

University Research Strategy 2015/16 to 2020/2021

The Research Strategy is a key supporting strategy of the [University's 2020 Vision](#). The Research Strategy adopts the following definition of research:

“a process of investigation leading to new insights, effectively shared”

.....and values the diversity of approaches and practices represented in the University's research portfolio. The Research Strategy recognises that success depends on the empowerment, support and contribution of staff and students within the supportive community that they create.

The Research Strategy will ensure that all staff engaged in learning and teaching achieve a research profile of national or international repute and will support areas of excellence to grow and flourish.

Research that matters

The Research Strategy recognises that research prepares and qualifies academics as deliverers of an outstanding learning experience to their students and is a fundamental and explicit part of the Higher Education offer. Research expertise and reputation are complementary to formal teaching qualifications and the other skills and expertise required of the modern academic.

Furthermore, the Research Strategy recognises that our research matters to our:

- **Students** (research transforms their learning, enriches their experiences, and attracts them to our programmes);
- **Staff** (research provides job satisfaction, an expression of individual innovation and creativity, a resource for teaching, a coordinating principle for shared community endeavour, a vehicle for personal, career and community development, and a source of intellectual invigoration)
- **Stakeholders** (research makes a difference and creates positive impact for wider society);
- **Peers** (research establishes reputation, attracts excellent staff, facilitates collaboration, and influences dissemination and funding).

There are many ways in which the University can know how much and to what extent its research matters, through feedback from our students, staff and stakeholders, through funding captured from private and public sources, and through the Research Excellence Framework (REF). In terms of the latter, the Research Strategy focuses on those things that are measured rather than the means of measurement itself i.e. quality research outputs, societal impact and a flourishing research environment. The University will make a submission to the next REF and will seek to continue on the trajectory of increasing the scale, scope and quality of the submission, building on the excellent achievement in REF 2014.

Delivered by our research community

The Research Strategy will be achieved through the actions and contributions of individuals working in and across departmental teams in the Faculty and professional services. At a Faculty level this will take place within the aegis of the departmental plans, responding to the 2020 Vision and the Research Strategy and agreed through the annual planning and budgeting process. Centrally this will be led by the Director of Research and supported through the plans of the Research Office. At the individual level the PRDP process is the point at which individual plans and contributions meet the departmental plan, where activities and goals are set and where training needs are identified. The Researcher Code of Conduct provides a professional framework within which all this can take place. The strategy is depicted overleaf.

Headlines	Growing areas of excellence in a research community where everyone makes a contribution		
	Excellent researchers and excellent research: excel in our research and achieve recognition for excellence	Making a difference: Researchers creating positive impact for an outstanding student learning experience and for society at large	An inspired and engaged community: all members of the community actively seek to make a contribution and harness the transformative power of research
Strategic goals	<p>Ensure all staff engaged in learning and teaching undertake and disseminate quality research: increasing the proportion of internationally excellent and world leading research</p> <p>Significantly increase and diversify research related funding across the University</p> <p>Grow the postgraduate research community by at least 25% developing and diversifying provision as required</p> <p>All academic staff to have received appropriate formal research training by 2020</p> <p>All academic staff who wish to have a research mentor or coach to be supported in that aim</p>	<p>Embed research impact as an everyday concept and practice within the academic role so that it is realised in teaching, practice, policy and wider society and culture</p> <p>Develop and implement targeted and effective public engagement activity linked to research activity and output</p> <p>Make all research outputs (and ultimately data) Open Access and free to the public respecting confidentiality and copyright</p> <p>All researchers to be effective users of social media in order to enhance their connectivity with their various online audiences in relation to their research</p>	<p>Make real and self-evident a flourishing University research community whose membership includes <u>all</u> staff and students and in which engagement and participation is encouraged and supported in accordance with each individual's abilities, capacities and role</p> <p>Develop innovative and effective means to ensure that our research environment, activity and outputs support an outstanding learning experience for our students</p> <p>Celebrate the research successes and achievements of all members of the University's community, within and beyond the University</p>
Priority actions	<p>Develop and implement a research income strategy to increase research income capture from external sources through excellence, innovation and collaboration, supported through the whole income capture lifecycle</p> <p>Establish the requirements for appropriate research training</p>	<p>Departments to establish and maintain champions/enablers for research and the student experience, research impact, public engagement, social media and Open Access</p>	<p>Ensure engaging research events and activities at subject, department and University level and facilitate participation and engagement</p> <p>Establish and support appropriate fora and connectivity for and between members of the community to facilitate participation and engagement</p>

This 'strategic framework' will lead to some specific projects/actions that will be SMART objectives with clear owners, outcomes, resources and timescales. Many actions will be at the level of the Department, others will be owned by the Research Office and other University functions.