



UNIVERSITY OF
PLYMOUTH

RESEARCH AND INNOVATION STRATEGY

2022–2026



Burrator Reservoir, Dartmoor.

RESEARCH AND INNOVATION STRATEGY 2022–2026

Our overarching aim is ‘to be recognised nationally and internationally as a research-intensive institution that delivers impact with reach and significance’

This will be achieved by:

- 1 Attracting, retaining, and developing talented researchers and innovators
- 2 Supporting an outstanding environment and research culture
- 3 Advancing our global reputation for research and knowledge exchange
- 4 Growing a significant contribution to policy-making, the economy, and social and environmental well-being

1 We will attract, retain, and develop talented researchers and innovators by: **building research power, sustaining a critical mass of researchers in our existing peaks of excellence and emerging ones, growing our doctoral, postdoctoral and Early Career Researcher communities, and boosting the value of our research awards.**

AIM	OBJECTIVES	OUTCOMES
1.1 Build research power by increasing the number and proportion of staff classified as independent researchers	<p>Recruit new academic staff on a balanced teaching and research pathway across all subjects</p> <p>Identify talented researchers and innovators as part of recruitment processes, to build critical mass in all leading research areas, and attract to Plymouth</p> <p>Make use of data on research activity in a systematic way to provide Faculty/School dashboards and to inform PDR conversations with academic staff</p> <p>Expand the training portfolio for staff to enable them to acquire the mentorship skills and behaviours needed for research leadership and direction of people and their teams</p>	<p>Achieve target of at least 60% of academic staff classified as independent researchers, as defined in REF2021, by 2025</p> <p>Strategic recruitment of senior staff to connect sectors, disciplines and working cultures in leading research areas</p> <p>Academic staff have goals associated with the delivery of ambitious research and innovation</p> <p>Strengthened mentorship within the research community and enhanced succession planning</p>
1.2 Sustain a critical mass in our peaks of excellence and foster our emerging research strengths	<p>Use REF2021 outcomes and comparative data to support further development of leading research areas and to establish appropriate measures to tackle poorer performing areas</p> <p>Enhance further, through the activities of the Strategic Research Institutes, our national and international reputation for disciplinary and interdisciplinary research that is specifically connected to Marine and Maritime, Health, and Sustainability</p> <p>Focus recruitment of staff, where appropriate, to currently high-performing or emerging research areas to achieve and build on critical mass</p> <p>Create and support strategic partnerships building on our research strengths with national and international institutions for mutual benefits and opportunities</p>	<p>Research strategy monitoring and review based on REF 2021 outcomes</p> <p>Direct impact on issues of global significance related to ocean science, health promotion and sustainable environments</p> <p>Year-on-year improvement in institutional and subject rankings in global league tables including QS, Shanghai and Times Higher Education to achieve global top 400 by 2025</p> <p>Collaborative research activities delivering outcomes and impacts with greater depth and breadth</p>

