

Research and Enterprise Strategy Action Plan

Summary

The final iteration of the Research and Enterprise Strategy Action Plan is attached. The Draft Action Plan was previously discussed by Senate in December 2017.

One action required.

Recommended Action

Senate is asked to **consider** the final Research and Enterprise Strategy Action Plan.

Publication: Open



Research and Enterprise Strategy

Action Plan

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Introduction

As set out in *Vision & Strategy 2026 (V&S26)*, City's vision for the future is one where we have significantly increased our research intensity, enhanced our research and enterprise reputation and grown the contribution we make to wider society.

With this action plan, ExCo delivers its V&S26 and the strategic objectives set out in the Research and Enterprise Strategy. Our vision sets out our aims to:

- **Build on the quality ('Better')** focus of the Strategic Plan 2012 to 2016 and maintain City's current upwards trajectory in research quality and intensity.

We will enhance the quality of our research, and provide development opportunities and support to increase the proportion of total academic staff producing 4* outputs. We will continue to increase the proportion of academic staff producing 3*/4* outputs, aiming for 60% of total academic staff producing world leading or internationally excellent outputs by 2021. We will undertake impactful research and will aim for 100% of our case studies submitted to REF 2021 to be rated at 3*/4*.

We will further increase our research intensity and strengthen our reputation for world-leading and internationally excellent research in existing disciplines. We will concurrently introduce new disciplines and establish new interdisciplinary research centres.

- **Achieve growth ('bigger')** in a way which maintains or increases quality. We will increase our external research grant funding to £15M per annum (~6% of turnover), diversify the funding sources and increase the number of academic staff gaining it. By 2021, our intensity will be increased where existing research has momentum and we will grow our Units of Assessment horizontally where City's existing strengths can be leveraged through new areas. This will include new disciplines, increasing both the volume of research and capacity of the institution to undertake interdisciplinary research.

We will enhance the linkages between our research and enterprise activity through knowledge exchange and intellectual property (IP) commercialisation, and increase our income generation in education, research and enterprise.

- **Leverage research and enterprise partnerships** to increase both the volume of research and institutional capacity to address local, national and global challenges. Working with higher education institutions, charities, industry and government agencies, we will establish strong partnerships to increase our global reach and brand visibility, improve our engagement with contemporary challenges, and enhance the impact of our research.

The Strategy addresses the **'what'** and **'why'** of activities. The action plan addresses the **'who'**, **'where'**, **'when'** and **'how'**.

The key priority themes of the action plan are illustrated in Figure 1.

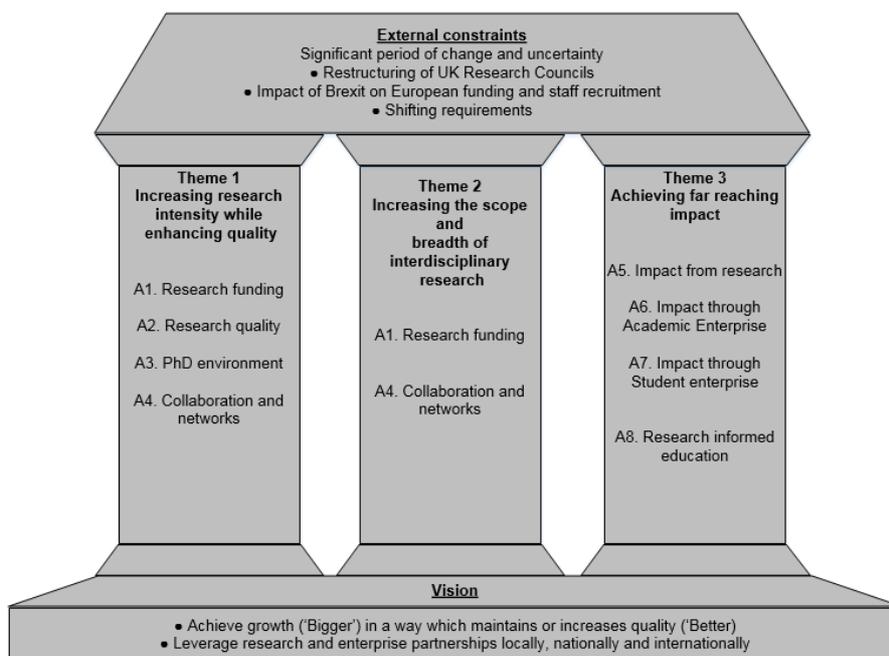


Figure 1: Priority themes

As illustrated in Figure 1, a set of actions have been defined for each theme to address the challenges in achieving the Academic Output KPIs and associated PIs set out in V&S26 and the supporting Research and Enterprise Strategy.

