

SUB STRATEGY: Research, Knowledge Exchange & Innovation

Approving Committee: Academic Board
Strategy Owner: Professor Karen Sayer; Claire Newhouse
Effective from 2021 – 2026. Version 15 (19/7/22, for RO staff)
<p>Scope:</p> <p>This strategy is applicable to all students: undergraduate, postgraduate, postgraduate researcher, Apprentices, full- or part-time, international, main- and partner campuses. This strategy applies to all our staff whether permanent, fixed term full-time or part-time across all roles in the institution, in academic and professional and support services teams.</p>

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Introduction

The Research, Knowledge Exchange and Innovation Sub Strategy has the ambition to grow our local and global influence through the real-world impact of our knowledge and innovation. It has the overarching strategic aim of award for Full Degree Awarding Powers, through Research Degree Awarding Powers application by 2026 as set out in the Research, Impact and Innovation Pillar of the University Strategy. The University has a strong foundation for research and knowledge exchange, having submitted Units of Assessment to every Research Assessment Exercise/Research Excellence Framework (REF) since inception, and the first Knowledge Exchange Framework (KEF) 2020. The University's Learning and Teaching practice is underpinned by research informed teaching, including embedded skills for research projects, in the undergraduate programmes.

Our strengths lie in our institutional Mission and Values. Rooted in our Catholic heritage, our core values define us as a university, and we seek to uphold them in all that we do:

- Dignity and Care
- Solidarity and Service.
- Honesty and Integrity.
- Respect and Inclusivity.
- Knowledge and Excellence.

Each of these values is core to the operation of a positive, inclusive and diverse Research Culture. the formation and growth of a research ecosystem in the university that is inclusive, diverse, collaborative and creative, values career mobility and the contributions of all those involved in the practice and production of research and sharing of knowledge.

Our Objectives

1. We will advance Knowledge to help people and society.
2. Our social partners will challenge us to innovate and make an impact.
3. We will enable our students to contribute to society through their own applied research, and our work will enrich our teaching.
4. Our practice and our research will cross disciplinary boundaries as we collaborate.
5. We will innovate as we grow out commercial partnerships.
6. We will inform public debate, engaging and helping communities to make sense of the changing world around us.

Context

With our historical roots as a Catholic provider of teacher training, we have a commitment to inclusive professional, practice-based research and innovation, and we have continued to enhance the applied research and professional practice which has been embedded in our teaching for over fifty years. Having gained University status in 2012, over the last 10 years Leeds Trinity has built on the

reputation for a research-rich culture focused on enhancing our students' learning experience that has been in place since our foundation in 1966. Our interdisciplinary, collaborative Research Centres already bring together world leading and international researchers, on impactful, creative and practice-based projects and research themes, linked to the social justice Mission of the University. Offering opportunities from the local through to the international for community-led and applied research, our researchers will continue to lead innovative knowledge exchange projects that influence policy makers, underpin environmentally and economically sustainable practices, support wellbeing, enhance education and give a voice to the excluded.

Our Research, Knowledge Exchange and Innovation Strategy is focused on building a positive Research Culture: one that is impactful for people and society, sustainable and diverse, and a research environment to energise and sustain those engaged in research and supporting research at all career stages. Our people are engaged in work for regeneration and growth which support the skills needs of the local and regional economy, building on enterprise as a key element of our Career-led curriculum. Our strategy will enhance our synergies between research, impact, innovation, practice, knowledge exchange and taught provision nationally and internationally. This multi-faceted strategy will drive the development of an enhanced environment for, and investment in, research, innovation and knowledge exchange across the University.

1. Research and Innovation Ecosystem

The Relationship of our people and flow of ideas to the world, strengthening our collaborative relationships with academia, business, policymakers and charities locally, nationally and globally, and supporting our students to do the same.

2. Culture

A positive Research Culture that is Open, Collaborative, Inclusive and Diverse, engaging, leading and teaching the practice of research and knowledge exchange with integrity to the highest standard.

3. People

Investing in our people for Research and Innovation, valuing the skills and talent of all those in roles that support and enable our knowledge generation and exchange, the wellbeing of all our researchers, at all career stages.

