

**RESEARCH & KNOWLEDGE EXCHANGE
STRATEGY 2015–2020**



Document Title:	Research & Knowledge Exchange Strategy 2015–2020
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Approving Body:	Board of Governors
Date of Approval:	18 November 2015
Date Effective From:	18 November 2015
Review Date:	September 2018
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Summary: This document sets out the University’s Research and Knowledge Exchange strategy for the 5-year period, 2015–2020.	

Research & Knowledge Exchange Strategy 2015–2020

“The nature of the University enterprise is inescapably rooted in research and knowledge exchange. We will build an ever stronger research environment and seek further recognition for the excellence and creativity of our research in strategically important areas.”

[University of Winchester Strategic Plan 2015–2020: Priority 2: Advance Knowledge]

Introduction

Research and knowledge exchange is central to the University’s mission “to educate, to advance knowledge and to serve the common good”. Research is firmly rooted within core intellectual disciplines and the abilities of individual researchers to contribute at regional, national and international levels. In order to tackle major global challenges, provide innovative solutions and promote international perspectives, researchers also seek to collaborate across disciplinary boundaries.

We will continue to develop a strong, vibrant and sustainable research culture that informs our teaching, inspires our students and staff and enhances our academic reputation. Our goal is to address fundamental and strategically important questions and to deliver economic, social and cultural impact at regional, national and international levels.

All members of academic staff are expected to contribute to the vibrant research and knowledge exchange environment. Engagement with research may grow out of scholarship, professional practice or knowledge exchange, this the result of exciting diversity within the staff and student body.

Priority 1: Research

We will set high standards to ensure that we maintain and advance our reputation for research. To do this the University will set ambitious but achievable research performance expectations, and our strategic investment in and support of research activities will necessarily be selective.

1.1 Research Quality

We will enhance our performance at the post-2014 Research Excellence Framework (REF), thereby maintaining a visible, quality-assured research standing in the academic community and beyond.

Aims

- 1.1.1 Maximise the potential impact of research by facilitating the production of research of the highest quality
- 1.1.2 Promote the value of research and knowledge exchange in developing curricula and improving pedagogical practice

Objectives

- Aim to submit research outputs of *world-leading* (25%) or *internationally excellent* (75%) quality to the post-2014 REF
- Increase the proportion of full time academic staff engaged in RKE and reporting links to research-informed teaching to 100% by 2020

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| 1.1.3 Recruit academics with excellent existing or potential RKE profiles | <ul style="list-style-type: none"> • Develop research-informed teaching as an academic development theme in 2016–17 |
| 1.1.4 Undertake detailed planning for the post-2014 REF to maximise the quality of future submissions | <ul style="list-style-type: none"> • Ensure that procedures for academic staff appointment identify a candidate’s RKE track record and potential as key criteria • Implement biennial preparatory REF exercises • Review annual staff RKE reports to identify current and emerging areas of research excellence and to inform institutional strategic planning |

1.2 Research Impact

We will seek to maximise the impact of our research by understanding, influencing and responding to external research priorities at both national and international levels.

Aims

- 1.2.1 Deliberately seek ways to ensure that the University’s research has beneficial impacts within the region and more widely
- 1.2.2 Support RKE-related Centres to become foci for externally-recognised RKE excellence
- 1.2.3 Increase the external visibility of RKE projects undertaken by University staff

Objectives

- Submit impact case studies with *outstanding impacts* in all Units of Assessment (UoAs) at the post-2014 REF
- Eliminate case studies with only *considerable impacts* or less in all UoAs at the post-2014 REF
- Invest in impact support (e.g. staffing and tracking)
- Increase engagement with policy makers
- Review University Guidelines for Research Centres in 2015–16
- Review University support for RKE-related centres in 2015–16
- Increase the proportion of full time academic staff producing measurable outputs to 100% by 2020
- Promote Winchester Research Repository externally
- Support academic staff to produce, on average, at least one *internationally excellent* peer reviewed output per year

1.3 Research Environment

We will develop key infrastructure and a professional research support system in order to foster and sustain high quality research that is able to influence emerging priorities.