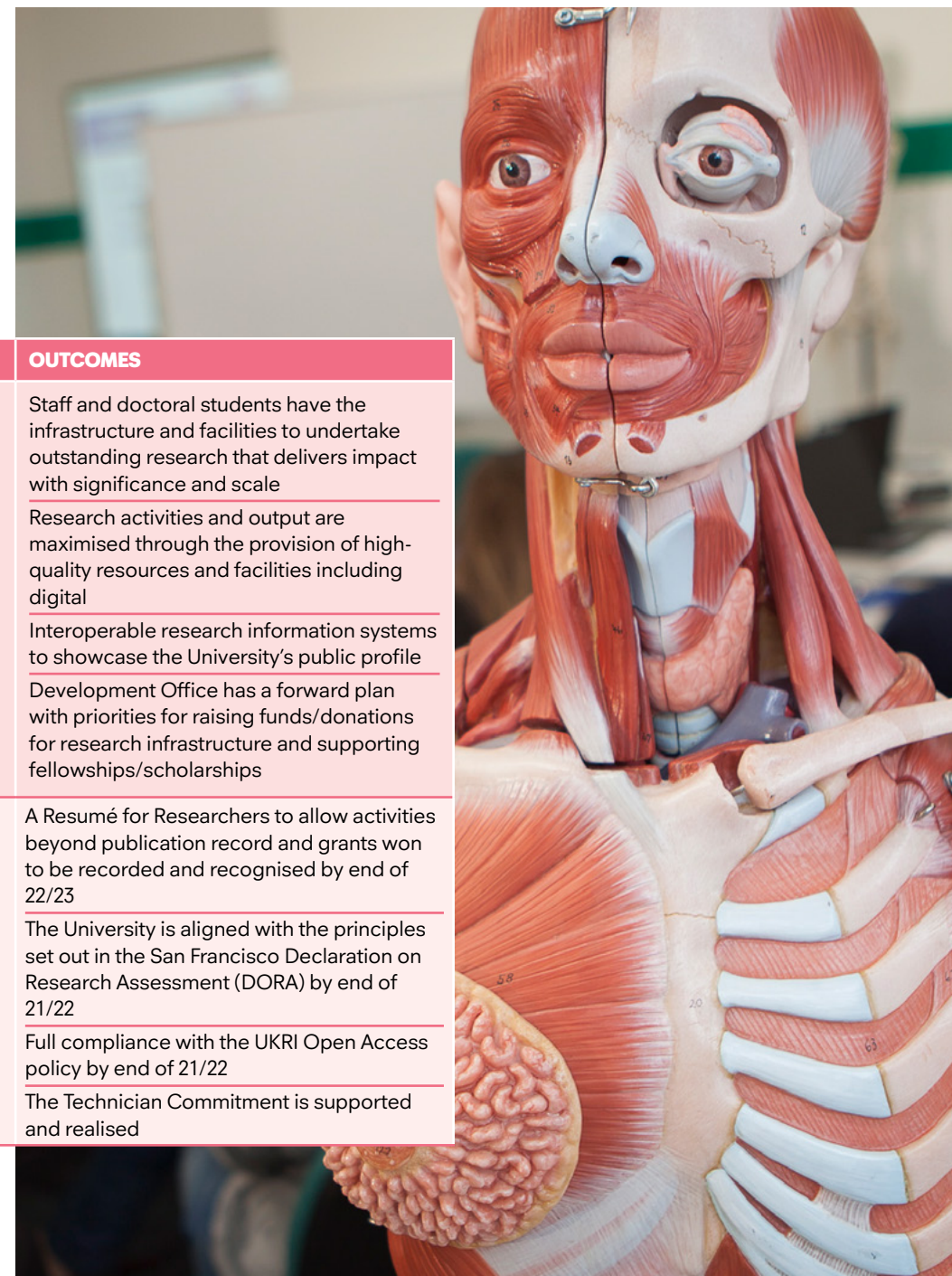


AIM	OBJECTIVES	OUTCOMES
1.3 Grow our doctoral, postdoctoral, and Early Career Researcher communities	<p>Recruit and train a vibrant doctoral research community characterised by its diversity and integrated into our areas of world-leading research</p> <p>Attract and support outstanding independent Research Fellows</p> <p>Identify talented Early Career Researchers, as part of recruitment processes, and attract to Plymouth</p> <p>Implement the principles of the Researcher Development Concordat</p>	<p>Increased number of doctoral students recruited, and progressing to completion on an annual basis, reaching in excess of 180 by 2025</p> <p>Year-on-year improvement in annual Postgraduate Research Experience Survey (PRES) with all subjects in Quartile 1* by 2025</p> <p>Invigorated community of independent research fellows supported by external funding</p> <p>Researchers recognised and valued for their contributions, supported in their professional development, and equipped and empowered to succeed in their chosen careers</p>
1.4 Boost the value of our research awards to increase research capacity, maximise cost recovery, and secure further investment in people and facilities	<p>Increase research support, from planning through to submission, of high value or strategically important grant applications and those that involve more than a single institution</p> <p>Enhance horizon scanning and foster the submission of grant applications that enhance capacity and build research teams</p> <p>Formalise the peer review network by end of 21/22 to mentor and support UKRI grant applications targeted to increase application success and promote the resubmission of those that are unfunded</p> <p>Enhance support for project delivery for larger awards.</p>	<p>Increased capture of grant income from a diverse range of traditional and non-traditional sources, to deliver in excess of £25M by 2025, while actively managing our research cost base</p> <p>Increased % of academic staff who have own time funded on research grants</p> <p>TRAC data used to inform business planning on an annual basis to support understanding of research costs</p> <p>Fully optimised spend on all grant awards</p>

