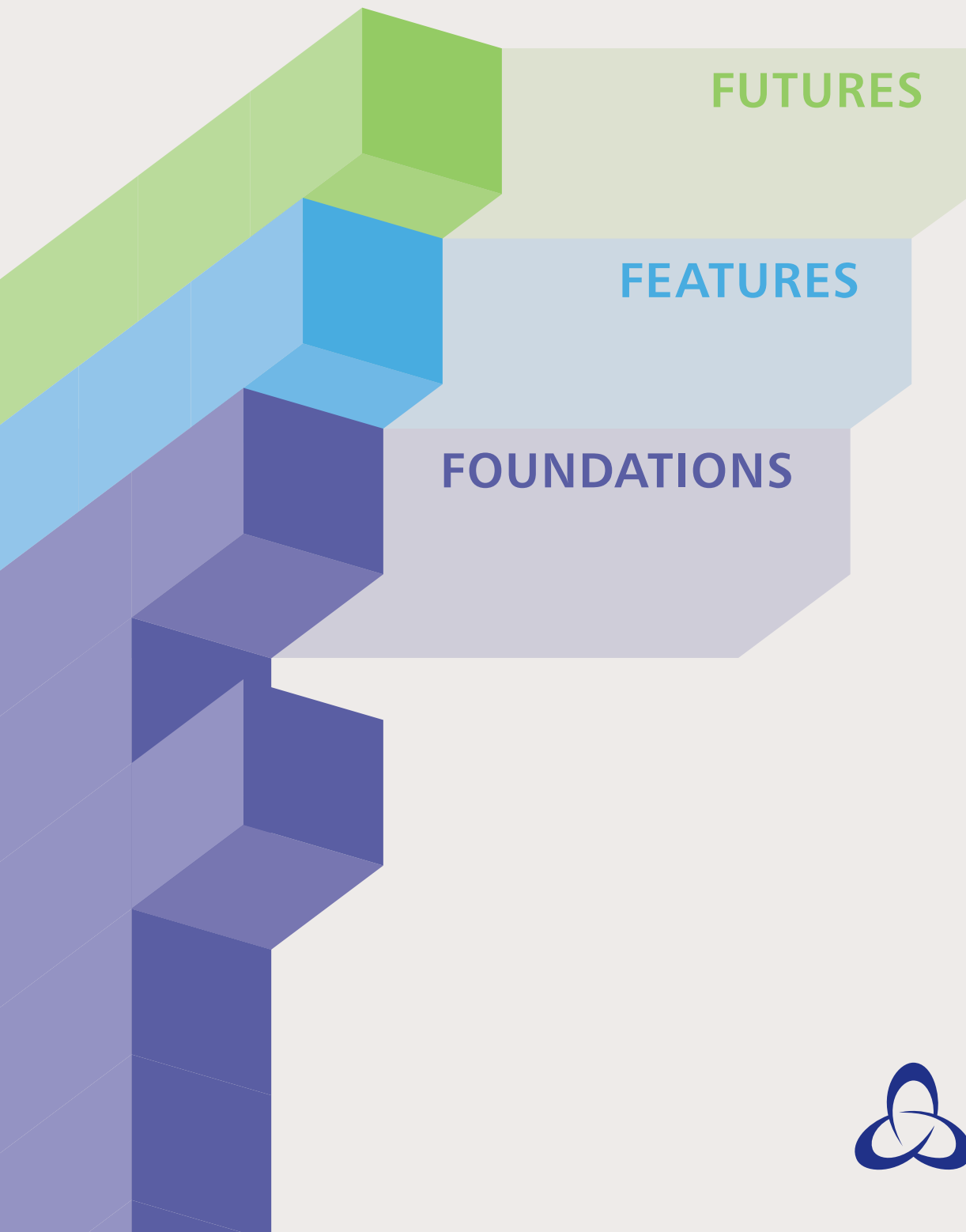


STRATEGIC PLAN FOR RESEARCH & ENTERPRISE

2018 - 2023





STRATEGIC PLAN FOR RESEARCH & ENTERPRISE 2018-2023

MISSION AND VALUES

FOUNDATIONS for our research and enterprise, the FEATURES that will characterise our research and enterprise, and the FUTURES we anticipate, are underpinned by our Mission, Values and University Strategic Framework.

