

## Research, Innovation and Enterprise Strategy 2018-2021

### Vision

The *Research, Innovation and Enterprise Strategy* contributes to the achievement of the University's vision

“to be recognised as a catalyst for individual and regional prosperity and pride with national and international relevance, reach and impact”.

People, place and partnerships play an important part in our activity. The university's research, innovation and enterprise community has a focus on practice-based activity grounded in the real world, in the areas of health, sport and wellbeing, education, arts and culture, the rural and visitor economy, business and leadership, and science, technology and environment.

We will build on the success of our nationally and internationally recognised research activity, scholarship, innovation and knowledge exchange to enable for positive change for individuals and communities and realise global reach. By building and utilising staff expertise, innovation and research, we will ensure all students will experience an academic culture that is research informed, vital and challenging. The university has a number of research centres, centres of excellence and collaborative partnerships to enhance our research, innovation, and enterprise reputation, influence and impact.

### Purpose

This strategy provides a clear statement of the university's values, principles, priorities and expectations with regard to research, innovation and enterprise. It sets out a framework within which all our academic departments, research centres and centres of excellence will operate. The strategy encompasses all areas of research, innovation and enterprise and the development of our staff and students. This strategy links with our [Learning, Teaching and Assessment Strategy 2017-2022](#)

### Aims

This strategy articulates the ethos, focus and direction of research, innovation and enterprise at the University of Cumbria. We aim to:

- Broaden the ethos of academic enquiry and knowledge creation in all academic departments to create a sustainable research, innovation and enterprise base.
- Focus on building our reputation through high quality, real world, applied research, innovation, knowledge exchange and enterprise within our [academic departments](#), [research centres](#) and centres of excellence.
- Ensure our professionally focussed, interdisciplinary high quality research and innovation activity directly informs and enriches our academic and vocational portfolio of programmes and student learning.
- Support postgraduate research students by having an environment that provides quality research, leadership and business training and skills development.
- Ensure the accessibility and availability of our research and scholarship to our local, regional, national, and international audiences.

- Grow and develop our academic community of researchers and innovators through supporting their development from early career to established experts and leaders in their field.
- Grow our productive partnerships with other universities, research based institutions, stakeholders and business, regionally, nationally and internationally, with small and medium enterprises, industry, government departments and non-government organisations.

The strategy is organised around four interrelated themes:

1. Impact and Environment of Research, Innovation and Enterprise
2. Excellence in Postgraduate and Doctoral Portfolio
3. Research and Knowledge Exchange Capacity and Capability of Staff
4. Collaborative Partnerships and External Engagement

### **Theme 1: Impact and Environment of Research, Innovation and Enterprise**

As a research, practice and employer-informed institution, our core commitment is to grow the quantity and quality of our research and innovation in focussed areas, by raising the level and ambition of our activities, nationally and internationally. That our research, innovation and enterprise makes a demonstrable contribution to advances, across and within disciplines, including significant advances in understanding, methods, theory and application, and contributes to society and the economy.

Our academic departments, research centres and centres of excellence focus our provision and expertise and, ensure we have research and knowledge exchange 'strength in depth' across all academic disciplines to engage in excellent research and knowledge exchange. The measures of our success will be through the vitality and sustainability of our research and enterprise environment, the reach and significance of our impact on communities, policy and practice, and the international excellence of our outputs.

#### **We will:**

1. enhance and grow focussed research centres and centres of excellence
2. increase targeted external bidding
3. increase the visibility of our research, enterprise and knowledge exchange activity
4. ensure the use of the institutional repository to meet the challenges of the accessibility and availability of our research and scholarship
5. utilise existing staff expertise, research and visiting scholars to enhance our research environment and academic programmes

#### **Indicators:**

- Results of REF2021 (environment, impact and outputs)
- Increase in competitive research income and collaborative partnerships
- Increase in income returned to Higher Education Business and Community Interaction Survey (HEBCIS)
- Critical mass of research students and staff in cogent fields of study
- Increase in master classes, stakeholder events, public lectures, seminars, and conferences
- External and internal interaction with institutional repository (Insight)

## **Theme 2: Excellence in Postgraduate and Doctoral Portfolio**

Our research and innovation outcomes and outputs will have impact on society, the economy and cultural activity and will enrich our taught and postgraduate research programmes. We seek to create a stimulating community of researchers, through the quality of learning opportunities on our research degrees, facilitated by research active staff and supervisors, which engage and inform our people and partnerships.

A high level of professional knowledge of current research and advanced scholarly activity of our cross-discipline based, professional practitioner subjects of study informs the supervision of our postgraduate taught and research students, and teaching at masters and doctoral level.

