Anglia Ruskin
University

Research and Innovation Strategy

2018–2022

We aim to bring about a step
change in our research capacity
to maximise its impact for the
communities we serve
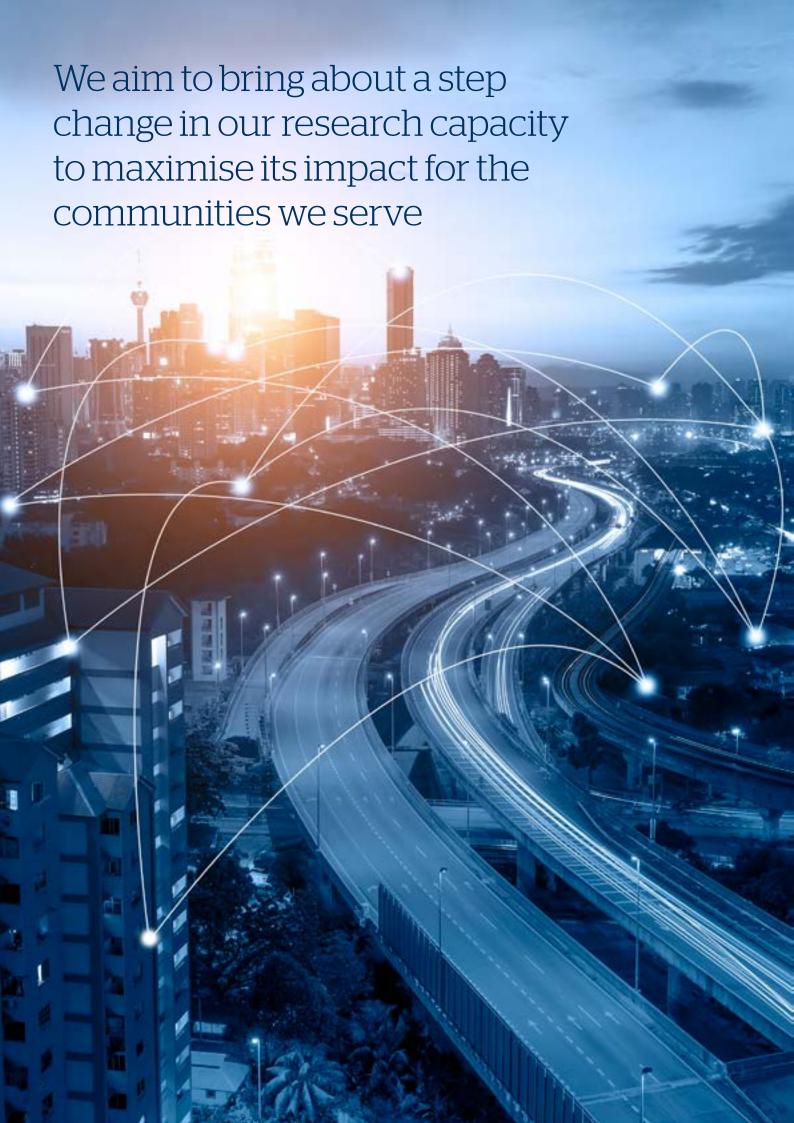
Introduction

The University Strategy aims to bring about 'a step change in our research capacity to maximise its impact for the communities we serve.'

The Research and Innovation Strategy sets out the principal means by which we will deliver the overarching research and innovation aims set out in our University Strategy. It states that we will:

- focus our investment in people, infrastructure and our Research Institutes in key areas of international excellence and regional need, delivering research and innovation of outstanding quality and impact;

- build and develop stronger and more productive relationships with collaborators and stakeholders, including industry, public sector and businesses in areas linked to our research strengths;

- deliver a culture and working environment in which collaborative and multi-disciplinary research and innovation thrive, careers flourish, and research leadership is strengthened;

- adjust the balance of workload between individuals, to enable our most productive researchers to focus more on research and related activities;

- identify and nurture a small number of substantial relationships with overseas universities whose values and research expertise complement ours.

We will significantly grow our research capacity, quality and productivity by building on our strengths, focusing our investments and consolidating our internal and external research networks.

We will maintain a consistent and overriding focus on maximising the quality, reach and impact of our research and innovation.

1. Research

We will support and grow high quality research across our University.

Each Faculty and School will be required to contribute to our research aspirations. Every undergraduate student will have the opportunity to study in an environment where outstanding researchers contribute to their education, and to develop and apply an understanding of research methodology and the ability to critique original research.

We will also identify and focus our investment in a number of **priority research areas**, i.e., areas in which we have identified international excellence and/ or a particular regional need. In doing so we will build up areas of significant strength with critical mass, driving up the quality, sustainability and impact of our research, raising our profile, building external networks and securing external funding.

Our priority research areas will be kept under review, and will evolve over time as our research communities continue to innovate and develop.

