

UNIVERSITY OF BRISTOL

RESEARCH AND ENTERPRISE STRATEGY 2009-2016

The University of Bristol's mission is "*To pursue and share knowledge and understanding, both for their own sake and to help individuals and society fulfil their potential*". This is underpinned by a Vision where the University of Bristol is an international powerhouse of learning, discovery and enterprise, whose excellence is acknowledged locally, nationally and globally, and that is:

- dedicated to academic achievement across a broad range of disciplines, and to continuous innovation and improvement
- research-intensive, supporting both individual scholarship and interdisciplinary or thematic research of the highest quality
- a centre for intellectually demanding, research-informed education that nurtures independence of mind and helps students achieve their personal goals and serve society's needs, both during and after their time here
- an inclusive and collaborative community of scholarship that attracts and retains people with outstanding talent and potential from all walks of life and all parts of the world
- a stimulating and supportive environment for all students and staff, distinguished by a commitment to high standards, respect for the individual and a strong sense of collegiality
- committed to operating in a sustainable manner
- engaged with society's interests, concerns, priorities and aspirations
- a major contributor culturally, environmentally and economically to Bristol and the South West
- well led and responsibly run, with an emphasis on consultative decision-making and open communication as well as personal responsibility and accountability.

OUR PRIORITIES are therefore to:

1. Be recognised globally for the quality of our research.
2. Create a positive research environment and infrastructure which will attract and retain the highest quality researchers and postgraduate students worldwide.
3. Develop our portfolio of flagship and high-impact research, working across and between disciplines to answer important societal questions and contribute to the social, political, environmental and economic well being of the region, the UK and the wider world.
4. Seek, manage and provide professional support for strategic relationships and alliances with key national and international partners – business and industry, the public sector, user communities, sponsors of research and policy-makers.
5. Play a leading intellectual role in enterprise, knowledge exchange and economic and social impact agendas, and continue to be a beacon of good practice and leader of innovation in the city and region.
6. Develop a sustainable portfolio of research informed by evidence-based leadership, management and administration, and supported by high standards of governance.

This Strategy reaffirms our priorities for research and enterprise across the University, as detailed in the **University Vision and Strategy 2009-16**, and lays out our objectives for the next seven years. One of the key deliverables is for the University Research Committee to act as the Project Board for the implementation of the Strategy. Their first priority will be to develop a 'SMART' (specific-measurable-achievable-realistic-timely) Action Plan and associated project structure for the implementation and monitoring of the strategy's objectives. The Action Plan will be a working document which details our desired outcomes and include responsibilities, quantitative and qualitative targets, timescales and resource requirements for each action that will enable us to achieve our objectives.

Priority 1. Be recognised globally for the quality of our research.

Research of the highest standard is at the heart of our mission and vision and is the basis for internationally-leading knowledge exchange. It is central to the growth of the University's global reputation and to ensuring that we develop as a destination of choice for leading researchers. Research excellence informs and stimulates our teaching and it contributes to the economic, cultural, community and civic life of Bristol, the South West and the UK.

- Objective 1.1** To review research strengths, opportunities and priorities on a regular basis, to inform institutional policy and strategic decision-making.
- Objective 1.2** To provide flexible, responsive and deployable resources for capacity-building and development in areas of emergent research excellence.
- Objective 1.3** To develop and employ processes that maximise the University's success in bidding for major research awards and secure growth in external funding from a range of sources across the breadth of the University's research activity.
- Objective 1.4** To ensure that the University secures the best possible outcome in future assessments of research and enterprise by providing strategic direction and professional project management support.
- Objective 1.5** To enhance the communication of our strengths and promotion of our achievements, in particular to funders of research, policy-makers and other external partners, to ensure that areas of alignment with their priorities can be highlighted and opportunities exploited.
- Objective 1.6** To bridge the gap between research/enterprise and the public through effective and active public engagement, encouraging and supporting dialogue throughout the research process and ensuring appropriate public dissemination of the outcomes of research, via a range of media and through the use of new technologies.

Priority 2. Create a positive research environment and infrastructure which will attract and retain the highest quality researchers and postgraduate students worldwide.

We will foster a culture that inspires and enables innovative research and enterprise. We will enhance our support structures and systems for all academic staff, in particular early-career researchers. We will encourage academic staff to be visionary and agenda-setting, and to promote excellence within and across their disciplines. This research environment will include an entitlement to research leave and access to expert professional support. The University is committed to a major programme of infrastructural investment, believing that leading researchers need the best facilities.

- Objective 2.1** To support the professional, personal and career development of all staff engaged in research and enterprise.
- Objective 2.2** To develop a research environment which stimulates and supports individual scholarship by protecting and, where possible, increasing the proportion of academic staff time spent on research.
- Objective 2.3** To develop rigorous academic appointment, probation, staff review and promotions procedures, which incorporate excellence in research, enterprise, impact and engagement, or the potential to achieve excellence, as key criteria.
- Objective 2.4** To explore options for internal peer review and mentoring mechanisms, where this is required or appropriate, sharing good practice across faculties, departments and schools.
- Objective 2.5** To develop an enhanced programme of internal events, including collaborative research workshops, practice interviews and other in-house training.
- Objective 2.6** To continue our major programme of infrastructural investment.
- Objective 2.7** To ensure that our postgraduate students are fully integrated into our research culture.

