

STRATEGY AND ACTION PLAN: 2016-2018 – UPDATED ACTION PLAN: SEPTEMBER 2016

Work over the next four-year period will align with the 2014-2020 Research Strategy, with an emphasis on a supportive and vibrant research culture, delivered through effective research structures, professional support, enabling researchers at all levels to maximise the quality, impact and reach of their research output.

Actions	Critical Success Measures	Responsibility & Deadline
A: RECRUITMENT AND SELECTION		
Create strategic, 5-year Career Development Research Assistant and Fellow posts	<ul style="list-style-type: none"> • At least 14 Early career researchers appointed to RA/RF posts • Retention and career development of post-holders since 2014 	PVC, R&E, Schools; 2018
Create industrial CASE PhD and iMRes studentships	<ul style="list-style-type: none"> • At least 15 industrial PGR/MRes students appointed since 2014 • Student industry collaboration with at least 10 industry partners 	PVC, R&E, Schools; 2018
B: RECOGNITION AND VALUE		
Support early career researchers (ECRS) to achieve REF submission standards	<ul style="list-style-type: none"> • Increased numbers of ECRs in REF with outputs assessed as 3/4*, from 34 to at least 50 • ECRs included in at least 10% of impact case studies 	R&E, Schools; 2018
Standardise research workload recognition and allocation	<ul style="list-style-type: none"> • Consistent and effective research time allocation, allowing for investment in potential • Increased researcher productivity and satisfaction: at least 20% of staff PI on research bids and 10% on research awards in 2017/18 • At least 20% research time allocation to Vice Chancellor's ECRs 	PVC, R&E, HR, Schools; 2017
Support researchers to develop a higher profile for their research and engage with interdisciplinary research and Industry Collaboration Zones (ICZs)	<ul style="list-style-type: none"> • 10% increase in volume and quality (% in top 25 journals) of researcher outputs and citations 2010-14 to 2014-2018 • Increased researcher external presence: at least 70% of staff with either ResearchGate or Google Scholar profiles; at least 100m annual audience reach and £10m advertising value equivalent for research news items • Increased researcher external networks and partnerships: 45% of research publications co-authored with external collaborators • A total of at least 35 individual ECR/PGR research videos created • At least 10 PGRs/ECRs engaged in interdisciplinary/industry research 	R&E, Marketing, Comms, Schools; 2018
Review and implement career development pathways for research staff	<ul style="list-style-type: none"> • Formalise promotion route to Senior Research Fellow • Career development is aligned to the RDF • ECRs represented on University research committees/groups • Embed research into the University Leadership Framework 	PVC, R&E, HR, Schools; 2017

	<ul style="list-style-type: none"> Establish an academic working group for researcher development 	
C: SUPPORT AND CAREER DEVELOPMENT		
Continued innovation in researcher development	<ul style="list-style-type: none"> Development at least 2 joint research/enterprise training events New and updated funding schemes to support ECR development 	R&E; 2017
Increase ECR bidding capability and capacity	<ul style="list-style-type: none"> At least 80 ECRs attending bidding training events per year 20% increase in ECR bids and awards 	PVC, R&E, Schools; 2018
Effective research support structures	<ul style="list-style-type: none"> Updated Research Centre strategies in line with REF and ICZs Implementation of a research information system 	PVC, R&E, Schools; 2018
Pilot a scheme to link ECRs with public and private partners to enhance research support and development	<ul style="list-style-type: none"> Programme successfully piloted with 1-2 ECRs At least one successful research and/or enterprise bid for ECRs supported by the scheme 	R&E, Advancement; 2017
Formalise and expand researcher mentoring	<ul style="list-style-type: none"> All early and mid-career researchers to have a research mentor 	R&E, HR, Schools; 2017
Provide effective technology and resources to enhance researcher performance and profile	<ul style="list-style-type: none"> Compliance with University and HEFCE Open access policies Expanded access to research data management services, depending on capacity Greater engagement with SciVal and journal resources: roll out and training to all 7 Schools. At least 70 users by 2018 	R&E, Library, Schools; 2017
D: RESEARCHERS' RESPONSIBILITIES		
Appoint ECRs as Deputy REF Submission Coordinators	<ul style="list-style-type: none"> ECRs appointed to at least 8 of the expected 13 REF Units of Assessment submission groups Inclusion of ECRs in modelled REF submissions 	PVC, R&E, Schools; 2017
Embed research impact into Research Centres	<ul style="list-style-type: none"> Increased impact to University public and private partners; determined by REF scores Increased numbers of impact case studies (as per updated rules) 	PVC, R&E, Schools; ongoing
E: DIVERSITY AND EQUALITY		
Implement a new Research Governance Manual and processes	<ul style="list-style-type: none"> Overarching Research Governance Framework established Updated Research Governance policies and procedures in place 	PVC, R&E, Schools; 2017
Deliver Athena SWAN (AS) research actions	<ul style="list-style-type: none"> Delivery against action plan metrics ECR representation on AS committees and task groups 	PVC, R&E, HR; Schools; 2018
F: IMPLEMENTATION AND REVIEW		
Embed concordat principles in research strategy implementation	<ul style="list-style-type: none"> Continued oversight through Research & Enterprise Committee 	PVC, R&E; ongoing
Improve data collection on training courses and feedback	<ul style="list-style-type: none"> Accurate reporting and monitoring of training attendance and feedback to inform improvements to programme 	R&E, HR; 2017