

Research & Enterprise

Enabling Plan

Dreaming, Believing, Achieving

Following UWS Corporate Strategy Refresh and responding to ever-changing higher education landscape it was necessary to review previous UWS Enabling Plans.

Enabling Plans aim to provide an unambiguous set of actions to support the significant growth of UWS and aspirations within the Corporate Strategy by clearly answering the questions of:

- What we aspire to be,
- What our priorities are,
- How and when we are going to get there,
- How do we know we are on track,
- Who are going to lead, support and deliver.

Enabling Plans are statements of prioritised actions and activities to provide a meaningful link between Corporate Strategy and the University's units of operations (Schools and Professional Services). In other words they are here to translate Corporate Strategy aspirations into a specific shape and direction of travel towards the ultimate ambitious state.

One of the major considerations in reviewing and developing these plans was to achieve a clear balance between clarity and generality. They have to be clear and specific enough to make sense and be relatable to relevant units whilst being sufficiently general and overarching, not losing applicability and relevance in certain disciplines and functions across the organisation.

The Higher Education landscape is facing evolving challenges and our Enabling Plans, whilst adhering to our long-term Corporate Strategy ambitions, need to be robust, responsive and dynamic. Our Enabling Plans will be “live” documents and subject to review on an annual basis. We shall review them prior to our Annual Planning event to make sure that they provide a key reference point for the development of all schools and Professional Services. Completed “Actions” will be replaced by new and timely actions.

Our Enabling Plans aim to achieve a number of very ambitious outcomes; some of which could be numerically measured and a few may not. These targets are meant to be aspirational and to provide a high level “direction of travel” for an institution that is positioned and prepared to support, energise, enthuse and enable its entire staff to achieve what may appear to be unachievable.

Definitions and Nomenclature

Abbreviations in the brackets:

- If **Bold**, they refer to the lead and accountable person to deliver the Action. Those not in bold are in the supporting role
- Years indicate the expected delivery of the Action

VPA	Vice-Principal Academic
VPGE	Vice-Principal Global Engagement
VPAdv	Vice-Principal Advancement
AVPE	Associate Vice-Principal Education
AVPR	Associate Vice-Principal Research
ADRE	Assistant Dean Research and Enterprise
ADE	Assistant Dean Education
ADI	Assistant Dean International
ITDS	Information Technology and Digital Systems
POD	People and Organisational Development
CFO	Chief Financial Officer
EF	Education Futures
PL	Programme Leaders
UWSA	UWS Academy
EE	Enterprise and Employability
SEM	School Executive Manager
SL	Student Life
IC	International Centre
QuEST	Quality Enhancement Support Team
RAID	Research and Impact Development Office
DC	Doctoral College
SAUWS	Student Association UWS
BI	Business Intelligence
COO	Chief Operating Officer

our Dream

UWS will be a University providing:

A global University of choice known for creating a supporting and rewarding Research and Enterprise environment, flourishing leading edge graduates and motivating outstanding staff beyond their expectations.

A Research and Enterprising infrastructure attracting significant awards and income with global, national and regional impact and attracting a critical mass of world-leading & early career researchers.

A reputation for seamlessly bringing together industries, students and academics to resolve key global challenges of Health, Society and Sustainability.

An effective platform of creatively embedded Research and Enterprise into our Teaching and Learning and Global Engagement activities.

An incubator for commercialisation of research, enterprising individuals and teams, achieving measurable contribution to sustainable growth, productive industries and prosperous communities.

We Believe

UWS will Build Capacity and Capability

- Develop and implement the UWS **Academic Professional Development Framework, clear pathways and metrics** through Academic Life (UWS Academy, Education Futures, QuEST, Research & Impact, Doctoral College, Enterprise & Employability services) that recognises and rewards excellent Research and Enterprise activities and outline Academic Attributes

(VPA, 2018, AVPs, Deans, UWSA, EF, RAID, DC, EE, POD)

- Increase **Research and Enterprise capacity and capability** – through Grant Accelerators, REF Accelerators, Enterprise Accelerators, UWS CRUCIBLE, UWS Research Leaders Training, Researcher Development Plan, Themed Enterprise support and other institutional and school driven innovative capacity building and short and long-term training programmes

(AVPR, 2020, Dean, EE, UWSA, ADRE)

- Identify, introduce and share **Development, Recruitment, Succession Planning, and Incentives** across university by providing gap analysis and intelligence on industrial strategy, future skills, requirement in industry, horizon scanning on strategic funding opportunities

(AVPR, 2020, Dean, EE, UWSA, ADRE, POD, Events and Marketing)

UWS will further Improve Environment and Culture

- Recognise and celebrate **Research and Enterprise** successes and **R&E excellence awards** for Academics and PGR students through competitions across University and Schools through various platforms such as notice boards, prizes, events and communications.

(VPA, 2018, Dean, AVPR, ADRE, ADE, ADI)

- Introduce **R&E mentoring and REF enabling processes** to academic staff across all Schools.

(AVPR, 2018, Dean, ADRE, UWSA, POD)

- Provide support for **strategic research infrastructure development**, laboratories and equipment at university and school levels through the VP Research Excellence Fund.

(VPA, 2020, AVPR, Dean, ADRE, Estates, ITDS)

UWS will provide R&E Systems and Processes

- Develop and implement a very clear **REF Strategy**; addressing internal quality assessment, adhering to the new REF agenda through theme-based (Health, Sustainability and Society) internal frameworks.

(VPA, 2018, AVPR, Dean, ADRE)

- Develop and Implement an online **Academic Profile** (PURE) system as the main database of all R&E related activities ensuring diversity of recorded activity to fully present the rich community and activities.