The University's Strategic Framework 2015-2020 supports our mission, inspired by our Church of England foundation:

to pursue excellence in higher education: transforming individuals, creating knowledge, enriching communities and building a sustainable future.

WE VALUE:

- The development of the whole person, respecting and nurturing the inherent dignity and potential of each individual.
- The integration of excellent teaching, research and knowledge exchange.
- The power of higher education to enrich individuals, communities and nations.
- Our friendly, inclusive and professional community of students and staff, preparing individuals to contribute to a just and sustainable future.

The Strategic Plan for Research and Enterprise reflects our mission and values in its FOUNDATIONS, and in the FEATURES and FUTURES to which we aspire. It also sets out how we will develop and deliver these FEATURES and FUTURES.



FOUNDATIONS

STRATEGIC PLAN FOR RESEARCH AND ENTERPRISE

Our research and enterprise is founded on a values-led duty and desire to contribute, a commitment to provide a distinctive student experience, and a belief that research and enterprise is a core part of our University identity.

At the heart of our institutional mission is a commitment to transform lives: of our students, of our staff, and of our partners in, and the users of, our research and enterprise. This commitment is reflected in the foundations for our research and enterprise, which provide the overarching rationale for the development of our diverse research and enterprise portfolio.

A duty and desire to contribute...

We are a values-led organisation with privileged access to knowledge and resources.

This places a duty and responsibility upon us to use that privileged access, as well as cultivating a desire to do so, to advance and apply knowledge to make enterprising and evidence informed contributions to the challenges facing society and so enhance and enrich people's lives.

A distinctive student experience...

We are committed to providing our diverse student body with a high quality holistic student experience in relation to learning, the wider experience of the University and global citizenship.

This includes experiencing and influencing through co-creation the way in which our research and enterprise in particular, and global bodies of knowledge in general, can shape disciplines and influence policy and practice in the industries, sectors and communities in which students aspire to develop careers.

A core part of our identity...

Research and enterprise is a core contributor to our identity, and is at the forefront of the way in which our stakeholders and communities engage with and perceive the University.

It is key to our brand proposition, our reputation and influence, and makes a significant contribution to recruitment and retention of students and staff, to the student experience, and to the pride members of the University community, past, present and future, feel in their University.



FEATURES

STRATEGIC PLAN FOR RESEARCH AND ENTERPRISE

Our research and enterprise will be recognisable and distinctive as being connected, dynamic, collaborative, inspiring, creative, valued and sustainable.

Seven core features capture how our research and enterprise will be recognisable and distinctive across our diverse subject portfolio. They emphasise our values-led approach, our learning community as a partnership between staff and students, and the role of research and enterprise in defining our University identity.

OUR RESEARCH AND ENTERPRISE WILL BE:

Connected

...to the issues and problems that matter to communities and society.

...to the industries, sectors and communities that we serve, and in which our students and alumni aspire to develop and advance careers.

...to the local and regional economy, taking, translating and applying our knowledge resources and insights to places and people, and providing thought leadership.

...to the curriculum, through which students will be able to touch and experience, and through co-creation participate in and influence, the research that underpins their education and enhances their employability, as well as understand its uses and impact.

Dynamic

...through involvement in world-leading and internationally recognised substantive research that advances disciplines and is clearly visible within the curriculum.

...in undertaking research, delivering enterprising activities or externally engaging in ways that have an ethical, evidence-led and demonstrable impact on sector or industry policy or practice locally, regionally, nationally or internationally.

...in delivering externally recognised scholarship of practice, either the practice and pedagogy of HE, or the practice of the professions, that demonstrably impacts upon HE practice across the subject or discipline, or upon practice across the profession.

...in supporting examples of our excellence in research and enterprise that will evolve to remain relevant to global and societal challenges, and have outstanding and prominent impact and visibility beyond the University and in the curriculum.

Collaborative

...between staff and students, and our partners in, and the users of, our research and enterprise.

...between the University's learning community and the global bodies of knowledge and subject disciplines that support the advancement, translation and application of knowledge.

...through developing physical and virtual spaces for collaboration, both within our campuses and embedded across the regional economy, including strategic partnerships with other further and higher education providers, to facilitate innovation, enterprise and research excellence.