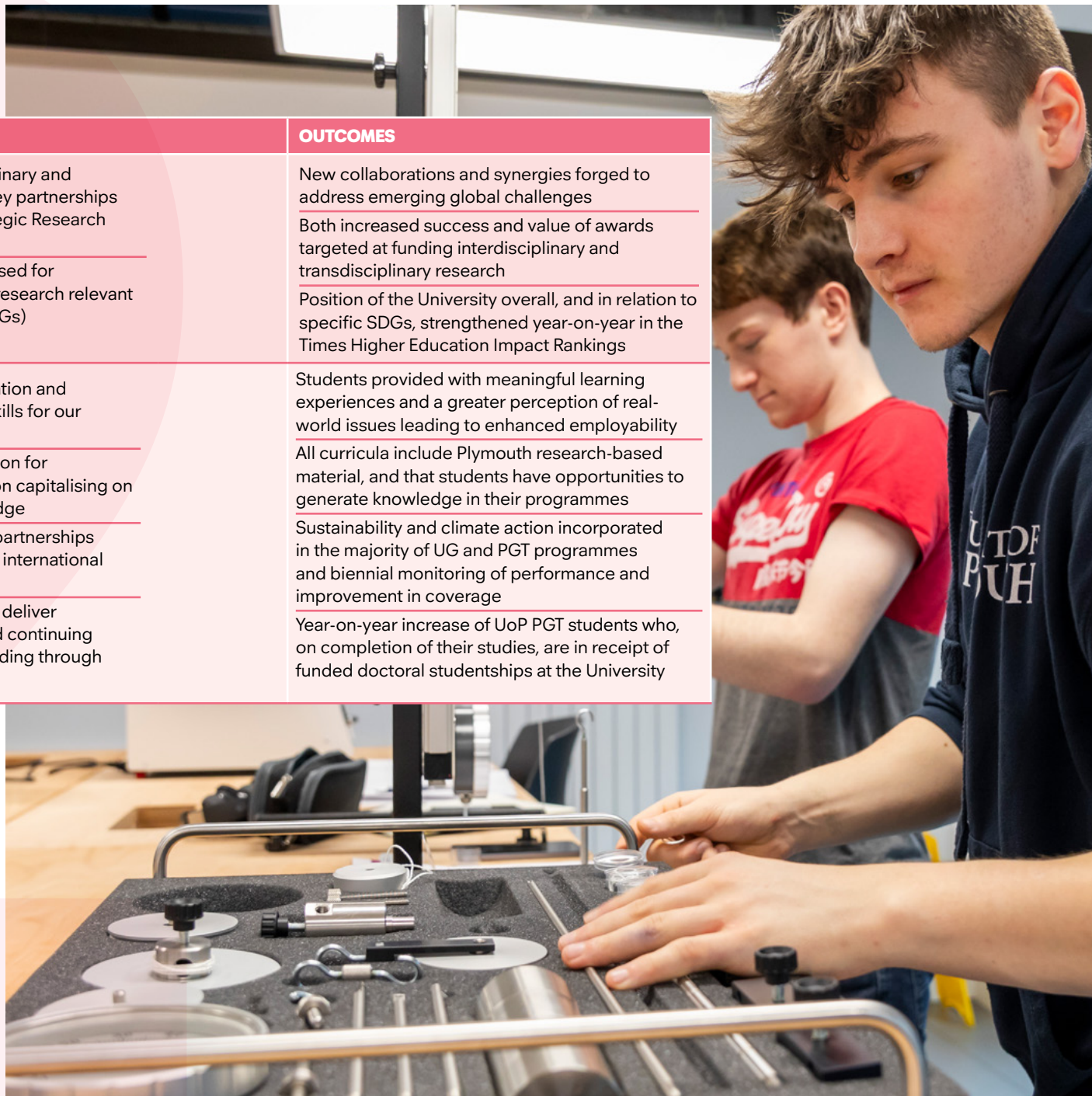


2 We will support an outstanding environment and research culture by: **equipping our staff and students with the infrastructure, training, and opportunities, underpinned by a positive, inclusive and respectful research culture, to enable them to engage in the highest quality of interdisciplinary and transdisciplinary research and research-led teaching.**

