UNIVERSITY OF CHICHESTER

EST 1839

CELEBRATING
180 YEARS
OF HIGHER
EDUCATION

# Research and Enterprise Sub-Strategy – for 'Open for Change'

This Enabling Strategy draws together elements of strategic plans relating to Research, Enterprise and Employability.

This outline is focused towards meeting KPIs related to these areas within the new strategic Plan 'Open for Change' and, for each of the two Strategic Themes it encompasses is focused towards:

**(a)** 'how' the strategic themes will be delivered
**(b)** 'how' progress will be measured

The key Strategic Themes covered by the Research and Enterprise Enabling Strategy are:

**4:** We will achieve disciplinary and cross disciplinary excellence in research and innovation.
**7:** We will contribute to the development of a strong economic ecosystem in West Sussex through imaginative business partnerships, enterprise education and support for graduate start-ups.

## 4: We will achieve disciplinary and cross disciplinary excellence in research and innovation:

The University is committed to undertake world-class research in all areas it is engaged with as an integral part of its mission to both create knowledge that is of societal and / or economic benefit - and to inform and to lead its learning and teaching pedagogies.

Delivery will be enabled by:
i)     Fostering a supportive research environment in which all of our academics are both encouraged and expected to contribute to research so that 'all of our teachers research and all of our researchers teach'.
ii)    Maximising the impact of all of our research for economic, health, quality of life, environmental sustainability or other societal benefit through publication, pedagogical development, the influencing of professional practice and developing external collaborations.
iii)   The targeting of funding opportunities that closely align with the University's areas of research and third stream activities.
iv)    Raising the standing and recognition of the University's research through high achievement in the 2021 Research Excellence Framework (REF); this in turn will support the growth of our postgraduate research student community.
v)     The support of inter- and cross-disciplinary research and collaborations within the University, with other universities in the UK and overseas, with industry and with other bodies.
vi)    The support of entrepreneurialism and the creation and protection of intellectual property through patent protection, consultancy, licencing and the creation of spin-out companies.
vii)   The encouragement and support of spin-in opportunities via the establishment of an Enterprise Park.

### Research
Operationally we will:
i)     Encourage and support academics in the development of their research portfolios and for this to be considered as one of the criteria within the PRDP process.
ii)    Develop the academic community and support the research environment to help retain staff and attract new research active staff.
iii)   Develop research skills across the academic community by enhancing researcher development within the staff development programme framework.
iv)    Support departments, institutes and individuals to identify, research and third stream funding opportunities, and to develop high quality bid submissions.
v)     Support the dissemination of research outputs with potential for societal or economic benefit and capture research impact information and data from our research.
vi)    Continue to increase the accessibility, reach and impact of our research through the provision of open access to our research publications and datasets via ChiPrints and promote the use of ORCID.
vii)   Increase the number of international PGR students by focused promotion linked to our research strengths and developing international partnerships and collaborations in our areas of research expertise with both academic institutions and businesses.
viii)  Promote and increase the number of externally funded bursaries.
ix)    Ensure an excellent student experience for our Post Graduate Research students to include providing alumni and careers support post-graduation.
x)     Ensure our research portfolio is positioned in line with national priorities such as the government's industrial strategy, the NHRI and / or priorities within UKRI to enhance our research profile and standing.
xi)    Enhance our research profile through a range of vehicles including digital and social media, PR opportunities and events such as the annual Research Conference in order to facilitate engagement, confirm the standing of our research community, and attract partners, national and international collaborators and potential student applicants.
xii)   Develop research themes that facilitate synergies across departments to address regional, national and international challenges.
xiii)  Prepare the University's REF 2021 submission for optimal benefit and GPA ranking. Examples will include recording research impact in many of the University's areas of applied research where the University is recognised for being thought leaders and influencing professional practice.

**Enterprise:**
**Operationally we will:**
i)    Grow our third stream and commercial income by 2019-20 from c. 3m to c. 4.5m. and then c. 6m by 2020-2021 through each of the actions (ii-ix) outlined below:
ii)   Continuing to initiate and develop relationships with businesses, employers and partners to create new opportunities for consultancy, CPD and contract research.
iii)  Ensuring the collation of accurate data to inform the annual HE-BCIS return and new KEF framework, creating new processes where required.
iv)   Ensuring compliance with University Financial Regulations by supporting bids and proposals through the Bid Process.
v)    Raising the profile of the University with industry through targeted business to business marketing.
vi)   Maximise the commercial income of the estate through out of term-time conferencing activity; Optimise occupancy of term-time student accommodation by encouraging returning students to live in halls, by offering accommodation to partners such as the NHS – and ensure that term-time vacant rooms are marketed through innovative approaches such as short term or nightly lets (viz. Aribnb and Trivago).
vii)  Provide spin-in accommodation at fully commercial rates to outside companies and employers for occupation within the University where their business aligns with the academic remit of the University; we will offer space flexibly across both University campuses to fully maximise the revenue earning potential of all of the estate that might be otherwise under-utilised. Facilities will be marketed in conjunction with commercial agents where this is of financial benefit to the University.
viii) Hire new commercial facilities within the Tech Park to outside bodies at commercial rates both out of term and in line with the curricula where teaching commitments allow. We will extend the hiring of other specialist facilities (viz. dance studios, sports hall) through targeted marketing co-ordinated through the Conference office and enterprise services.
ix)   Create an expert register and encourage and support consultancy for academics through the PRDP process.

