



THE UNIVERSITY OF  
**SYDNEY**

# **Brain and Mind Centre**

Strategic Plan  
2016 - 2020





# Foreword

Disorders of the brain and mind are the greatest health challenges we face in the 21st century. These diseases are devastating for those affected, their families and society, and threaten the social and economic participation of people of all ages across the globe.

With strategic activity and investment, Brain and Mind Centre is in a unique position to directly address and reduce these impacts, by mobilising, organising and partnering across borders and disciplines.

Over the next five years Brain and Mind Centre will provide the physical infrastructure and technology, and create the collegial environment, required to attract talented and innovative research teams.

These research teams will leverage existing partnerships, and strategically develop new partnerships, across the University and with other research institutes, Local Health Districts, government and industry.

While work at Brain and Mind Centre will span pre-clinical, clinical and translational research, it will extend beyond laboratories and clinics. The community will play an important role in the design and delivery of research, ensuring impact and sustainability by responding to real-world, real-time issues.

The results of our efforts will influence public debate and shape public policy to ensure global societal benefits.

Significantly, we will integrate this research into an interdisciplinary education program that will nurture tomorrow's researchers and clinicians so they have the skills and capabilities to continue to make an impact in the future.

**Professor Matthew Kiernan**

Co-Director-Translation and Discovery

**Professor Ian Hickie**

Co-Director-Health and Policy

# Introduction

The University of Sydney's Health and Medical Research Strategic Review recommended supporting four strategic priority areas for collaboration:

- obesity, diabetes and cardiovascular disease
- cancer
- brain and mind science
- infectious diseases.

The multidisciplinary, collaborative Brain and Mind Centre is the initiative that will deliver the University's objectives in brain and mind science.

The Brain and Mind Centre Strategic Plan 2016–2020 builds on the Brain and Mind Research Institute's Strategic Framework which was developed through extensive consultation in 2014.

Our four strategic objectives are focused on creating an enduring program of research and education that responds directly to 21st century societal challenges of the brain and mind sciences.

The Brain and Mind Centre executive team is confident that attaining these objectives, implemented through an operational plan, is achievable and aligned with the University of Sydney strategic pursuit of ongoing national and global success.

This document has been developed with reference to the University of Sydney Strategy 2016–2020 discussion papers.



# Our purpose

## Vision

A society enriched by citizens who achieve their maximal cognitive and behavioural capacities, individually and collectively.

## Mission

To make real differences to the personal and societal challenges presented by the workings of the brain and mind through highly collaborative, multidisciplinary and interdisciplinary research and education.

To deliver on its mission, Brain and Mind Centre will promote a collegial environment, operate within optimised physical infrastructure, and capitalise on the new opportunities provided by major advances in relevant technologies and care delivery systems.

Specifically, the themes underpinning and defining our outputs are:

- building and sustaining a healthy brain and mind
- control of one's thoughts and actions
- maximising the social and economic participation of those affected by diseases of the brain and mind.



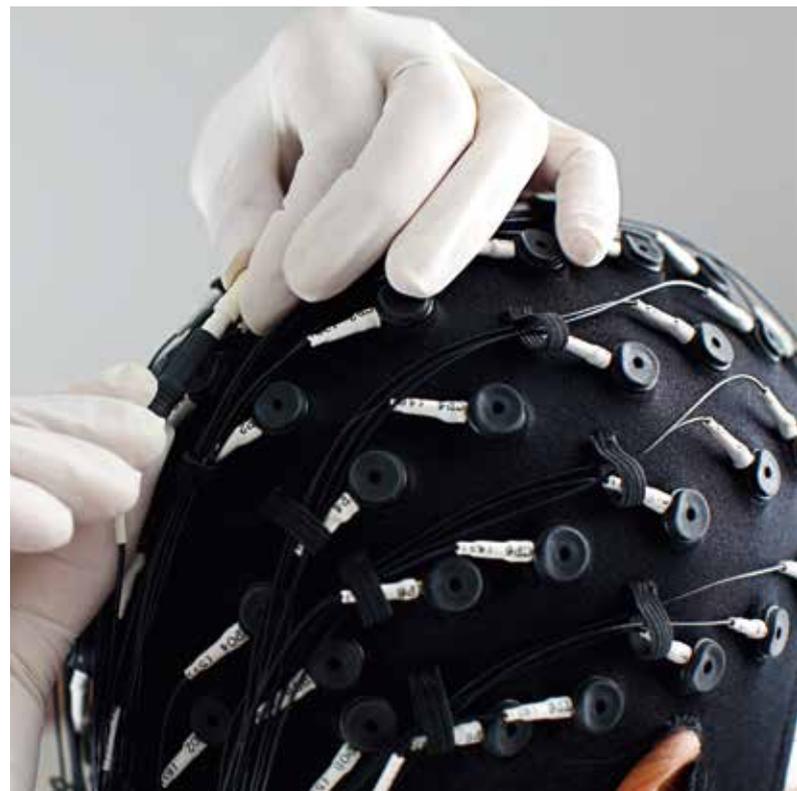
## Current capabilities

Brain and Mind Centre has generated high quality research outcomes through laboratory-based and clinically applied scientific research. The co-location of dedicated research laboratories and clinical services provides the ideal environment for the integration of cutting-edge research with safe and effective clinical care. Importantly this maximises the potential for transformative translational capacity.