AIM	OBJECTIVES	OUTCOMES
2.1 Invest further in our research infrastructure and facilities	<p>Ensure Estates Strategy Committee has the appropriate 5-year data on research space and major infrastructure needs to support effective planning</p> <p>Deploy capital funds to support investment in new facilities, including NEDF and Intercity Place, and equipment that stimulates outstanding research and ensures the University maintains its leading position in strategic areas</p> <p>Invest in a Central Research Information Systems to support internal research data collation and associated external visibility by 22/23</p> <p>Proactively seek external and philanthropic capital funding to support new research infrastructure including as part of new build/refurbishments</p>	<p>Staff and doctoral students have the infrastructure and facilities to undertake outstanding research that delivers impact with significance and scale</p> <p>Research activities and output are maximised through the provision of high-quality resources and facilities including digital</p> <p>Interoperable research information systems to showcase the University's public profile</p> <p>Development Office has a forward plan with priorities for raising funds/donations for research infrastructure and supporting fellowships/scholarships</p>
2.2 Establish frameworks, assessments and incentives that encourage positive behaviours and support an inclusive and respectful research culture	<p>Provide a clear recognition and reward process (including through annual VC's award scheme) for the people and activities that lead to excellent research and innovation</p> <p>Develop by the end of 21/22 a Responsible Research Assessment Policy and implement its core principles</p> <p>Support an Open Access policy that incentivises best practice as part of the development of a wider open research ambition</p> <p>Safeguard technical skills across the University by utilising and developing expertise to support research</p>	<p>A Resumé for Researchers to allow activities beyond publication record and grants won to be recorded and recognised by end of 22/23</p> <p>The University is aligned with the principles set out in the San Francisco Declaration on Research Assessment (DORA) by end of 21/22</p> <p>Full compliance with the UKRI Open Access policy by end of 21/22</p> <p>The Technician Commitment is supported and realised</p>



AIM	OBJECTIVES	OUTCOMES
2.3 Foster interdisciplinary and transdisciplinary research through our Strategic institutes	<p>Enhance engagement of staff with interdisciplinary and transdisciplinary research, targeted to build key partnerships with external organisations, through our Strategic Research Institutes</p> <p>Become nationally and internationally recognised for championing challenge-led systems thinking research relevant to global Sustainable Development Goals (SDGs)</p>	<p>New collaborations and synergies forged to address emerging global challenges</p> <p>Both increased success and value of awards targeted at funding interdisciplinary and transdisciplinary research</p> <p>Position of the University overall, and in relation to specific SDGs, strengthened year-on-year in the Times Higher Education Impact Rankings</p>
2.4 Be recognised nationally and internationally for our research-teaching nexus	<p>Blend research-enhanced, experiential education and excellent student support to ensure critical skills for our graduates' and postgraduates' futures</p> <p>Adopt QAA/Advance HE guidance on education for sustainable development across the institution capitalising on sustainability research strengths and knowledge</p> <p>Use opportunities of new strategic research partnerships to foster increased student engagement with international research centres</p> <p>Utilise our research strengths to develop and deliver high-quality, well-recruiting postgraduate and continuing professional development programmes including through online delivery launch by 22/23</p>	<p>Students provided with meaningful learning experiences and a greater perception of real-world issues leading to enhanced employability</p> <p>All curricula include Plymouth research-based material, and that students have opportunities to generate knowledge in their programmes</p> <p>Sustainability and climate action incorporated in the majority of UG and PGT programmes and biennial monitoring of performance and improvement in coverage</p> <p>Year-on-year increase of UoP PGT students who, on completion of their studies, are in receipt of funded doctoral studentships at the University</p>



3 We will advance our global reputation for research and knowledge exchange by: **ensuring that our researchers are connected and engaged in addressing research and knowledge exchange characterised by international networks, partnerships and collaborations.**

AIM	OBJECTIVES	OUTCOMES
3.1 Build a high quality, strategically aligned and mutually beneficial portfolio of global research partnerships	<p>Develop and deepen high quality partnerships and networks that have particular alignment to our Strategic Institutes</p> <p>Exploit benchmarking analyses, including Times Higher Education DataPoints and SciVal, to identify and provide the platform to create bi-lateral partnerships between individual research centres and promote multilateral research networks in particular areas of excellence</p> <p>Increase the percentage of our research outputs with international collaborators and further enhance success rates with international funding schemes</p> <p>Establish an Office for international research by 22/23</p>	<p>Three additional international strategic partnerships identified and created by 2025</p> <p>Across the institution in excess of 55% of UoP publications are with an international co-author by 2025</p> <p>Increased applications and awards arising from collaborative projects with global partners</p> <p>Year-on-year improvement in performance in International League Table such as QS, Shanghai and Times Higher Education</p>
3.2 Attract the best global researchers and nurture relationships with bodies or individuals that support doctoral studentships	<p>Identify and forge partnerships that provide postgraduate research students with opportunities to study with UoP plus an overseas institution</p> <p>Support Visiting Fellowship programmes with global partners to provide early career/ post-doctoral researchers opportunities to carry out identified research projects</p> <p>Promote sabbatical opportunities, including through bilateral exchanges, for national and international researchers to work with colleagues at UoP</p>	<p>Increased number of PGR students working in partnership with world-leading research organisations</p> <p>Elevated recruitment of researchers to UoP from overseas</p> <p>Increased number of international scholars coming to UoP for extended periods of research collaboration</p>
3.3 Enhance development of research and knowledge exchange collaborations with industry, governments and charities overseas	<p>Develop a strategic institutional approach to International Relationship management</p> <p>Increase overseas commercial research through international business development in key areas</p> <p>Ensure University IP has global visibility leading to increased overseas investment/income</p>	<p>Enhanced engagement of researchers with KE activities in global sectors</p>