**Progress will be measured by:**
KPI 1:  Growth of research and third stream income to £6m during the 2020-21 financial year (i.e. To c. 10% of annual turnover – and greater than 10% of turnover thereafter on a rolling 3 year average.)
KPI 2:  Achievement of HEIF funding from the 2018-19 financial year onwards.
KPI 3:  Success within REF 2021 including submission of new units of assessment – including a 10 place uplift in the overall GPA ranking in 2021.

**Outcome:** the University gains increased national and international recognition for academic excellence.

# 7: We will contribute to the development of a strong economic ecosystem in West Sussex through imaginative business partnerships, enterprise education and support for graduate start-ups.

As the only University in West Sussex, we are committed to play our full part in being a regional centre for economic development working in conjunction with the local enterprise partnership (Coast to Capital), local and national businesses from SMEs to global companies – and working in line with the Government's industrial strategy so as to play our full part in contributing to the national economy.

As a knowledge based organisation this mission will encompass the training of graduates, knowledge transfer activities and other third stream activity for the benefit of our students, graduates, alumni, employers within the region, entrepreneurs and wider business community for the economic benefit of all stakeholders aligned with the University.

**Delivery will be enabled by:**
i)    By being highly business oriented and providing adaptable and tailored services to meet the specific needs of SMEs through to multi-national companies.
ii)   By establishing an Enterprise Business Park, along with business support, access to specialised facilities and sector specific academic expertise to support University-business partnerships.
iii)  Creation of flexible business space for our graduates and businesses of all sizes to spin-in, co-locate and work alongside each other to encourage a cross-exchange of ideas and so support a thriving business culture.
iv)   By establishing and supporting Knowledge Transfer Partnerships (KTPs) with our business partners.
v)    Development and delivery of higher, degree and post-graduate apprenticeships of relevance to businesses of all sizes across a range of sectors.

vi) Training of highly sought after graduates with highly adaptable and transferable skills to promote entrepreneurialism and directly meet the identified and specific needs of employers.

vii) Utilising our research expertise as a resource for the benefit of our business partners.

## Regional Business Support and Regional Economic Growth:

Operationally we will:

i) Continue to target and thereby increase business, employer and partner engagement activity by sector and geography, to develop new relationships and opportunities for consultancy, KTPs, CPD, hire of facilities and space, degree apprenticeships, placements, internships and graduate recruitment.

ii) Build on existing relationships to identify new opportunities for collaboration.

iii) Work with companies to establish Knowledge Transfer Partnership (KTP) programmes – capitalising on academic expertise.

iv) Maintain a dialogue with existing and potential degree apprenticeship employers to identify market demand  and develop partners for current and potential provision.

v) Deliver a range of business focused events on and off campus, working with partners where appropriate to foster collaborative partnerships.

vi) Work with our network of stakeholder businesses and the Local Enterprise Partnership, Coast to Capital for the establishment of an Enterprise Park in line with the goals of CtC's strategic economic plan, 2019-2030: 'Gatwick 360'.

vii) Provide high quality business advice and support for the formation of University spin-out companies where appropriate to exploit IPR and expertise from within the academic community.

viii) Continue to drive the roll out of the Microsoft Dynamics CRM by on-boarding and training staff working with businesses, employers and other partners to facilitate effective internal and external communication and external relationship management.

## Employability, Entrepreneurial Enterprise Education and Alumni Support:

Operationally we will:

i) Grow and broaden employer activity with students and graduates on campus to include mentoring, mock interviews, student talks and involvement in careers fairs.

ii) Open careers and enterprise centres on both campuses.

iii) Embed employability and enterprise education into all curricula from year one of undergraduate programmes and the start of all postgraduate taught degrees.

iv) Include employability and enterprise training within the PGR student development programme.

v) Provide 'careers advice for life' for our students and alumni enabling them to access job hunting support, careers and start-up advice throughout their time at University and beyond.

vi) Maintain communication and relationships with alumni to create a vibrant community which will engage with the University as clients, mentors, employers, advisers and champions.

vii) Wherever possible and within available resource offer university residential accommodation to recent graduates who obtain employment post graduation within the area – or who are establishing their own businesses.

viii) Provide university business incubation centre accommodation for graduate start-up businesses.

Progress will be measured by:

KPI 1:  Securement of 3 KTPs from 2019-20 onwards.

KPI 2:  10 sustainable graduate start-ups p.a.

KPI 3:  5 new business partnerships, 2 spin-ins and 1 spin-out company p.a.

Outcome: Our graduates secure employment within an increasingly dynamic regional economy.