Aims

- 1.3.1 Establish a research environment that is conducive to producing research of world-

Objectives

- Achieve 85% *world-leading* or *internationally excellent*

	leading quality	Environment scores in all UoAs at the post-2014 REF
1.3.2	Harmonise support available to researchers across the University to avoid inequity	<ul style="list-style-type: none"> • Establish competitive internal funding opportunities open to all researchers from 2015–16
1.3.3	Support the career development of staff and PGR students	<ul style="list-style-type: none"> • Ensure that procedures for staff development reviews and promotion recognise and reward research success • Provide appropriate RKE activity planning and review processes from 2015–16 • Build on implementation of the Concordat to Support the Career Development of Researchers by applying for the HR Excellence in Research award in 2015–16 • Establish a programme of researcher development from 2015–16 onwards, to include mentoring and peer review • Identify potential research leaders and help them to secure major awards and come to the forefront of their fields
1.3.4	Increase income from external grants and contracts	<ul style="list-style-type: none"> • University research income to exceed £1 million per annum by 2020 • Identify and remove disincentives to bidding for research income and reward researchers for success in gaining external funding • Provide central support for pre- and post-award processes • Develop support for staff to undertake contract research and consultancy with businesses and other organisations
1.3.5	Establish more international partnerships and collaborations	<ul style="list-style-type: none"> • In each UoA, conduct at least one research and knowledge exchange project with international partners per annum
1.3.6	Ensure compliance with the Open Access agenda	<ul style="list-style-type: none"> • From April 2016 onwards, ensure that staff deposit all relevant outputs from research and scholarship to Winchester Research Repository within 3 months of article acceptance
1.3.7	Support Winchester University Press (WUP) as an important element of the University's RKE identity	<ul style="list-style-type: none"> • Publicise the activities of WUP (e.g. e-journal publications) both internally and externally

1.3.8 Contribute positively to NHS-led regional research networks

- Develop a health and wellbeing research development group that supports Wessex Clinical Research Network priorities in 2015–16
- Develop a minimum of one new health-related regional partnership by 2017

Priority 2: Knowledge Exchange

The University is passionate about the exchange of knowledge with groups and individuals throughout society including those in the business, professional and voluntary sectors and the wider public.

2.1 Business and professional engagement

We will develop our support systems to nurture the growth of productive, sustainable external relationships, using a customer relationship management (CRM) system to facilitate the sharing of best practice, to identify existing links and create new ones, and to gather data for evidencing our reach and impact.

Aims

- 2.1.1 Build mutually beneficial relationships with external partners
- 2.1.2 Work with public sector bodies to inform legislation, policy and governmental guidelines for local, national and international agendas
- 2.1.3 Sustain and enhance successful consultancy work and incentivise growth in consultancy activity in new areas, making our expertise more readily available to corporate customers
- 2.1.4 Participate in cultural exchange within and between communities at local, national and international levels
- 2.1.5 Promote the health and wellbeing of our communities and environment
- 2.1.6 Promote research success internally and externally and communicate research outcomes through external media and the University's website to funders of research, policy makers and strategic partners

Objectives

- Submit at least one KTP application per annum
- Assist in brokering introductions and identifying appropriate opportunities
- Develop University-wide assistance for the identification of appropriate opportunities by 2017
- Participate in at least 2 collaborative projects with LEPs, NHS or other public sector bodies per annum
- Increase consultancy income from £200k to £300k per annum by 2020
- Play a part in at least 3 local, 2 national and 1 international festivals/conferences per annum
- Support the work of relevant centres and clusters, such as the Centre for the Arts as Wellbeing and the Sport and Exercise Research Centre
- Ensure that all researchers maintain an up-to-date web presence in order to publicise research interests and activity
- Continue to develop the Research & Engagement Newsletter, expanding its reach

2.2 Public engagement

We will increase our public engagement activity, enhancing our publicity to individuals and groups from non-academic communities inviting them to participate in University events, and encouraging the University community to increase its participation in external events including volunteering, exchanges and placements.