4 We will grow a significant contribution to policy-making, the economy, and social and environmental well-being through: **the translation of research, development of industry and business partnerships, support of commercialisation, partnerships with third sector organisations, and capacity to provide thought leadership**

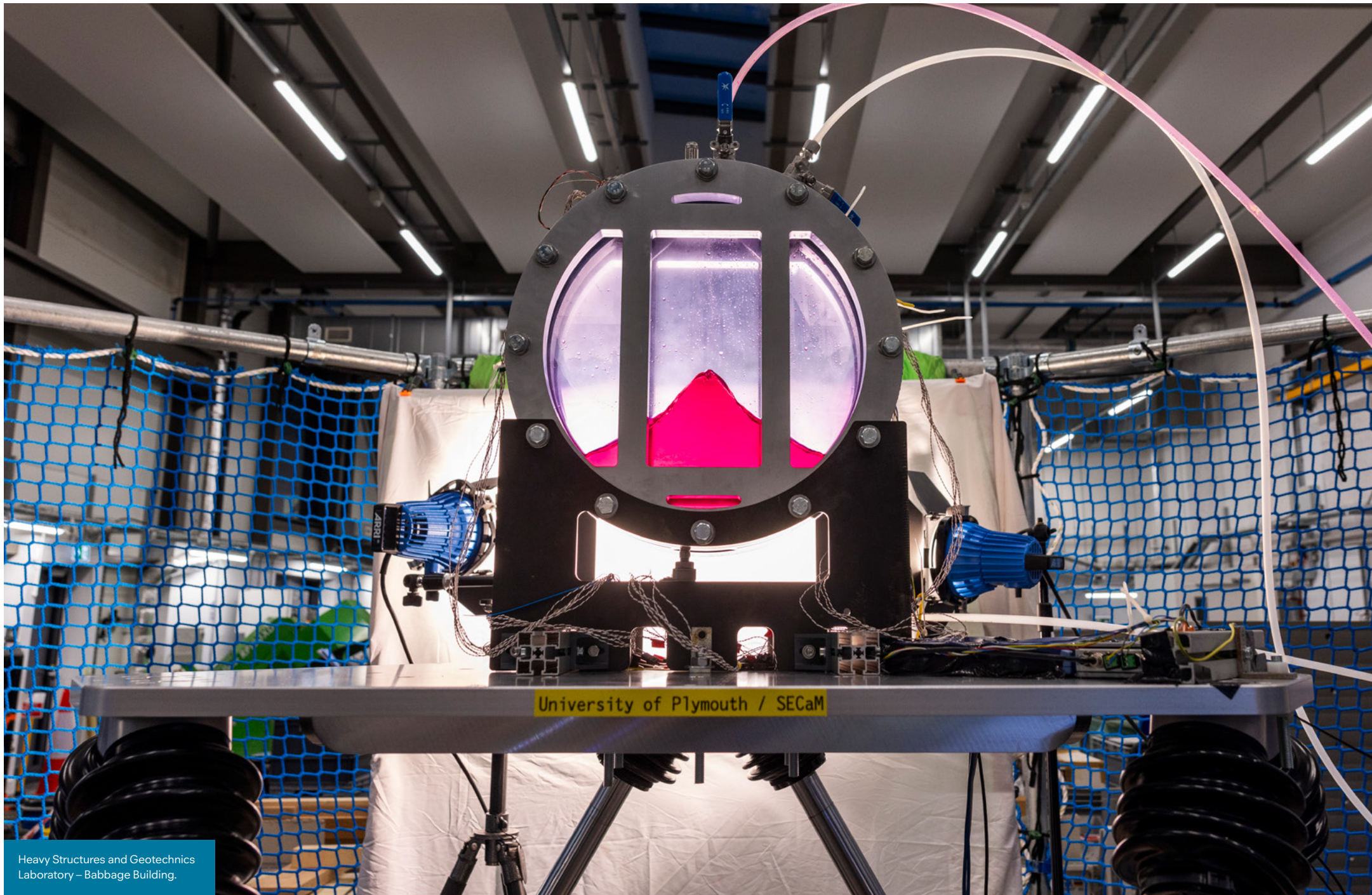
AIM	OBJECTIVES	OUTCOMES
4.1 Promote and support outstanding research impact to sustain and enhance our performance beyond REF2021	<p>Identify, plan, monitor, and evaluate the post REF2021 generation of impact case studies with reach and significance</p> <p>Secure and deploy external funding, such as UKRI Impact Accelerator Accounts, to respond to impact opportunities in more flexible, responsive and creative ways</p> <p>Develop and implement the use of a series of tools for planning and evaluating impact</p>	<p>Strengthened engagement with staff to accelerate translation of research outputs into impacts contributing to achieving top 40 by research power in the next Research Excellence Framework exercise</p> <p>Identification of potential case studies in each UoA and development of clear plans for pathways to impact, including the collection of evidence and the analysis of actual impact</p>
4.2 Build capacity to engage with knowledge exchange activities	<p>Establish, as detailed in our Knowledge Exchange Concordat plan, an annual capacity building programme by 22/23 aimed at Early and mid-career researchers, and covering all aspects of KE including policy engagement, IP exploitation, and third sector relationships to enable productive interactions between stakeholders and academic communities</p> <p>Provide impact training for all research staff and postgraduate students by 22/23</p> <p>Maximise the benefit to students, businesses, and community partners alike through the support and development of innovative KE activities.</p>	<p>Increased staff and student contributions to impact activities including public engagement</p> <p>Enhanced external communication of the reputation, reach and significance of our impact</p> <p>Students take an active role in the exchange of knowledge drawing on their subject specialism and lived experience</p>