Priority 3. Develop our portfolio of flagship and high-impact research, working across and between disciplines to answer important societal questions and contribute to the social, political, environmental and economic well being of the region, the UK and the wider world.

We are committed to seeking further collaborative and multidisciplinary opportunities, both within the University and externally. This includes partnerships with leading overseas institutions, for example through the Worldwide Universities Network. We aspire to develop relationships with a range of leaders in the public and private sectors. We will continue to produce research outputs of the highest quality and impact. The development and nurturing of our portfolio of University Research Themes and their leaders will be a key priority and we will actively seek new themes focusing on major areas of research. We will promote the Institute for Advanced Studies (IAS) as a vehicle to host and support a range of multidisciplinary activities. We will continue to offer expert professional support to researchers through the Research and Enterprise Development Division, including specialist strategic and project-management support to academics through all stages of large-scale programme and project development.

- Objective 3.1** To identify areas for targeted development through discussion and wide consultation with internal and external stakeholders, including the potential users and beneficiaries of research.
- Objective 3.2** To seek further collaborative and multidisciplinary opportunities, both within the University and externally, including partnerships with leading overseas institutions where there are complementary research strengths and synergies.
- Objective 3.3** To develop relationships with a range of leaders and policy-makers in the public, private and third sectors, to increase the recognition of the University's research and in order that, as an institution, we are in position to respond to and influence their strategic priorities.
- Objective 3.4** To develop and nurture our portfolio of University Research Themes and their leaders and actively seek new themes focusing on major areas of research. These are areas that cut across departmental and faculty boundaries and reflect the reality of doing research in a challenging and changeable environment, for which Bristol's wide range of discipline-based academic research is the foundation.
- Objective 3.5** To promote the role of the Institute of Advanced Studies, whose mission is to develop research at the University of Bristol by facilitating visits by scholars from the UK and overseas and to encourage interdisciplinary research.
- Objective 3.6** To offer expert professional support to researchers through the Research and Enterprise Development Division, including specialist strategic and project-management support to academics throughout all stages of large-scale and/or high-impact programme and project development.
- Objective 3.7** To develop internal procedures that facilitate cross-faculty and cross-departmental appointments, in addition to appointments that are jointly-held with external partners.
- Objective 3.8** To facilitate cross-disciplinary and cross-faculty/departmental PhD programmes, focused on our strategic research priorities, and to provide resources for interdisciplinary postgraduate seminar programmes, conferences and workshops.
- Objective 3.9** To seek international postgraduate and postdoctoral exchanges/secondments.

Priority 4. Seek, manage and provide professional support for strategic relationships and alliances with key national and international partners – business and industry, the public sector, user communities, sponsors of research and policy-makers.

We will continue to expand our engagement with leaders from a range of external organisations, funders and corporate partners and encourage them to contribute to the research and enterprise agenda through mutually beneficial knowledge exchange. We will identify and develop new strategic relationships with key partners to facilitate greater collaboration and the production of outputs by and with our academic staff. We will provide information to prospective research collaborators on our strengths and successes, and support the seeking of collaborative funding programmes and opportunities.

Objective 4.1 To expand our engagement with leaders from a range of external organisations, funders and corporate partners and encourage them to contribute to the research and enterprise agenda through mutually beneficial knowledge exchange and strategic priority-setting.

Objective 4.2 To improve our understanding of our existing strategic and corporate research relationships across the institution, in order to inform the identification of gaps and opportunities.

Objective 4.3 To identify and develop new strategic relationships with key partners to facilitate greater collaboration and the continued production of outputs (in all forms) of the highest quality and impact.

Objective 4.4 To reconstitute and revise the membership of the Enterprise Advisory Board. The new Enterprise Advisory Board will focus on engagement with industry and strategic alliances, with representation from a wider range of research users and senior members of key corporate partners and sponsors of research.

Objective 4.5 To provide comprehensive professional support for the development of long-term strategic relationships and alliances with organisations that have appropriate synergies with the University's research base. A team of strategic alliance managers will work with the University and academic leaders to identify, initiate and maintain alliances with significant partner organisations that enhance the University's research capability, research impact and the levels of collaborative and contract research undertaken.

Objective 4.6 To commission a best practice study by external consultants, to identify models for strategic relationship management within the UK and overseas institutions, and within industry partners.

Objective 4.7 To develop and promote improved programmes for people exchange, including academic staff, academic-related staff and students; for example, Knowledge Transfer Partnerships (KTPs), secondments and sabbaticals.

Priority 5. Play a leading intellectual role in enterprise, knowledge exchange and economic and social impact agendas, and continue to be a beacon of good practice and leader of innovation in the city and region.

