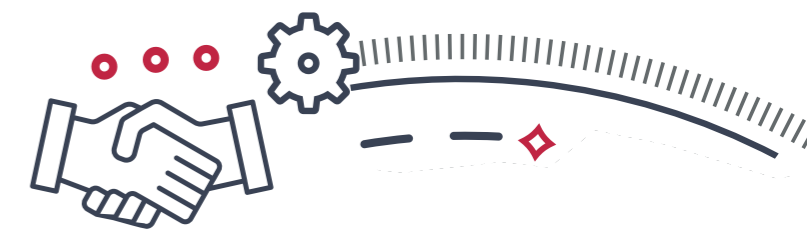


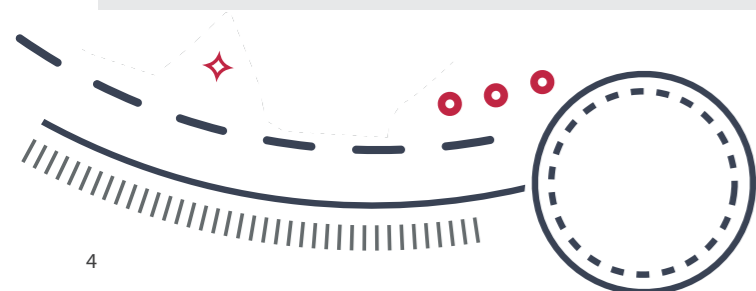


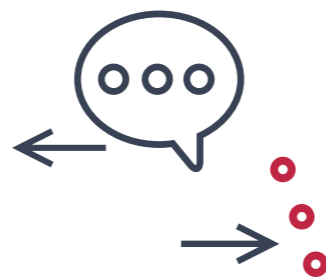
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Prioritising People



Objective	We will achieve this by:	Baseline 2018	Success Measure 2021	Success Measure 2027	Lead person
Provide a high-performance culture to attract, retain and develop talented research active staff and students engaged with business, industry and commerce and working on societal challenges.	1. Visible, high-expectations leadership from the University Executive, Deans, Heads of Research (HoRs) and Heads of Research or Innovation Centres; University-level strategic goals as monitored by KPIs owned by faculties, schools, research and innovation centres; all strategic investments including QR to have clear returns identified with timescales	Faculties and schools divorced from research deliverables; no identifiable returns expected from QR;	Research an integral part of the annual academic planning cycle; all investments tied to identifiable returns; research metrics (outputs, citations, income) 50% higher than 2018 baseline	Research metrics 100% higher than 2018 baseline	Deans
Individualised induction and support	2. Research to be an integral part of the recruitment, induction and career development of all academic staff. All new academic staff will have an experienced research-active mentor who is associated with a research centre or group; all academic staff will be able to request a mentor; internal peer-support for writing research outputs widely available	Baseline 25 mentor-mentee pairs; 164 research active staff (published an internationally-circulated, peer-reviewed output within the previous 2 years and loaded onto Pure)	50 mentor-mentee pairs; 250 research active staff	75 mentor-mentee pairs; 350 research active staff	Pro Vice-Chancellor Research
Continuous professional development	3. A continuous, high-tempo, research-focussed CPD programme with monthly events for leaders, managers and academics spanning research and knowledge exchange supplemented by targeted support; DPR training for managers to include reviewing research activity and career pathways	20 workshops for 171 distinct attendees in the 16/17 session 24% timely completion in 16/17 session;	300 distinct attendees per session	400 distinct attendees per session	Director of Research & Business Engagement
PhD students are an integral part of our research teams	4. Create a Doctoral Training College as a focus of researcher development and peer support. All university funded doctoral scholarships to have a clear route to impact; encouraging timely completion; the preferred route for staff being PhD by portfolio or publication	406 PhD students in total, 84 with external partner; 222 staff involved in PhD supervision	50% timely completion in 20/21 session; 120 PhD students with external partners; 330 staff involved in PhD supervision	75% timely completion in 26/27 session; 160 PhD students with external partners; 440 staff involved in PhD supervision	Head of Postgraduate Research Studies
Informative management information	5. Improve support for researchers by enhancing systems and infrastructure	Paper-based research governance system; spreadsheet-based PhD management information system	PhD Manager operational and online research governance system including research funding applications and ethics system		Director of Research & Business Engagement
Creating the Academia	6. Research will inform and be informed by our curricula and programmes. Our undergraduate students will be knowledgeable of our research and the important role it plays in our university. Undergraduate students will be equipped to undertake research relevant to their discipline and where appropriate will undertake research as part of their programme of study; Staff will be encouraged to view the student community as a resource for research and creating impact	We do not have baseline information on the <ul style="list-style-type: none"> • Number of students who undertake a research project as part of their programme; • Number of research outputs, impact case studies and media coverage that arises from the work of undergraduate and masters students; • Number of our students who progress to research degrees 	Developed a system for tracking and tagging research-engaged teaching in our curricula; developed a system for flagging staff-student co-authored outputs; achieved external publication of 10 UG research projects following the British Conference of Undergraduate Research 2019	Undertaken focussed study to articulate our research-teaching nexus and to have the ability to quantify, share, showcase and celebrate its application in our curricula Created curricula frameworks, recognition cultures and staff expertise that normalises staff-student/ student research practices and outputs in all Faculties	Pro Vice-Chancellor Learning, Teaching & Student Experience