4. Ambitions

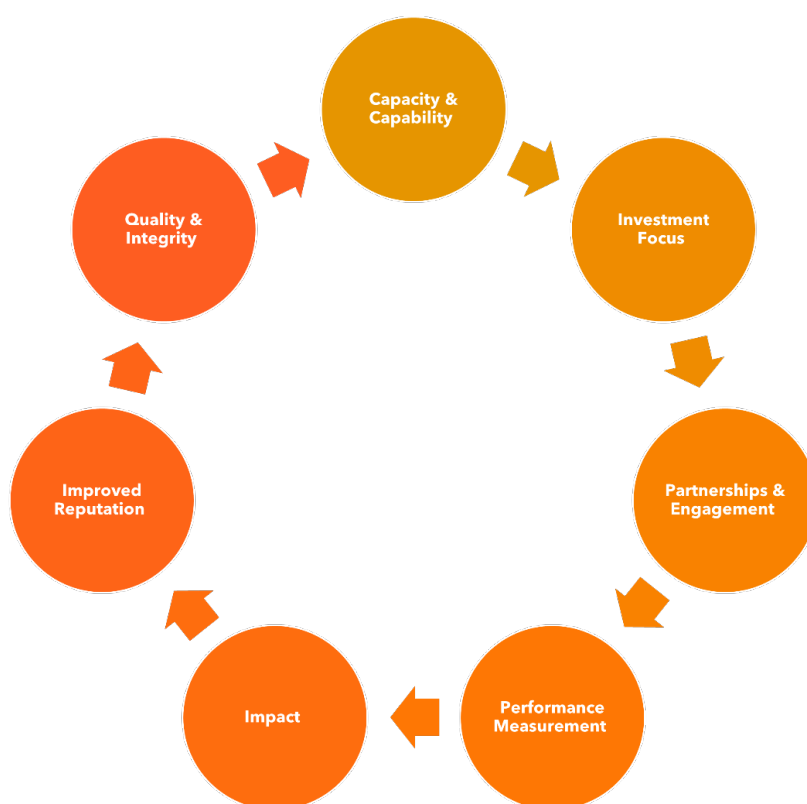
To celebrate global excellence of our Knowledge and Innovation, valued for its societal and economic impact for communities, businesses, and charities locally, nationally and internationally.

Strategic Aim

“Grow our local and global influence through the real-world impact of our knowledge and innovation” (Strategic Plan, 2021-26)

Vision

We will engage in impactful and applied research, and drive knowledge exchange and innovation that is of the highest standard, has real-world meaning, creates and challenges, collaborating for open knowledge generation and exchange in service to participants, policy-makers and our communities. Our approach will support a sustainable future, social justice for all and the Common Good.



Principles & Impact

Principle 1: Research and Innovation Ecosystem

The relationships of our people and flow of ideas to the world; strengthening our collaborative relationships with academia, business, policymakers and charities locally, nationally and globally, and supporting our students to do the same.

- By continuing to grow the quality, capacity, and scope of our research and knowledge exchange, we will strengthen our institutional reputation for insightful work which leads to creative and applied solutions to societal challenges, engages, and helps communities to make sense of a rapidly changing world.

- We seek to serve the public and help communities locally, nationally, and globally. Reaching out, in dialogue with community-led research, participants, the third sector and policymakers, we will use our creativity, applied research and knowledge generation to support, critically inform, enrich, and regenerate.
- We will increase the economic, social, and cultural impact of our activities and that of our students by working closely with businesses, charities, and other partners, so that our research and knowledge exchange activity will help them to meet their aspirations and goals, and critically inform public debate locally, nationally and internationally.
- Our undergraduate students and those on postgraduate programmes have a vital role to play in Research, Impact, and Innovation: both during their time at Leeds Trinity University, and beyond. Our research will enrich our teaching, stimulate debate, and engage, and we will work to diversify the research pipeline as our students graduate.
- Sensitive to the UK and global research and innovation system, we will remain engaged with external bodies' foresight mapping and horizon scanning as the research landscape changes, underpinned by the highest standards of Research Integrity, good research conduct and reproducibility.
- We will work together to collaborate with other Universities to pool our expertise while we engage and continue to work with the public sector, business, and third sector, and support the entrepreneurial activities of our researchers, staff, and students.
- We will continue to embrace external opportunities and develop our influence on practice and policy through local, regional and international fora. Our support for staff will enable them to strengthen and broaden their industry networks. We will benchmark our activities through regional networks, and national data sets such as the Higher Education Community-interaction Survey (HEBCIS) which informs the Knowledge Exchange Framework (KEF).
- As we take steps to gain own Research Degree Awarding Powers, benchmarking ourselves against regional, national and international providers, we will work closely with the sector to benefit from lessons learnt in external research assessment exercises such as the Research Excellence Framework.