FEATURES

STRATEGIC PLAN FOR RESEARCH AND ENTERPRISE

Inspiring

...for our students, who will grow to be enterprising and research literate, with demonstrable experience and expertise to access, assess, develop and deploy the knowledge base that supports success in the industries, sectors and communities in which they wish to develop and advance careers.

...for our staff, who will transcend traditional boundaries and practices, and be challenging and open to challenge in addressing contemporary debates, problems and issues.

...for our partners in, and users of, our research and enterprise, and the wider public who will recognise our University as a site for the creative exchange of ideas and the development of ethical, evidence-led and practical solutions.

Creative

...in cultivating a learning community that fosters creative challenge and exchange, where staff and students can be co-creators of world-leading and internationally recognised insight and understanding.

...in drawing on our knowledge resources and insights to develop enterprising and innovative solutions for businesses, professions, the public and third sectors, communities and wider society.

...in supporting staff, students and alumni to develop community, cultural and commercial enterprises that contribute to the public good and generate a social and financial return on investment.

Valued

...by subject disciplines and research funders, who will recognise our work as making a significant, ethical and evidence-led contribution to contemporary debates and the advancement of knowledge.

...by the local and regional economy, who will recognise our research, knowledge exchange and enterprise as supporting social, economic and cultural prosperity.

...by our students, who will have a right to expect that their curriculum is designed and delivered by staff who are shaping disciplines and influencing policy and practice in the industries, sectors and communities in which they aspire to develop and advance careers.

...by the public, who will recognise our contributions as values-led and enhancing and enriching people's lives.

Sustainable

...through engaging with global and societal challenges, focusing on enduring problems and long-term solutions.

...in cultivating an enterprising mindset and research literacy among students that allows them to thrive as knowledge bases change and evolve in a future we cannot clearly describe.

...in supporting career progression and evidence-led practice through high quality staff development that both builds capacity and supports excellence in research and enterprise.

...through building specialist capacities and expertise that can evolve to stand the test of time and remain relevant for an uncertain future.



FUTURES

STRATEGIC PLAN FOR RESEARCH AND ENTERPRISE

Our future research and enterprise success will comprise increased capacity, improved quality, income growth, significant impact and extensive community engagement.

While the seven core features capture how our research and enterprise will be recognisable and distinctive, the futures to which we aspire in relation to capacity, quality, income, impact and community set out clearly and transparently what we wish to achieve over the lifetime of the Strategic Plan.

Capacity

All of our academic staff will be undertaking research, delivering enterprising activities or engaging in scholarship of practice in ways that shape disciplines or have a demonstrable impact on sector or industry policy or practice locally, regionally, nationally or internationally, and that enhance the student experience.

An increased proportion of staff will: (a) have a significant responsibility for independent research and thus be submitted to the 2021 Research Excellence Framework; (b) be actively working on research, knowledge exchange or enterprise projects or spin-outs with partners in the regional economy.

An increased postgraduate research student population will be registered to study at the University in 2022/23.

Quality

All subject areas submitted to the 2021 Research Excellence Framework will have aspects of their research activity assessed as World Leading (4*).

All future institutional and subject level submissions to the Teaching Excellence Framework will contain evidence of TEF gold standard in relation to Scholarship, Research and Professional Practice.

Our institutional submission to the future Knowledge Exchange Framework will evidence our extensive influence across and beyond the local and regional economy.

Income

Income supporting research and enterprise will increase, including HEBCI returnable income, Quality Related (QR) research income, Higher Education Innovation Fund (HEIF) income, and postgraduate research (PGR) programme income.

Externally generated income will increase, including income generated from research grants and contracts and knowledge exchange and consultancy, and from student, staff and alumni spin-out and start-up enterprises.

An increased level of external income per annum per member of staff will be submitted to the 2021 Research Excellence Framework, expressed as an average per member of staff submitted.

Impact

An increased proportion of impact case studies submitted to the 2021 Research Excellence Framework will be rated as World Leading (4*) or Internationally Excellent (3*).

Student, staff and alumni spin-out and start-up enterprises will be hosted by the University by 2022/23.

All of our students graduating in 2022/23 will have experienced meaningful curriculum content delivering enterprise education and research literacy.