A key element of the University's vision is to ensure that our research and our education contribute to regional and national society and the economy. We will ensure that the knowledge and technology we create and the skills of our staff and students contribute to the generation of wealth and the development of society. We will build vibrant and effective links with the community and its industries, through high quality research collaboration and productive knowledge exchange, the exchange of people, the creation and support of new companies and enterprises, and the licensing of intellectual property. We will ensure that we contribute to wider social agendas as well as to economic goals, including contributions to civic life; social, community and environmental support and regeneration; cultural and intellectual enrichment; and participation as an institution and as individuals in global development, communication and problem-solving. We will also continue to act as a catalyst for knowledge exchange, facilitating and promoting innovation and enhanced collaboration between both academics and a wide range of sectors in the city and region.

- Objective 5.1** To provide governance, leadership, guidance and support for enterprise and knowledge exchange at an institutional, faculty and departmental level.
- Objective 5.2** To develop enterprise champions, exemplars and role models to proactively support the development of a culture of knowledge exchange, and disseminate best practice throughout the academic community.
- Objective 5.3** To lead the development of a strong citywide partnership under the Science City initiative, to position the University at the centre of the vibrant innovative city society and economy.
- Objective 5.4** To capitalise on the City of Bristol's position of innovation leadership in a number of key and emerging sectors, e.g. aerospace, ICT, semiconductors, pharmaceuticals, creative media, environment, sustainability, finance/service sector and energy.
- Objective 5.5** To continue to act as a catalyst for knowledge exchange, facilitating and promoting innovation and enhanced collaboration between both academics and a wider range of sectors in the city and region, including the SETSquared Partnership and the South West Regional Development Agency.
- Objective 5.6** To play a major role in thought leadership on economic and societal impact, how it is measured and how it should be used.
- Objective 5.7** To continue to work with and develop early-stage companies (spin outs, spin ins, etc.) with high growth and high impact potential, or with potential as significant research partners. This will include the development of ventures with significant social and environment impact (social enterprises) as well as those with clear economic impact potential.
- Objective 5.8** To continue to promote and support business incubators, and to explore other forms of incubators in ideas and innovation in culture and society.
- Objective 5.9** To use licensing of intellectual property to support the development of research relationships and income, and to introduce methodologies and systems to increase the impact and revenue earned from University-owned intellectual property.
- Objective 5.10** To develop incentives and funding to support the development of licensing opportunities and, if appropriate, spin out companies, for example, the New Enterprise Competition, proof of concept funds, captive seedcorn investment funds and networks of investors, mentors and management.
- Objective 5.11** To continue to develop accredited and non-accredited enterprise and entrepreneurship teaching and learning for all students, and embed enterprise and entrepreneurship

learning and development opportunities in the undergraduate and taught postgraduate student curricula.

Objective 5.12 To extend the range of opportunities for enterprise, entrepreneurship, knowledge exchange and public engagement skills development for postgraduates and staff, embedded within core staff development programmes.

Priority 6. Develop a sustainable portfolio of research informed by evidence-based leadership, management and administration, and supported by high standards of governance.

Research and enterprise at Bristol are championed by the Faculty Research Directors and the Research Committee, who lead the development and implementation of the University's Research and Enterprise Strategy. We will undertake analyses of sectors, competitors, trends in policy and funding and other opportunities, to enable informed policies and strategies to be developed and to identify those areas in which we lead, or can lead, the research agenda. We will ensure that these policies and strategies are aligned with the University's commitment to operating in a sustainable manner.

Objective 6.1 To review the cost of doing sustainable research across the University, to ensure that each support and administrative activity is automated where possible and undertaken through common and shared systems and processes, and to ensure that all policies and strategies are aligned with the University's commitment to operating in a sustainable manner.

Objective 6.2 To provide enhanced and regular information, analysis and intelligence to enable benchmarking, inform strategic decision-making and facilitate research performance management.

Objective 6.3 To develop the role of the University Research Committee, as the prime research planning committee for the University, the Project Board for the implementation of the University Research and Enterprise Strategy, the Project Board for future external assessments of research and enterprise and the Programme Management Board with strategic oversight of information systems for research and enterprise.

Objective 6.4 To work with Education Committee and the Engaged University Steering Group on issues of joint strategic relevance.

Objective 6.5 To regularly monitor research performance against a series of strategic performance indicators:

- Performance in the **Research Excellence Framework (REF)**.
- Publication of **internationally-leading research outputs**.
- Receipt of **prestigious personal research awards and prizes**, such as Royal Society Wolfson Research Merit Awards, Royal Society Fellowships, Academy of Social Sciences Fellowships and British Academy Fellowships.
- Receipt of **major organisational and infrastructure awards**, such as MRC Centres and other such strategic awards from Research Councils and major funders.
- Monitoring of **performance in external evaluations and surveys**, for example HESA (Higher Education Statistics Agency), HE-BCIS (Higher Education - Business and Community Interaction Survey) and surveys by the National Council for Graduate Entrepreneurship.
- Monitoring of internal **strategic performance indicators** relating to research income (in total and per academic FTE), the calibre and impact of research outputs and entrepreneurial activities.