



Title: Solent Research and Innovation Sub-Strategy 2015-20
Document Type: Strategy
Location: Academic Handbook Section 1C
Version: 1.1
Publication date: August 2015
Author: Academic Services
Approved by: Board of Governors
Last updated: August 2015

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Aims of Research and Innovation Sub-Strategy

This Research and Innovation sub-strategy sets out our plans to achieve Solent's ambition to be a research-active and research-informed University as articulated in our strategic plan, Building an Excellent University 2015-20.

We aim to carry out research and innovation activities that combine the highest academic quality and impact with significance for the wider society. Our expectation is that all of our academic staff will be involved in applied research or knowledge exchange by 2020, working at the forefront of their field.

Solent's new Research and Innovation sub-strategy is a strong yet flexible framework that will engage and support our research and innovation community and our partners to address the challenges of the 21st century. It will ensure that our staff and students can continue to do outstanding work in an environment that will enable them to thrive.

Our vision for the future is clear: to create the most supportive environment possible so that our researchers, scholars and learners can do what they do best - advance understanding and apply new knowledge.

Solent is committed to supporting disciplinary excellence wherever it is found. However, building a successful research strategy also depends on understanding the wider research landscape. Research and innovation are increasingly more collaborative, interactive and dynamic. The complexity of today's challenges and research problems demand that we move beyond our traditional disciplinary strengths and seek out complementary knowledge and expertise in other fields and in collaboration with partner organisations.

The current funding environment is similarly competitive and complex. The resources to support research and innovation are derived from a multitude of sources and programmes, including those of various levels of government, non-governmental organisations, private sector partners, and third sector and other

organisations in the UK and around the world. This is partly the result of exciting developments in the intellectual landscape and of the magnitude of the challenges we seek to address. It is also the result of an increasing emphasis on the importance of the impact of research and the political and financial investment in the idea of research and innovation as economic drivers.

The intent of this Research and Innovation sub-strategy is not to plan research per se, but to ensure that we enable researchers to do outstanding work individually and in teams, in the best possible environment.

Research and Innovation Hubs

This sub-strategy identifies four thematic areas that are intended to facilitate excellence and collaboration both within Solent and with partner organisations, as well as to address issues of local, national and global importance. The four Research and Innovation Hubs that we outline below are strategically complementary to our traditional disciplinary strengths and inclusive of current areas of research and innovation strengths:

- Business and Society Research and Innovation Hub
- Creative and Digital Industries Research and Innovation Hub
- Maritime, Technology and Environment Research and Innovation Hub
- Sport, Health and Wellbeing Research and Innovation Hub

Embedding research and innovation strategically in a multidisciplinary and interdisciplinary framework can help meet the demands of the funding environment and can contribute significantly to sustainable research programmes. We can also add value to our research and innovation and help create the novel approaches and breakthroughs that are needed to address issues of local, national and global importance.

Our research strengths and potential have been confirmed by our REF 2014 results. By fortifying strategic hubs in key thematic areas, we intend to build on these results and on our research strengths and to have 'internationally excellent' or 'world leading' research in all our Schools by 2020.

The Research and Innovation Hubs presented here are not intended to be exhaustive of all the excellent work going on at Solent, nor are they meant to be prescriptive. Rather, they are meant to offer strategic entryways into interdisciplinary and multidisciplinary networks and collaborations, and to offer research and innovation opportunities to contribute to important challenges.

At the same time, the Hubs provide leeway for responding to new challenges as they arise. They integrate with the work of existing Solent Schools and research clusters, and are poised to optimise the impact of current research by creating cross-University Hubs that focus on significant challenges.

The Research and Innovation Hubs embody an established strength of Solent that informs its teaching and research missions: fostering the discovery and application of new knowledge relevant to advancing education and practice. Research in several

areas throughout Solent is yielding insights about how to promote synergy between theory and practice. This important work permeates all of the themes we have identified and contributes to ongoing enhancement in the way students are taught in every School at Solent.

Alignment of Research and Innovation Sub-Strategy

We recognise that the breadth and range of high quality research activities at Solent must align with all aspects of our strategy. In addition to REF-aligned research, our research strengths include pedagogic research, near-market research, professional practice-related research and creative outputs, and multi- and interdisciplinary research. The effects of our research on social and technical innovation may also be realised through the training that PhD and other students receive, and that they then take with them to innovative organisations within government, business, industry and the third sector.

This Research and Innovation sub-strategy aims to provide all members of our scholarly community with the tools they need to be successful and competitive and to establish mechanisms thorough which Solent’s expertise and analysis can be brought into the public forum so that funding agencies, opinion-makers and policymakers can be informed by our work.

By 2020, we aim to be recognised and distinguished by our focus on the translation of knowledge into societal and economic benefit and our engagement with local communities and businesses. A detailed implementation plan with appropriate performance measures will ensure that this Research and Innovation sub-strategy delivers the intended outcomes.

