

## Chapter 3

# Improving integrated research: tools for analysis and learning

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### **ABSTRACT**

Analysis of the integration approaches taken by two Australian Cooperative Research Centres – the CRC for Greenhouse Accounting and the CRC for Coastal Zone, Estuary and Waterway Management – is used to reflect on (a) six heuristics for understanding integration and (b) a framework of six questions for describing integration. The heuristics are connecting across research silos, a jigsaw, purchaser–provider relationships, extension work, value adding across multiple scales and ‘locked door’ serendipity. The questions examine what the integration is aiming to achieve, what is being integrated, who is doing the integration and how, and investigating the context for the integration and success measures. Both the heuristics and the questions have broader applications. We also examine what integration in research is, along with contexts in which integration occurs, by examining projects, programs and organisations. We conclude by examining institutional aspects of integration, especially governance, funding and accountability, and incentives.

### **INTRODUCTION**

Integrated research is commonly seen as a pathway to achieving different, more practical outcomes from research than is the case in typical academic research, or even applied research, and has become a popular catch phrase