Our existing capabilities in neuropathology, behavioural science, neurology, psychiatry, psychology, cognition and decision making, and health policy research enable Brain and Mind Centre to advance understanding of diseases of the brain and mind. This includes child development (eg autism), youth mental health (eg schizophrenia, depression, and addiction and substance misuse) and healthy brain ageing (Alzheimer's disease and dementia, multiple sclerosis, Parkinson's disease and motor neurone disease)

By combining these capabilities with strengths in enabling technologies, Brain and Mind Centre is positioned to:

- deliver answers to major brain and mind science challenges currently facing society
- strengthen our partnerships with Local Health Districts and other partners
- create a collegial workforce able to respond and adapt to global needs
- provide education and training for the workforce of the future
- be innovative in the delivery of research and education.



# Strategic objectives 2016–2020

## 1. Maximise societal impact and social responsiveness

Brain and Mind Centre is devoted to producing real world outcomes. Our collegial teams will work towards influencing public debate and shaping public policy, in order to contribute to the improvement of people's lives, locally, nationally and globally. The community will be an active partner in developing our research and identifying the next major societal challenges in brain and mind science. This will be reflected in the Brain and Mind Centre's portfolio of socially relevant research and will distinguish our efforts globally.

### Key performance indicators

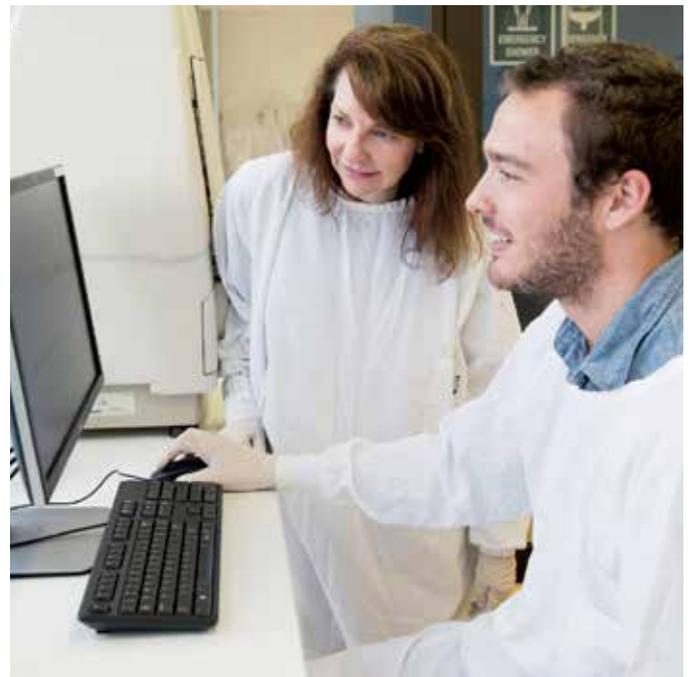
- Citation of Brain and Mind Centre research in policymaking
- Significant and visible role in the creation of spin-outs, patents and licences as industry measures of engaging societal needs commercially
- Trial and implementation of innovative measures of societal impact in brain and mind science.

### Goals

1. Engage in policy research and advocacy to inform and drive government policy and funding
2. Actively partner and co-design research with the community to understand societal brain and mind science challenges, focusing efforts on the most significant current and future needs of society
3. Deliver translational models of research which expedite improvements in patient care
4. Develop tools to measure our societal impact

### What does success look like?

1. Citations which inform and influence public policy, to improve the way government plans for and funds medical research and healthcare
2. Leadership roles in the local, national and global communities which demonstrate our real world relevance in brain and mind science, and reflect our desire to advocate on behalf of patients
3. Successful identification and response to key current and emerging research and education priorities which address major societal brain and mind science challenges
4. Benefits to the health of people with brain and mind disorders results from our integrated programs of pre-clinical, clinical, translational research
5. Reportable benefits of our endeavours in relation to societal impact



# Strategic objectives 2016-2020

## 2. Perform high quality multidisciplinary research

Brain and Mind Centre will make a significant contribution to the brain and mind health challenges of the 21st century. This will be achieved by undertaking strategically-focused multidisciplinary research, in scalable and agile teams supported by the best enabling infrastructure. We will do this by promoting a highly collaborative culture which attracts outstanding staff, students, supporters and other partners. Developing this talent into high performing, sustainable teams will foster a vibrant and collegial environment.