Objectives	Actions	Targets	Milestones
To secure research degree-awarding powers	Collect relevant information and prepare RDAP submission	Annual increase in the number of postgraduate research students	Attainment of research degree awarding powers (RDAP)
	Recruit experienced supervisors to mentor and train new supervisors	Annual increase in the percentage of successful PhD completions within 4 years FT or 8 years PT	Establishment of a suite of research degrees focussed on Solent’s research strengths and the needs of Solent staff, students and partners, in particular professional doctorates and practice-related research degrees
	Support ongoing implementation of the <i>Concordat to Support the Career Development of Researchers</i> and the <i>Concordat to</i>	Annual increase in the number of suitably qualified supervisors	

Objectives	Actions	Targets	Milestones
	<i>Support Research Integrity</i>		
To improve our infrastructure through the Research and Innovation office	<p>Establish Research and Innovation team</p> <p>Develop and embed policies, procedures and processes for supporting research and innovation</p> <p>Implement Research Information Management System</p>	<p>Annual increase in number of bids supported by the Research and Innovation team</p> <p>Annual increase in number of academic staff engaging with the Research and Innovation team</p>	<p>Establishment of professional Research and Innovation services offering pre- and post-award, KTP, contract, consultancy and IP support</p> <p>Readily available up-to-date management information for research and innovation</p>
To establish a strong focus for research and innovation in each School	<p>Support the linkage of School plans and activities with Research and Innovation Hubs</p> <p>Provide expertise, support and project management for research and innovation activities</p> <p>Make available pump priming resources for research, innovation and knowledge exchange</p>	<p>Annual increase in the number of academics engaged in research and innovation activities</p> <p>Annual increase in number of KTPs</p>	<p>‘Internationally excellent’ or ‘world leading’ research in all the Schools</p> <p>All academic staff involved in applied research or knowledge exchange activities</p>
To develop cross-institutional research groups based on interdisciplinary areas and addressing real world issues	<p>Establish cross-University Research and Innovation Hubs</p> <p>Establish a Research and</p>	<p>Annual increase in number of staff and students engaged with Research and Innovation Hub activities</p>	<p>External acknowledgment and recognition of Solent for its novel approach to developing research and innovation</p>

Objectives	Actions	Targets	Milestones
	<p>Innovation Fellow for each Hub</p> <p>Establish an advisory panel for each Hub with internal, external and student members</p> <p>Recruit post docs to contribute to the research and innovation work of the Hubs</p>	<p>Annual increase in number of multidisciplinary and interdisciplinary bids submitted</p>	
<p>To improve our performance in the next REF and enhance our position in the research league table</p>	<p>Build a strong submission to at least six Units of Assessment (UoAs) for the next REF (or equivalent exercise)</p> <p>Develop relevant impact case studies for REF</p> <p>Conduct annual review and assessment of potential REF submission</p>	<p>Improved performance in the next REF</p> <p>Increased proportion of academic staff submitted to REF (or equivalent exercise)</p>	<p>Successful submission of 'internationally excellent' or 'world leading' research to at least six UoAs in the next REF (or equivalent exercise)</p> <p>Increased percentage of overall submission meeting the standard for 3* and 4* (or equivalent)</p>
<p>To improve our external reputation for research and innovation and maximise our external research income from the LEP, Research Councils UK, charities, Government departments and the European Union</p>	<p>Establish contracts, bid support, knowledge exchange and business development infrastructure, support and training</p> <p>Establish peer review and mentoring capacity in each Research and Innovation Hub</p>	<p>Annual increase in external research and innovation income</p> <p>Annual increase in number of staff in receipt of external research and innovation funding</p>	<p>Improved position in relevant league tables and sector-relevant research and innovation KPIs</p> <p>Solent recognised for expertise in professional and practice-related research and innovation</p>

Objectives	Actions	Targets	Milestones
	Support ongoing implementation of the <i>Concordat for Engaging the Public with Research</i>		
To require research-informed teaching and student engagement in research	<p>Plan and deliver annual University-wide Solent Research Challenge</p> <p>Plan and deliver annual Research and Innovation Conference</p> <p>Facilitate research internships for students</p> <p>Work in partnership with Solent's Learning and Teaching Institute and Professor of Research-informed Teaching</p>	<p>Annual increase in number of staff and students engaged with Solent Research Challenge</p> <p>Annual increase in number of attendees at Research and Innovation Conference</p> <p>Annual increase in the percentage of academic staff with research degrees or undertaking research degrees</p>	<p>Majority of academic staff have a research degree</p> <p>Majority of students have participated in a research project whilst studying at Solent</p>
To strengthen the University's overall performance in research and innovation	<p>Annual review and analysis of research and innovation activities, outputs and outcomes</p> <p>Annual action plan and targets for Solent research and innovation</p> <p>Enhance and extend Researcher Development Programme</p>	<p>Annual increase in the proportion of research grants and contracts obtained per proportion of academic staff costs</p> <p>Annual increase in staff and student participation in Researcher Development Programme</p> <p>Annual improvement in</p>	<p>Improved position in research and innovation league tables</p> <p>Increase in total income from research grants and contracts as reported in Tables 5a and 5b in the HESA Finance return</p> <p>Improved position in at least three of the HEBCI survey metrics</p>

Objectives	Actions	Targets	Milestones
		HEBCI survey indicators	