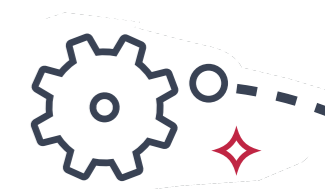




Maximising Impact

Objective	We will achieve this by:	Baseline 2018	Success Measure 2021	Success Measure 2027	Lead person
Nurture and sustain research with impact that crosses disciplinary boundaries and addresses societal challenges	1. Stimulate multidisciplinary research by funding and supporting pan-university networks focussed on global societal challenges; incentivise linkages between research groups and participation in national and international networks to create critical mass 2. Continuing professional development on: the importance of and how to develop impact from research; entrepreneurship and routes to commercialisation	49% of our impact case studies scoring 3/4* in REF2014 with 4*:3* split 30:70 Not available	60% of our impact case studies scoring 3/4* with 4*:3* split 40:60 50 participants having completed Impact Leadership development programme and/or Impact Awards	75% of our impact case studies scoring 3/4* with 4*:3* split 50:50 200 participants having completed Impact Leadership development programme and/or Impact Awards	Pro Vice-Chancellor Research Director of Research & Business Engagement
Building multi-touch relationships and long-term partnerships to provide routes to impact	3. Exploit existing links with regional and national industry for internships, placements, graduate employment and staff secondments to build consultancy and contract research income and vice-versa. Facilitate strategic partnerships with university-level support and key (academic) account managers.	No B2B CRM for information sharing.	B2B CRM operational, all internships, placements, graduate employment, consultancy and contract research captured. 6 university-wide strategic partnerships; adding one new per year	10 university-wide strategic partnerships	Director of IT Services; Pro Vice-Chancellor Research

Diversifying Income



Objective	We will achieve this by:	Baseline 2018	Success Measure 2021	Success Measure 2027	Lead person
Significantly increase our research and innovation income by developing a more robust and diverse portfolio of funded research	1. Identify strategic priority areas; focus support on proposals that have greatest chance of success	University total research and consultancy income of £5.2m (£3.9m HESA report, £1.3 HEBCIS) in 16/17 session	Five strategic priority areas identified; £10m of research income	Eight strategic priority areas; £20m of research income	Pro Vice-Chancellor Research
Improve success rates	2. Increase our success rate by mandating internal peer-review of grant applications	51 distinct funded researchers in 16/17 session; current success rate of 27% (by number) for overhead bearing grant applications	75 distinct funded researchers; 32% success rate	150 funded researchers; 37% success rate	Head of Research & Innovation Services
One-team ethos	3. Create multidisciplinary pan-university networks to increase collaborative funding bids; develop reputation through research communications	1 new network to be established in 2018 and one per year thereafter	3 self-sustaining networks all with a track record of external funding and strong external visibility including 50% of our research-active staff	5-6 self-sustaining networks all with a track record of external funding and strong external visibility incorporating 75% of our research-active staff	Pro Vice-Chancellor Research
Informed and influencing	4. Actively encourage and facilitate: representation on grant assessment panels and peer review colleges; engagement with funding agencies and government	Unknown number of people in UKRI peer-review colleges and on REF panels	15	30	Head of Research & Innovation Services