Community

Satellite bases embedded with local industry partners across Kent and Medway delivering high quality research, knowledge exchange, enterprise and training outcomes, will have been established by 2022/23.

A range of collaborations with strategic partners in industry, the public or third sectors, and further or higher education will realise external income in 2022/23.

Our learning community will be inclusive of diversity, providing equality of opportunity and equity of reward for research and enterprise activities, and achieving Institutional Athena SWAN Silver Award by 2022/23.



THE STRATEGIC PLAN 2018-2023

Our Strategic Plan sets out priorities for investment, leadership, enhancement and governance to develop and deliver our research and enterprise FEATURES and FUTURES.

The priorities for investment, leadership, enhancement and governance are presented as a manifesto for the implementation and delivery of the Strategic Plan features and futures throughout the organisation.

We will develop a sustainable and strategic approach to funding for research and enterprise that ensures that:

- funding from block grants, fees and bursaries for research, knowledge exchange and enterprise is invested to achieve a return on investment recognised in ratings in the REF, KEF and TEF.
- applications and bids for external funding, as well as the resources that support them, are focused on areas of strategic priority, strength, and likely success.
- costs of doing research and enterprise across the university are consistent, equitable, sustainable and benchmarked to the sector.
- academic governance mechanisms to deliver the above are embedded in our Research and Enterprise Integrity Framework.

We will support, promote and evolve examples of our excellence in research and enterprise that will:

- deliver outstanding academic, financial, external and student experience impacts.
- have a clear local, regional, national and international presence, and consistently deliver reputational enhancements.
- be dynamic, in evolving as our research and enterprise portfolio evolves.
- be supported by academic governance processes to sustain impact and delivery.

We will develop a research and enterprise ecosystem to support delivery and guide investment that will comprise:

- an Academic Leadership Team for research and enterprise, bridging the Research and Enterprise Directorate and the Faculties.
- a central support service of research, knowledge exchange and enterprise professionals with specialist skills to support the development and enhancement of academic research and enterprise activity.

■ a common outcomes framework for the delivery of our research and enterprise futures that will unify principles and approaches whilst providing for local variations in faculty portfolios.

- Academic governance processes to ensure our research and enterprise is of the highest quality (an annual Research and Enterprise Quality Improvement and Enhancement process, REQIE) and is held to the highest standards of integrity (a Research and Enterprise Integrity Framework).

We will provide an integrated development programme to support research and enterprise careers that will:

- cover the full range of research and enterprise roles, from interns, postgraduate research students and research assistants through all academic staff up to and including professors.
- fully integrate and reward research and enterprise activity in appraisals, promotions, workload profiles and the delivery of an excellent student experience, incorporating pro-active approaches that recognise equality, diversity and inclusion.
- develop, maintain and enhance research and enterprise skills, expertise and experience commensurate with career stage and that facilitates career progression.
- underpin the expectation that all academic staff will be undertaking research, delivering enterprising activities or engaging in scholarship of practice in ways that shape disciplines or have a demonstrable impact on sector or industry policy or practice locally, regionally, nationally or internationally, and that enhance the student experience.

We will build a vibrant and connected learning community that will be supported to:

- embed our staff, students and alumni within a research and enterprise community that extends across and beyond the university, linking with

other universities, academic subject and discipline associations, and professional and industry bodies to do so.

- actively seek and develop opportunities for external partnerships and collaborations that will deliver the features and futures to which we aspire.
- communicate our strengths and promote our achievements to ensure alignments between our work and the priorities of the local and regional economy, enterprise partners, and research commissioners, sponsors and funders are highlighted.
- further develop our programme of events, colloquia, seminars and other external engagement activity to increase recognition of our work and extend its influence.

We will translate our research and enterprise to deliver social, economic and cultural prosperity by:

- providing an Enterprise Exchange as a space for incubation, advice and continuing development for staff, student and alumni spin outs and external start-up enterprises.
- exploring the development of a university wide Impact Institute to promote, generate and deliver impact from our research and enterprise.
- developing research and enterprise internships, secondments, sandpits, proof-of-concept schemes, seedcorn funding competitions and other incentives to transfer our work into the economy.
- implementing governance and support mechanisms to develop, protect, promote and exploit our intellectual property, including that of our students, and that developed jointly with partners.