We will support collaborative and multi-disciplinary research through our Research Institutes, targeted cross-institutional support, a programme of 'sandpits,' workshops and conferences, and the internal and external promotion of our academics' expertise.

Our priority research areas are:

Health	• Ageing
	• Sustainable health care
	• Vision
	• Medical devices and technology
Science and engineering	• Built environment and future cities
	• Sustainability and environment
	• Crime and policing
Social sciences	• Entrepreneurship and applied innovation
	• Social inclusion and marginalised communities
Arts and humanities	• Creative practice and creative industries
	• Music therapy

2. Innovation, Consultancy and Knowledge Exchange

Through innovation, consultancy and knowledge exchange we will maximise the social, economic and cultural impact of our research, addressing the emerging priorities of national and regional Industrial Strategies, and ensuring that Anglia Ruskin plays a key role as an anchor institution for the East of England.

Our Knowledge Exchange activities will focus on supporting companies and other organisations (including professional, charitable and community organisations) to access expertise, facilities, funding and other partners to drive innovation and economic growth, thereby creating opportunities for our staff and students to apply their academic expertise and maximise the impact of their research. We will review our sector strategy, to ensure we are successfully targeting priority sectors by bringing together multi-disciplinary teams to develop innovative solutions to pressing contemporary challenges.

Our Innovation Centres in Chelmsford and Harlow will provide innovation space for early stage companies, foster partnerships between companies and our researchers and support the development of our wider Engineering strategy.

We will develop and implement new policies around IP, commercialisation, enterprise and consultancy and ensure that academic staff are appropriately supported in and rewarded for their engagement in these activities.

3. Staff

We will ensure that academic staff time is optimally used across the University in a way that balances the needs of individuals, schools, faculties and our University as a whole.

Our biggest investment in research is the proportion of academic staff time that is allocated to research activities. This is pivotal to our success and we will ensure that this time is optimally used across our University in a way that balances the needs of individuals, schools, faculties and our University as a whole.

Academic appointments, on the combined teaching and research path, will continue to require a PhD or Professional Doctorate, and we will support those without a doctorate to pursue one where this provides mutual benefit. For some posts, however, we will introduce a new 'practitioner' role, without a requirement to undertake research or hold a doctorate.

We place particular importance on recruiting and supporting Early Career Researchers (ECRs) and will review our ECR Charter in 2018 to ensure its effectiveness. We will enhance our provision of professional development opportunities for ECRs and introduce a research leadership development programme.

We will introduce a programme of Ruskin Fellowships, attracting to Anglia Ruskin outstanding mid-career researchers to build on our existing research strengths and enhance our academic leadership in the future. We will complement this initiative with an internal scheme, awarding a small number of two-year Ruskin Fellowships annually to colleagues working in our priority research areas, to accelerate their research careers and further build capacity.

We will offer targeted support and career development opportunities to our research leaders and aspiring research leaders, including our Readers, Professors and UoA Convenors, engaging them as widely as possible in mentoring and leadership roles across our community.

As set out in the University Strategy, we will adjust the balance of workload between individuals, to enable our most productive researchers to focus more on research and innovation activities. Allocations of research time will be negotiated annually, based on the regular review of outputs through the Individual Research Report, and will vary over time. Wherever possible we will ensure that those with a 'significant responsibility' for research are allocated a minimum of approximately 0.3 FTE of their time (pro rata) for research.

We will continue to support the research and research development of all academic colleagues on teaching and research contracts, including those not carrying a 'significant responsibility' for research (as defined in our REF Code of Practice), in order to maintain an inclusive culture and working environment, to support all colleagues' career development, and to ensure the education of all our students is informed by high quality, original research. We will also provide bespoke support and professional development to those staff whose focus is on innovation or enterprise rather than more traditional forms of research, and ensure these activities are properly reflected in career paths.

We will maintain our HR Excellence in Research Award, achieve Athena SWAN Department Bronze Awards in each of our Faculties and uphold the principles of the Race Equality Charter.

4. Students

We will grow our postgraduate research (PGR) student population, focusing in particular on building critical mass in areas of research strength, and creating a supportive and vibrant research environment.

We will centralise our financial support for PGR students through the VC's PhD Studentships scheme, offering at least 12 fully-funded PhD studentships in priority research areas across the University each year, and grow the number of externally-funded PhD students.

We will grow our portfolio of Professional Doctorates, including in our priority research areas.

The Doctoral School will co-ordinate and lead enhanced development programmes for PGR students and their supervisors, and will support faculties in continuing to significantly improve the completion rates and times of our PGR students.

We will establish a Postgraduate Students' Research Association, work with ARU Students' Union to elect, train and support PGR representatives, and ensure students' views are effectively understood and responded to.

12 fully-funded PhD studentships in priority research areas each year

5. Infrastructure

We will continually review and improve our infrastructure, focusing investment on our priority areas, growing capacity and strengthening our external partnerships.