Principle 2. Culture

A Positive Research Culture that is Open, Collaborative, Inclusive and Diverse -- engaging, leading and teaching the practice of research and knowledge exchange with integrity to the highest standard.

- We will become a university known for the excellence of its research, impact and innovation, and its multi and interdisciplinary, collaborative research

culture. Our University Mission for inclusion and social justice will be visible across all of our research and knowledge exchange activities, as we create new, innovative ways to embed race, equity and social justice into research and practice.

- By securing an inclusive and supportive research culture, we will respect all those who contribute to our research, including those who enable our research to happen, our research-active staff in our professional services teams, our technicians, our postgraduate research students as well as our academic teams. This will strengthen our work and its impact.
- Embedded into the undergraduate and taught postgraduate curriculum, our Research Culture will support the creation of routes for collaboration, and entry into research careers for underrepresented groups.
- Our cross-institutional themes will enable greater collaboration, support the career development and wellbeing of early career and early-stage researchers, and associated research-professions, and improve the leadership skills for research at all career stages.
- We will ensure that our investment in research and innovation is sustained and sustainable. We will challenge and change our institutional approach to investment in research and innovation to embed environmental sustainability into our research assessment and decision making, and actively seek environmental benefits in our research and innovation.
- We will make clear what research means to the University. This will include a clear picture of what “good” looks like:
 - The **quality** of our work
 - **How** we do our research
 - Enriching our research **leadership** and mentoring for all career stages
 - Improving our ability to **reach** our communities, and our **value** to them
 - Enhancing our **public** dialogue, policy-focused and community-led research
 - The **Openness** and **Integrity** of our work
- Our research and knowledge exchange activities will recognise the value of career mobility and the diversity of places, people and ideas that lead to genuine change, and therefore attract and retain the people with the right skills and talent, across all roles, to meet our ambitions.
- With particular attention to diversifying recruitment, reward and recognition through qualitative assessment at all career stages, we will assess our successes through the ‘how’ of our research and the quality of our research impact and innovation when engaging in external research assessment exercises through the use of responsible metrics.

Principle 3: Our People

Investing in our people for Research and Innovation, valuing the skills and talent of all those in roles that support and enable our knowledge generation, the wellbeing of all our researchers, at all career stages.

- Through an increased investment in both Central and Faculty teams, we will support our staff to feel confident to engage and lead in the research, and innovation ecosystem, strengthen our research and knowledge exchange teams by giving them the tools that they need to grow and maintain an active research community, enrich their teaching, collaborate, and reach out.
- We will enable and empower our postgraduate researchers and staff at all career stages through strengthening peer networks and mentoring, for their wellbeing, to develop their research leadership and to prevent bullying and harassment, in alignment with the national concordats (Researcher Development; Principles of Technicians; Knowledge Exchange; Research Integrity), and our researcher career development offer.
- We will incentivise and reward colleagues in all areas through the introduction of annual institutional-level Research, Innovation and KE awards and events, celebrating our achievements in research support and research.
- Our processes and mechanisms will be improved so that we continue to act ethically, with integrity and provide enhanced transparency, both internally and externally. By leading with integrity in the best practice for research and knowledge exchange in recruitment, training and development, we will show respect, and widen the diversity and equity of the research pipeline for lasting change.
- Developing the income generation potential of new external networks locally, regionally, and globally our Deans, Faculty Research Leads and Heads of School will set sustainable, evidence-based targets aligned to the Research, Knowledge and Innovation themes for the Faculty/Institute and Schools, encouraging collaboration not competition. Maintaining or exceeding the current levels external funding, we will invest in the talent and skills of our people.

Principle 4. Ambitions

To celebrate the global excellence of our Knowledge and Innovation, valued for its societal and economic impact for communities, businesses, and charities locally, nationally and internationally.

- We will have a positive, inclusive and collaborative research culture, that operates transparently with integrity and respect, and without bullying or harassment, across the institution at all levels and in all disciplines.

- We will recognise the value and contributions of all our research active staff and those who support research and lead to excellence in research, and all will have access to an outstanding supporting infrastructure, working alongside faculty support structures, to enable these plans to be achieved.
- The vitality and sustainability of our research environment, culture and people will lead us to successful outcomes in external research assessment exercises, including successful application for Research Degree Awarding Powers (RDAP) and the next Research Excellence Framework (REF).
- Work with industry will expand, spanning activities including CPD, short courses and microcredentials; consultancy; Knowledge Exchange Partnerships; and commissioned evaluation services, and placements for student researchers and PGRs, measured through improved outcomes in the Knowledge Exchange Framework (KEF).

