
| 1.3 To strengthen responsive, organisational structures, and business processes for innovation. | 1.3.1 Improve the University internal processes in finance, communication, HR, and procurement to enhance client service; 1.3.2 Enhance the capacity within the Research Office to systematically oversee all research projects in the University; 1.3.3 Introduce a University-wide Research Management System for supporting the capability of innovation and research; and for assessing commercial in-house solutions. | <ul style="list-style-type: none"> • All service and support sections to provide clear implementation guidelines on timely responses and solutions over the next 12 months (Replace with ‘An institution’s process improvement strategy to be implemented in 2019-2021?’); • A Research Management System to be implemented in 2019-2020. |
| 1.4 To provide adequate oversight and guidance of the innovation framework. | 1.4.1 Establish an Innovation Advisory Committee (IAC) comprised of business leaders and USP’s academic community. | <ul style="list-style-type: none"> • IAC to be established by 2nd semester 2018 (by 1st quarter 2019) |

3.2 Key Focus Area 2: Innovation in research

| OBJECTIVES | ACTIONS | OUTCOMES AND TIMELINE |
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| 2.1 To foster USP culture of research | 2.1.1 Increase research and innovation opportunities for academic staff by enhancing research funding intelligence, creating opportunities for University-industry staff exchanges, sabbatical leave, and short-term fellowships; 2.1.2 Enhance recognition and reward systems for staff contributions to innovation and regional impacts through research; 2.1.3 Increase investment in research facilities and infrastructure to create opportunities for staff and research students to generate innovative and creative solutions through research. | <ul style="list-style-type: none"> • Provide at least \$50,000 worth of investment for staff rewards in recognition of innovation over the next 12 months; • Target a 100 B/A/A* ranked articles published by academic staff over the next 12 months; • Target a 50 B/A/A* ranked articles published by research students/in collaboration with supervisors over the next 12 months. |
| 2.2 To foster research engagement | 2.2.1 Build on the success of the SRT Innovation Scheme to establish a Research Partnerships Program (RPP) with businesses, industries, governments, and external stakeholders for projects funding of up to \$50,000; 2.2.2 Establish a Research and Innovation Impact Competition (RIIC) for researchers from Institutes and Schools across the University to compete in a Research and Innovation Impact Competition. Funding of up to \$100,000; 2.2.3 Establish a Research and Innovation Development Initiative (RIDDI) to support the development of research-innovation leadership, specifically in relation to enabling and skilling key researchers in innovation leadership and partnership. Funding should be allocated through the Staff Development Fund; 2.2.4 Establish an Internship-based Masters by Research Program (IMRP) in collaboration with regional industries/commercial organisations/governments/NGOs based upon the translation of research into innovative products or practices. Funding of up to \$50,000; 2.2.5 Establish an international innovation link to international research institutions and other relevant institutions to increase research and innovation knowledge exchange networks. | <ul style="list-style-type: none"> • RPP and IMRP to be established in 2019; • At least 2/3 recipients of RPP per year; • At least 2/3 recipients of RIIC per year; • At least 1 scholarship per year for MA research students. |
| 2.3 To expand innovation and research to | 2.3.1 Systematically oversight, monitor, and review USP research consultancies through the Research Office; | <ul style="list-style-type: none"> • Establish research consultancy and innovation support functions within the Research office – 2019; |