(AVPR, 2018, Dean, ADRE, POD, ITDS)

- Review and provide clarity and objectivity through **Activity Plans**, **MyContributions** and **Consultancy** by articulating the university's **R&E targets** in individual activities to identify and allocation of resources.

(Dean, 2018, AVPR, ADRE, POD, SEM)

UWS will Fund and Support

- Allocate central funding for **Long and Short-term support**, bridge funds to support academics, researchers and PhD students towards achieving excellence in R&E, securing external funding, developing 3* and 4* research outputs, impacts and provision of a R&E enabled environment.

(VPA, 2020, Dean, CFO, ADRE, AVPR, EE)

- Allocate **PGR scholarships** and **Research Fellowships** on an annual basis with a clear focus on outcomes associated with the 10 Principles of Excellence in Research and Enterprise.

(VPA, 2018, AVPR, Dean, ADRE)

- Develop both individual and team-based **Academic Accounts** at School level to facilitate ownership and recognition of successful academic activities at all levels

(Dean, 2018, ADRE, CFO, ITDS)

UWS will Connect Research, Enterprise and Education

- Introduce **Research and Enterprise influenced content** to relevant degree programmes, introduce **Industry/Research-based-learning**, into individual modules and programmes with expected outcomes in the forms of Research Outputs (publications, performances) or Enterprise outcomes (Business models, Enterprise proposals). To map and identify gaps, acknowledge accrediting agency input and wider peer community engagement by UWS and external contributors.

(AVPE, 2019, AVPR, Dean, ADE, ADRE, PLs, EF, EE, UWSA, QuEST)

- Develop and introduce high-demand and niche **multidisciplinary degree programmes**, stemming from major R&E activities that are directly relevant to industries, employers and enterprising.

(AVPE, 2019, AVPR, Dean, ADE, ADRE, EF, EE, UWSA, QuEST)

- Train and enable **PGR students** for partial delivery of modules/programmes, contributing to project supervision and engaging students to their research activities through **Vitae framework and links to researcher development plan**.

(Dean, 2018, AVPE, ADRE, ADE, PL, UWSA)

UWS will Develop Global R&E Engagement

- Enable **research mobility, staff exchange** and “**Visiting Academic/Researcher Positions**” and opportunities for researchers and academics to and from UWS through our **International Alumni**.

(*VPGE, 2020, AVPR, Dean, ADI, ADRE, AVPR, SEM*)

- Develop **Research and Enterprise Partnerships**, PhD supervision and joint scholarships with European and other overseas institutions and industries, using vehicles, such a Marie Curie and Horizon 2021.

(*AVPR, 2020, Dean, ADRE, ADI*)

- Involve and commit **organisational capacity and structure** in R&E related campaigns, recruitment of PhD students, by proactively engaging with global partners.

(*VPGE, 2018, ADI, IC, ADRE*)

UWS will Increase R&E Applications and Income

- Map and identify **R&E opportunities** for external funding and emerging priority areas at national and international levels, such as UK Industrial Strategy, Scottish Government strategy, European Union and other sources of funding to develop priorities, focus, critical mass, and economies of scale.

(*VPA, 2018, AVPR, RAID, Deans, ADRE*)

- Simplify and streamline **support and effective procedures** for enhancing the quality of R&E applications, peer-review, internal monitoring and pre- post-award support and management and commercialisation of IPs, spin-outs and spin-offs.

(*AVPR, 2018, ADRE, EE, CFO*)

- **Incentivise** by allocating rewards for winning KTPs, large consultancies, income generating partnerships, enterprising and funding successes for individuals at both university and school levels.

(*VPA, 2018, Dean, AVPR, ADRE*)

UWS will Boost Industry Engagement

- Develop **industry partnerships** for research, consultancy, graduate apprenticeships and work-based programmes and industrial contributions towards delivery of research and educational activities.

(AVPR, 2020, Dean, EE, AVPE, ADRE, ADE, SL)

- Develop targeted and bespoke interactions between industries and staff/students to **network, engage and translate** ideas into **commercialisation** and industrial applications in emerging growth sectors.

(AVPR, 2019, Dean, EE, UWSA, POD)

- Introduce **industrial space, incubators** and host facilities across all campuses encouraging industries to locate and engage with staff and students.

(AVPR, 2020, EE, Estates, SL, ITDS)

UWS will Support Research Students

- Attract **national and international Research students** by developing research partnerships, scholarships and centres of excellence with academia, industries and government bodies.

(AVPR, 2020, ADRE, ADI, EE, IC)

- **Monitor and support Post Graduate Research students'** progress through Doctoral College, leading to successful completion within the scheduled period for full and part-time PGR studies.

(AVPR, 2020, Dean, ADRE, UWSA, SL, ITDS)

- Introduce **new pathways to Doctorate qualification**, recognising skills and expertise at industrial and professional levels (Prof Doc, DBA, Eng Doc, etc).

(AVPR, 2020, Dean, ADRE, UWSA, EE)

We Achieve

UWS will aim to achieve:

	2018	2019	2020
• External funding	£40m/£10m	£45m/£11m	£50m/£12m
Applications/Awards			
• Research and Enterprise Income	£3m	£5m	£8m
• Spin-out and/or start-up companies and Industry partnerships	30	33	37
• Research “ Outputs/Impacts ” of 3*/4* quality	500/20	600/25	700/30
• Number of “ PGR/OS PhD ” students	425/70	467/80	513/90
• Number of Live KTP projects	10	12	14
• Number of industrially focused CPDs	30	40	50
• Academic staff actively involved in Research and Enterprise Activities	50%	60%	70%
• Number of students participating in UWS’ Annual Mentor Programme	40	60	100