Alignment to the University Strategy

Pillar: Research and Innovation

Grow our local and global influence through real-world impact of our knowledge and innovation.

Links to Pillar: Education & Experience	Links to Pillar: People & Sustainability	Links to Pillar: Careers & Enterprise
<p>Enhancing Student Academic Experience through research-informed Programme development and review, and research-rich teaching on UG and TPG programmes.</p> <p>UG and TPG programmes enhanced by internationally excellent pedagogic research and co-creation.</p> <p>Students as researchers – working alone, or with staff, through placements, and internships.</p> <p>Student-led KE and Service Learning within the Leeds City Region.</p> <p>PGR Placements.</p>	<p>Sustaining our investment in an open and inclusive research culture; establishing career pathways which support positive recruitment and meaningful routes for ECRs.</p> <p>An excellent researcher development offer, across whole career, including research mentoring scheme, CPD, & leadership development.</p> <p>Holistic approach to improving researcher diversity, supported by research assessment through quality measures.</p> <p>Reducing the environmental footprint of our research,</p>	<p>Start-up and Enterprise programmes– for students and graduates.</p> <p>Enhancing opportunities for UGs entering the research career 'pipeline' and Further Study.</p> <p>CPD and Short Courses Enhancing our PGR and ECR research career development 'offer'.</p> <p>Growth of commercial opportunities.</p> <p>'Mini KTPs' supporting productivity and innovation in industry across the Leeds City Region.</p>

<p>Meaningful progression pathways aligned to embedded research opportunities for UGs.</p> <p>Underpinning research supporting Inclusion and Sustainability Goals.</p>	<p>knowledge exchange and innovation</p> <p>Monitor progress and report regularly on sustainability performance in research, knowledge exchange and innovation space, to introduce a culture of sustainability and vitality across all areas of activity.</p>	<p>Engage the public and partners in research & innovation projects – ‘civic mission and learning labs’ re environmental sustainability.</p>
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Performance Measures, Corporate KPIs:

- Increase number of research active staff producing internationally recognised and world class research.
- Increase number of research outputs and impact case studies.
- Increase number of research grant applications and awards.
- Increase number of PhD Researchers & completions.

Research, Impact and Innovation

	Base Line	2021-22	2022-23	2023-24	2024-25	2026 Target
Percentage of research-active staff producing internationally recognised and world class research	31%	31%	35%	40%	45%	50%
Number of research outputs and impact case studies, repository depositions and citations per annum	127 p.a.	150 p.a.	180 p.a.	210 p.a.	250 p.a.	300 p.a.
Number of research grant applications and awards per annum	15 p.a. £60,000	<£10,000: 10 £10,000 - £50,000: 4 £50,000 - £100,000: 1	<£10,000: 20 £10,000 - £50,000: 3 £50,000 - £100,000: 2	<£10,000: 30 £10,000 - £50,000: 15 £50,000 - £100,000: 5	<£10,000: 50 £10,000 - £50,000: 15 £50,000 - £100,000: 10	75 p.a. Submitted. Awarded: £350,000 p.a./£50,000 p.a. Research Council funding plus £300,000 additional research funding (excluding QR)
Number of current PhD students and total cumulative number of PhD completions	No. students 40 Completions 36	No. students 40 Completions 42	No. students 50 Completions 48	No. students 60 Completions 50	No. students 80 Completions 52	No. students 100 Completions 55
RDAP Submission	Data collection	Data collection	Data collection	Data collection	Submission for RDAP	RDAP result

Table notes:

1. Research outputs: Peer-reviewed research outputs: Articles, Books, Chapters or Other outputs (including outputs and practice-based outputs).
2. Impact case studies – target of two per Unit of Assessment, including a narrative, two* underpinning outputs, plus evidence collated. Repository depositions may not match outputs, being linked primarily to Open Access requirements that vary by REF cycle and by funder requirement. Citations of outputs: as a signatory to DORA we have undertaken not to focus journal impact Factors. For clarity, the KPIs therefore relate to Outputs alone.
3. Grants submitted to external research funders including RCTI Research Councils, Wellcome Trust, Leverhulme, other Charitable and Commercial funders for work meeting the Frascati definitions of research, covering basic research, applied research and experimental development. R&D activities included if there is a degree of novelty. Includes PhD research e.g. externally-funded stipends and fellowships.