### **We will:**

1. gain research degree awarding powers
2. grow our postgraduate and doctoral portfolio
3. expand our national and international postgraduate research programme provision capitalising on place, heritage and collaborative regional, national and international partnerships
4. develop our postgraduate research capability, offer and opportunities
5. support our researchers to pro-actively engage in their own personal and career development, and lifelong learning
6. enhance our research skills development programme to support personal and professional development of postgraduate researchers and staff
7. engage with and meet the needs of industry through collaborative programmes

### **Indicators:**

- Postgraduate Research Evaluation Survey (PRES)
- Increase in postgraduate research student recruitment
- Increase in recruiting, selecting and retaining staff with the highest potential to achieve excellence in research
- Success of postgraduate employment
- Increase in income returned to Higher Education Business and Community Interaction Survey (HEBCIS)

## **Theme 3: Research and Knowledge Exchange Capacity and Capability of Staff**

Our staff are our greatest asset and we will strive to ensure that all our staff are equipped, supported and valued. Research and knowledge exchange in all our academic departments, will focus on particular areas of strength and excellence. Each department will prioritise work that is relevant to academic communities, the wider interests of business, the public and the third-stream sector, appropriate to its disciplines. The amount and nature of research, innovation and enterprise will vary between disciplines and will inform the curriculum. Across each area, staff will engage in research, enterprise, professional practice and domain leadership.

### **We will:**

1. be recognised as a place of knowledge exchange where people and partnerships develop capacity and capability.

2. develop dynamic and confident staff, drawing on their industry and practice-based knowledge and expertise, to deliver and inform our research, practice and employer-informed designed enriched curriculum.
3. invest in our academic research skills, leadership and development to extend our capability and build capacity
4. enhance our coaching and mentoring schemes to support staff development
5. recognise and value students and staff as a key to develop and deliver world-class research
6. grow the number of research active staff with national and international standing

#### Indicators:

- Staff engagement with research skills development
- Increase in academic staff with national and international standing
- Increase in doctoral supervision capacity
- Increase in collaborative research income
- Increase in high quality research outputs
- Increase in deposits and downloads of repository items

### Theme 4: Collaborative Partnerships and External Engagement

Our civic engagement and our relationships with our regional, national and international stakeholders will shape our activity. It will address the societal issues and challenges for our stakeholders with a commitment to ensuring the existence of a sustainable research, innovation and enterprise culture and environment. Our partners will be recognised and engaged as part of our research, knowledge exchange and innovation activity. The visibility of our research, innovation and enterprise, and our student and graduate success will be celebrated through media, conferences, public lectures and stakeholder events.

A key priority will be to generate intellectual property in focussed fields. Our priorities will arise from the development of our industrial strategy and shall involve strategic partnerships with external organisations, including Higher Education Institutions (HEIs) and Local Enterprise Partnerships (LEPs). Our internal expertise will be engaged in developing the necessary intelligence and strengths required.

#### We will:

1. enhance, through research our business and professional services' portfolio, research-informed curriculum and growth potential and support the regional industrial strategy and growth
2. grow income associated with the key themes established through our emerging *Industrial Strategy*
3. collaborate through engagement with strategic partnerships
4. grow our collaborative research and evaluation activity
5. grow our market, national and regional needs focussed continuing professional development portfolio
6. further develop high impact research outputs
7. grow our public seminar and lecture series linked to centres and academic departments
8. produce Impact case studies

### Indicators:

- Increase in national and international recognition for collaborative and employer partnerships
- Increase in stakeholder events, media activity, conferences and workshops
- Increase in research and consultancy income
- Increase in intellectual property development and exploitation
- Increase in high impact outputs
- Increase impact recognition
- Increase in income returned to Higher Education Business and Community Interaction Survey (HEBCIS)

### Definitions:

**Research** and experimental development (R&D) comprise creative and systematic work undertaken in order to increase the stock of knowledge, including knowledge of humankind, culture and society, and to devise new applications of available knowledge (OECD, 2015).

**Innovation** is the introduction of a new idea, method or device, or changes made to an existing product, idea, or field (Oxford English Dictionary, 2018).

**Knowledge Exchange** is a process, which brings together academic staff, users of research and wider groups and communities to exchange ideas, evidence and expertise (RCUK 2014).

**Enterprise** is a term in the commercial world used to describe a project or venture undertaken for gain, often associated with business (OECD, 2016).

OECD (2015), "Concepts and definitions for identifying R&D", in Frascati Manual 2015: Guidelines for Collecting and Reporting Data on Research and Experimental Development, OECD Publishing, Paris.  
<http://www.oecd.org/innovation/inno/frascati-manual.htm>

Research Councils UK (2014) Impact through knowledge exchange: RCUK position and expectations.  
<http://www.rcuk.ac.uk/documents/innovation/keposition-pdf/>

### Related Documents:

[Strategic Plan 2017-2020](#)

[Learning, Teaching and Assessment Strategy 2017-2022](#)

Industrial Strategy (in development)