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| <p>incorporate commercialisation.</p> | <p>2.3.2 Establish Innovation Support and Management function within the Research Office;</p> <p>2.3.3 Increase the provision of resources that aid in facilitating the commercialisation process. This includes fully trained skilled advisors, process documentation, training materials and seminars. These resources should be made available to faculty members, graduate students and all other interested employees;</p> <p>2.3.4 Explore creator-owned and Open Access models for Intellectual Property (IP);</p> <p>2.3.5 Develop a framework that ensures, supports, and effectively manages clearly articulated and transparent conflict of interest and conflict of commitment policies and procedures enabling staff to participate in commercialisation activities with confidence that the fundamental obligations of teaching, research, and service are maintained;</p> <p>2.3.6 Carefully examine and create template for contractual terms associated with collaborative agreements and exercising flexibility when economic development and technology transfer can be enhanced.</p> | <ul style="list-style-type: none"> • Review of Intellectual Property policies – 2018 (2019); • Target one patent per year supported to commercialisation; • At least 5 industry engagements conducted per year; • At least 5 research consultancies conducted per year; • At least \$100,000 worth of income/year generated from industry engagements; • At least \$100,000 worth of income/year generated from USP research consultancies; • At least \$50,000 worth of investment/year on staff rewards in recognition of innovation; • Review and create template for innovation collaboration by 1st Semester 2019. |
| <p>2.4 To build regional resilience through impactful research and innovation that leads to direct benefits for the Pacific region.</p> | <p>2.4.1 Enhance mechanisms for consultation with regional country members and stakeholders to identify priorities for innovation meaningful to the Pacific community;</p> <p>2.4.2 Increase strategic research that informs community practice and policy and responds directly to community needs and priorities;</p> <p>2.4.3 Support innovation within the community by providing a mechanism for local businesses to access USP’s infrastructure and resources:</p> <p>2.4.5.1 Establish a locally managed climate and disaster resilience network to build the capacity of member countries, supported by the University;</p> <p>2.4.5.2 Increase Pacific communities free access to data generated by University’s research on Pacific relevant data sets such as food security and disaster management.</p> <p>2.4.4 Commission a University of the South Pacific Impact Study to evaluate the social and economic contribution of the University to the Pacific region.</p> | <ul style="list-style-type: none"> • Undertake country consultations and priority setting reviews 2019; • Commission and implement USP Impact Study by 2nd semester 2018 (1st semester 2019); • Climate and disaster resilience network established 2019; • Establish research and innovation portably 2020; • At least 3 staff/year receiving recognition on impactful and innovative researches for the Pacific. |

3.3 Key Focus Area 3: Innovation in teaching and learning

| OBJECTIVES | ACTIONS | OUTCOMES AND TIMELINE |
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| <p>3.1 To foster an innovation culture that reinforces the University’s commitment to excellence in teaching and learning.</p> | <p>3.1.1 Create the conditions for innovation in the classroom that encourage students to participate creatively;</p> <p>3.1.2 Introduce students to innovation within the University’s undergraduate and graduate programs in all disciplines;</p> <p>3.1.3 Provide quality ICT facilities and services to ensure equity and quality access for students across the University’s learning systems;</p> <p>3.1.4 Consult with new graduates on their views on Innovation @ USP.</p> | <ul style="list-style-type: none"> • At least \$50,000 worth of investment/year on the University’s commitment to excellence in teaching and learning; |
| <p>3.2 To strengthen career development skills in the classroom.</p> | <p>3.2.1 Incorporate career development skills into University assessment tools particularly for high demand innovative skills in the job market;</p> <p>3.2.2 Provide short-term internship placements and attachments for high performance students;</p> <p>3.2.3 Provide shared spaces with common tools and mentorship to encourage innovation through interdisciplinary collaboration.</p> | <ul style="list-style-type: none"> • Adopt the ‘Work Skill Development Framework’ within the next 12 months (Replace with ‘An institution’s career development framework to be implemented in 2019 – 2021?’); and • Faculties to negotiate with relevant industries for considering of at least 5 internships/attachments for high performance students per year. |
| <p>3.3 To strengthen the University commitment to post-graduate research students and post-doctoral fellowship.</p> | <p>3.3.1 Evaluate current in-house supports for postgraduate students and recommend future actions for improvement of graduation rate and progression to graduate;</p> <p>3.3.2 Support co-supervision of MA and PhD research students with industries and/or international institutions; and</p> <p>3.3.3 Provide an internship initiative to expand research opportunities for Pacific Islanders who have received their PhD from prestigious overseas institutions to enhance their career development at USP in partnership with industry and private stakeholders.</p> | <ul style="list-style-type: none"> • Establish Graduate Office with strong support for knowledge transfer and industry linkages by 2019; • At least 3 post-doctoral Research and Innovation positions to be created by 2020 focused on knowledge transfer; • Establish Industry-based Masters/PhD program by 2020; • Target 60% 10 year completion rates for research Masters students by 2024; • Target 40% 10 year completion rates for PhD research students by 2024; • At least 80% retention rates for postgraduate research students by 2024. |