Aims

2.2.1 Continue to develop a programme of events aimed at engaging the public with our research and knowledge exchange

2.2.2 Increase awareness of the University's KE offering locally, regionally, nationally and internationally

2.2.3 Increase awareness within the University of existing partnerships, links and activities

Objectives

- Develop a Public Engagement strategy by 2016
- Implement the Concordat for Public Engagement with Research by 2017
- Continue to develop Enterprise and Inaugural Lecture series
- Continue to develop innovative Link Gallery and The Stripe exhibitions
- Advertise Research & Engagement Week to the public from 2016
- Increase attendance at public events by 20% by 2020, using the CRM system to better target marketing
- Increase the number of staff involved in external groups and committees
- Actively engage with the NCCPE
- Increase the distribution of the Research & Engagement newsletter
- Expand our use of social media
- Include examples of public engagement projects and events as case studies on the website by 2016–17
- Conduct an audit in 2015–16 of external links and events open to the public
- Use the CRM system to share information across Faculties and Departments

2.3 Student enterprise

We will increase student participation in Enterprise activities, emphasising that it is not only those who want to start their own enterprise, but for all students seeking to enhance their CVs and their employability skills.

Aims

2.3.1 Continue our programme of events aimed at increasing student participation in enterprise activities

Objectives

- In partnership with Student Hubs continue to hold two rounds of Try It Awards per annum
- Continue to participate in external collaborative events such as the Dynamo Enterprise Challenge and the Uni Pop Shop
- Continue to participate in University

2.3.2 Increase awareness of the University's Student Enterprise offering within the University, the HE sector and the local community

events such as the Freshers' Fayre, Future Week and the Employability and Skills Weeks

- Helped by our Enterprise Intern, increase awareness of events amongst students across the University
- Actively seek further opportunities to take part in external enterprise events
- Increase the number of external guest speakers and mentors

Priority 3: Postgraduate Research Students

Postgraduate research (PGR) students are central to the continued development of a vibrant research community at the University of Winchester. We will seek to increase numbers of full-time externally funded research students, especially by targeting healthy expansion of research students from outside the European Union.

Aims

- 3.1.1 Recruit, develop and retain high-quality postgraduate research students and provide them with a stimulating and supportive research environment and development opportunities
- 3.1.2 Establish a Graduate School to coordinate and enhance the support available for all postgraduate research students
- 3.1.3 Improve PGR student completion rates
- 3.1.4 Ensure that PGR students are integrated fully into their host subject areas and that they have a recognised role in developing the University's research culture
- 3.1.5 Enhance PGR student and supervisor certificated programmes

Objectives

- Increase the number of PGR students from 160 to 225 (85 FTE to 125 FTE) by 2020
- Expand physical space for PGR study and interaction by 2017
- Develop distinctive web presence
- Achieve PGR student completion rates of at least 80% within the HEFCE recommended timeframe by 2020
- Ensure that PGR students are formal members of relevant research centres by 2017
- Review PGCRS and PGCRDS programmes in 2015–16

Glossary

Research

A process of investigation, leading to new insights, effectively shared.

Knowledge Exchange

The processes by which new knowledge is co-produced through interactions between academic and non-academic individuals and communities. It includes innovation through the application of existing knowledge to new contexts; it assumes added value to all partners; it should have a "transformative effect" and it should "make a difference".

Impact

Impact embraces all the extremely diverse ways in which research-related knowledge and skills benefit, or have an effect on, the economy, society, culture, public policy or services, health, the environment or quality of life, beyond academia.

Public engagement

Public engagement describes the myriad ways in which the activity and benefits of higher education and research can be shared with the public. Engagement is by definition a two-way process, involving interaction and listening, with the goal of generating mutual benefit.