AIM	OBJECTIVES	OUTCOMES
4.3 Achieve influence and impact through significant industry and business partnerships	<p>Use HEIF to invest strategically in capacity to support key industrial sectors aligned with the research strengths of the University by 22/23</p> <p>Maximise the use of our Science Park, Innovation Centres, Brixham laboratory and the strategic partnership with the Box in the development and delivery of a regional innovation programme</p> <p>Invest in City and regional opportunities around 'build back better' objectives and seek to lead key collaborative opportunities in annual spending reviews</p> <p>Lead on innovation projects in Plymouth, including Oceans Futures, Freeport and the Creative Placemaking agenda, capitalising on University strengths and facilities</p>	<p>Top quartile for KEF "Working with business" perspective by 23/24</p> <p>Top decile for KEF "IP and commercialisation" perspective by 22/23</p> <p>Maintain top decile for KEF "Local Growth and regeneration" perspective</p> <p>Total HEBCIS income from contract research, consultancy and use of facilities, (with SME income double weighted) in excess of £12m by 2025</p>
4.4 Provide thought leadership both to assist in shaping regional, national and global policy agendas and to inform national and international research initiatives	<p>Establish and support a bank of UoP thought leaders to provide expert insight via a range of media channels in support of the Reputation Strategy</p> <p>Increase national and international policy influence through the Strategic Research Institutes</p> <p>Build relationships with key figures in Whitehall/UKRI/Parliament/ third sector organisations who have influence with regards to research policy development</p> <p>Support LEP and other regional stakeholders with policy development and delivery including through strategic HEIF investment</p>	<p>The University of Plymouth globally recognised as a hub for dialogue and civic discourse</p> <p>Delivery of at least 3 corporate campaigns per annum with publication of associated thought leadership contributions in influential journals, such as the 'Conversation' and 'New Statesman', that provide informed commentary and debate</p>
4.5 Support meaningful public engagement with our research	<p>Co-create a public engagement strategy and delivery plan by end of 21/22</p> <p>Develop a specialist support service for public engagement in, and with, research by 22/23</p> <p>Establishment of a Community Research Programme that will partner researchers and community organisations in addressing research challenges that benefit the community and provide routeways to impact by 22/23</p>	<p>Enhanced community and cultural engagement that underpins and supports our Plymouth Civic Agreement</p> <p>Top quartile for KEF "Public and community engagement" perspective by 23/24</p>



Sustainability Hub



Heavy Structures and Geotechnics
Laboratory – Babbage Building.



UNIVERSITY OF PLYMOUTH

True to our roots and place we are pioneering and we advance knowledge and transform lives.