Our research and innovation infrastructure is made up principally of our Research Institutes, research centres and other units, our Research and Innovation Development Office (RIDO), our Innovation Centres, and facilities including our Clinical Trials Unit, laboratories, studios and engineering workshops. We will maintain our Research Investment Fund at least at its current level (£3.3m per annum) and continue to ensure that HEIF and QR expenditure is targeted effectively and transparently in the delivery of this strategy.

Our Research Institutes are focused on delivering research and innovation of outstanding quality and impact, and fostering multidisciplinary and collaborative research.

Our Research Institutes will continue to receive their current levels of financial support through to July 2021 in order to assist long term planning and in recognition of the fact that each will be expected to make a significant contribution to our submission to REF2021. The Research Institutes will next be reviewed early in 2021.

We will clarify the criteria and processes through which research groups, centres and institutes are created, developed and supported, and will review our research centres and groups in 2018-19 to maximise their effectiveness and ensure our investments are aligned with our research priorities.

RIDO is focused on delivering an outstanding research and innovation support and development service, with an emphasis on support for:

- grant capture and bid writing
- maximising impact
- IP and commercialisation
- business engagement
- knowledge exchange
- PGR students' and supervisors' training and development
- research ethics and integrity
- open access and data management

Our Research Institutes are:

Cambridge Institute for Music Therapy Research (CIMTR)

Global Sustainability Institute (GSI)

Positive Ageing Research Institute (PARI)

Policing Institute for the Eastern Region (PIER)

StoryLab

Veterans and Families Institute (VFI)

Vision and Eye Research Unit (VERU)

We will strengthen the links between RIDO and Faculties, including through the appointment of Faculty-embedded support staff in research and innovation funding and partnership development.

We will significantly diversify the sources of our research income, increase strategic bidding activity in all Faculties, and improve internal peer review processes to drive up the quality and success rates of our grant applications.

We will continue to improve the digital infrastructure supporting our research activities, including through ongoing development of our CRIS system and open access repository, and our support systems for bid development, research project management and bibliometrics.

6. Partnerships

We will build and sustain stronger and more productive partnerships with collaborators and stakeholders, regionally, nationally and internationally.

These will include partnerships with business, industry and other organisations across the public, private and voluntary sectors in areas linked to our research strengths, as well as with other Universities and Research Training Organisations.

We will significantly improve the promotion and external visibility of our research and innovation activities and strategy. We will ensure wider, more consistent use of our CRM.

We will identify and nurture a small number of strategic, institutional-level relationships with overseas universities whose values and research

expertise complement ours. In particular, we will do this in order to support the development of international, multi-disciplinary teams, encourage international co-authoring, increase international PGR student recruitment and student and staff exchanges, and further diversify the sources of research and innovation funding.

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KPIs, benchmarks and milestones

We will monitor progress against a set of key performance indicators, benchmarked against comparator HEIs, and with targets and milestones agreed by CMT.

We will report progress annually to Research Committee, CMT and the Governing Body – wherever possible at University, faculty and unit of assessment level.

The principal KPIs for 2018–22 will be as follows:

- **Proportion of Anglia Ruskin papers in the top 10% of discipline adjusted citations**

  The percentage of the total outputs published during the reporting period carrying an Anglia Ruskin address or authored by a member of Anglia Ruskin academic staff but not carrying an Anglia Ruskin address, in the top ten percent of outputs based on citations by discipline, year and document type, using Web of Science citation data.

- **Proportion of REF outputs at 3* and 4***

  The percentage of the total number of fully reviewed outputs with an aggregate score above 3.0* in annual mock REF exercises.

- **Total research outputs per academic**

  The total number of outputs (as defined above) published during the reporting period, divided by the total number of academic staff (FTE) employed on a teaching and research or research only contract.

- **Research degrees awarded per eligible first supervisor**

  The total number of research degrees awarded in the reporting period divided by the total number of eligible first supervisors (FTE).

- **Proportion of PGR students submitting 'on time'**

  The proportion of those PGR students who began their period of study four years (FT) or seven years (PT) before the reporting date, who have submitted their thesis for examination.

- **Proportion of PGR students satisfied overall with their course**

  The outcome of the PRES survey.

- **Total income from all research and knowledge exchange activity (including consultancy)**

  Data from the audited financial accounts.

- **Competitively won research income**

  The value to Anglia Ruskin of research income won through competition in the reporting period, as reported by RIDO.

- **Income from collaborative and contract research**

  Data from the annual HEBCI return.

- **Total number of funded knowledge exchange projects**

  Data provided by RIDO.

We will continue to prepare for REF2021, ensuring close liaison between Faculties and RIDO, and full consultation across the University in the development of our REF strategy, Code of Practice, and eventual submission.

We will also prepare for the forthcoming Knowledge Exchange Framework (KEF), and provide regular reports on our REF and KEF preparations to Research Committee, CMT and the Board of Governors.

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