### Key performance indicators

- Relative Citation Impact (RCI)
- Sum of SCImago Journal Rank (SJR)
- Successful recruitment of global research leaders/teams

### Goals

1. Promote a culture, based on accountability, that aligns with the University of Sydney's core values
2. Strategically recruit, develop and retain world-leading research teams and individuals
3. Establish and secure successful and scalable, multidisciplinary collaborative teams that support innovative research
4. Develop high quality infrastructure, technology and platforms to underpin excellence in research
5. Harness the potential of the University and its partners to increase the quality of brain and mind science research

### What does success look like?

1. Current and future leaders want to work at Brain and Mind Centre
2. Attract distinguished research teams as a result of the quality of our work and the supportive and innovative culture that we display
3. Creation of a strategically-aligned and supportive environment for early-career researchers and mid-career researchers
4. Provision of high quality, enabling infrastructure, platforms and technology
5. Recognition for our research quality and excellence, as assessed by relevant research academic quality indicators



# Strategic objectives 2016-2020

## 3. Global recognition for excellence in brain and mind research

Brain and Mind Centre will be recognised globally for excellence in multidisciplinary research and achieve a position of leadership in brain and mind science. These teams will work to a sustainable funding model, and involve global partnerships and collaborations. Collectively this will maximise the visibility and global impact of our research.

### Key performance indicators

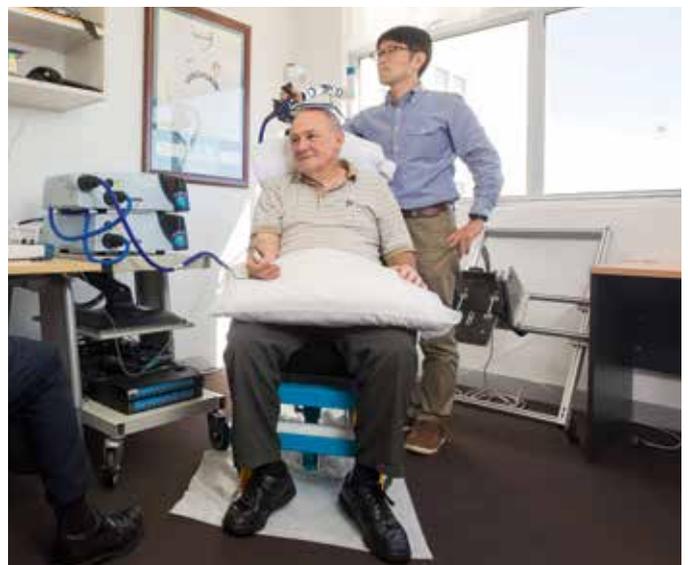
- Increase in total category 1-4 grants awarded
- Major additional philanthropic support for our research teams
- Maximise prestigious awards and invitations received

### Goals

1. Lead national and global brain and mind science research projects
2. Attract key strategic partners in government, community and industry
3. Develop and invest in globally relevant, cutting edge, focused areas of research that leverage our collective expertise and capitalise on current and emerging trends
4. Develop and promote financial models that optimise access to a variety of income streams

### What does success look like?

1. Improvement in the University's national and global rankings for brain and mind research
2. Initiate and secure lead roles in global research initiatives
3. Participation in partnerships that deliver outcomes for large and complex societal problems
4. Recognition for our research teams as key opinion leaders in their respective disciplines through invited positions on research councils, community and government committees, industry advisory groups and journal editorial boards
5. Receive increased global funding from major grant and development schemes (such as G20 dementia initiative, US BRAIN initiative and EU Horizon 20/20)
6. Increased funding from Research Income Categories 1-4 including from major grant schemes and development initiatives
7. Receive prestigious global awards and accolades for our research



# Strategic objectives 2016–2020

## 4. Lead high quality interdisciplinary education

Brain and Mind Centre will deliver a high quality interdisciplinary education program that demonstrates our teaching is responsive to advances in knowledge. We will achieve this through effective curriculum design and creation and delivery of resources for broader skill development.

### Key performance indicators

- Enhanced student experience
- Increased numbers of interdisciplinary units of study offered on courses
- Increased variety of employment outcomes for graduates

### Goals

1. Deliver an education environment that offers a unique, interdisciplinary brain and mind science curriculum, integrated with high quality research and prepares students to take up leading roles in society
2. Inclusion of units of study from a diverse range of disciplines
3. Establish commercial education programs in collaboration with faculties and industry

### What does success look like?

1. Delivery of a range of courses that reflect the interdisciplinary and collaborative nature of our research, and include real-world experience and evolving societal needs
2. Highly rated and ranked courses due to the quality of our curriculum
3. Graduates of Brain and Mind Centre become successful leaders
4. Increased resources available through the delivery of interdisciplinary education programs at Brain and Mind Centre.



**Contact us**

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