The action plan also lists a number of enabling or framework conditions, including regulatory and financial conditions that are necessary for the actions to be carried out.

While priorities and actions are defined within each theme, they should be viewed in a broader perspective as some are relevant to more than one theme, hence synergies and complementarities are expected to develop.

ExCo has a responsibility to engage with relevant stakeholders to implement the actions of the Plan.

The Implementation Plan (Part 2) was developed first. Mapped to the Research and Enterprise Strategy, the Plan captures the range of activities required to deliver City's strategic objectives. For each activity, business owners have been identified and target completion dates indicated.

Deriving from the Implementation Plan, the Action Plan 2017/18 to 2020/21 (Part 1) sets out the key priorities and lists specific actions for each academic year covered by the Strategy. These actions are sequential, phased over time and led by relevant Business Sponsor(s).

The deployment of resources and support required to enable full delivery will be considered through the planning round 2017/18.

Part 1: Action Plan 2017/18 to 2020/2021

A summary of annual priorities is shown in the table below:

	Research intensity	Interdisciplinary	Impact
2017/18	<ul style="list-style-type: none"> Academic Staffing Plans RGC income PhD recruitment and environment 	<ul style="list-style-type: none"> Interdisciplinary centres 	<ul style="list-style-type: none"> Impact Strategy and REF Action Plan Enterprise
	Operational priorities to enable Year 1 action plan		
2018/19	<ul style="list-style-type: none"> Academic Staffing Plans RGC income Research quality PhD recruitment and environment 	<ul style="list-style-type: none"> Collaborations and partnerships Interdisciplinary research culture 	<ul style="list-style-type: none"> Impact Enterprise
2019/20	<ul style="list-style-type: none"> Research culture RGC income Research quality PhD environment International collaborations and partnerships 		<ul style="list-style-type: none"> Corporate partnerships Academic enterprise
2020/21	REF last minutes preparation and submission		
	Collaboration and partnerships		Enterprise

These priorities are supported by a range of ongoing activities led by Schools and Professional Services as identified in their Strategic and Operational Plans.

This action plan will be reviewed and refreshed at the start of 2019/20 in light of the monitoring and reporting of City's achievements and performance.



Priority theme: Research intensity

Priority Action Area – Academic staffing plans

Deliverable Year 1 (What)

Agree School's academic staffing plans up to 2021.

Specific actions (How)

- Identify recruitment needs and submit proposals to utilise the ring-fenced REF investment fund to recruit academic staff producing 3*/4* outputs (Owners: Deans).
- Develop plans to increase the proportion of academic staff producing 3*/4* outputs, specifically:
 - Identify academic staff and researchers with high potential and agree a development framework to build their capacity and support their research agenda (Co-owners: ADRs, HoDs and Director R&E);
 - Identify academic staff on an Education and Research role profile who do not undertake research (Co-owners: ADRs, HoDs and Director HR).

Priority Action Area – Research grants and contracts income

Deliverable Year 1 (What)

Tangible and sustainable increase in research grants income.

Specific actions (How)

- Develop plans to increase by 50% the proportion of academic staff on an Education and Research role profile applying for at least one grant per year (Co-owners: ADRs and HoDs).
- Create a database of existing academic ability to attract external funding within each academic discipline (Owner: Director R&E).
- Create a database of academics with significant connections with Research Councils and invite funders for campus visits to network and acquire intelligence on upcoming funding opportunities and criteria for successful applications (Co-owners: Director R&E and ADRs).
- Create a database of senior academics able to lead large grant applications and identify target funders and topics (Co-owners: ADRs and Director R&E).
- Appoint one Academic Champion per School to support and review the proposal construction process for large bids (Owners: Deans).

Priority Action Area – PhD recruitment and environment

Deliverable Year 1 (What)

Increase PhD enrolment for 2018/19 and implementation of improved and fit for purpose mechanisms for PhD supervision, progression and completion.

Specific actions (How)

- Agree revised planned PhD student numbers and implement actions to support increased enrolment for 2018/19 (Owners: Deans).
- Implement the approved recommendations from the PhD support and policy review (Co-owners: VP R&E and Deans).
- Develop a web based presence which effectively promotes current and completed PhD projects and student profiles (Co-owners: ADRs and Director M&C).



Priority theme: Interdisciplinary research

Priority Action Area – Interdisciplinary research centres

Deliverable Year 1 (What)

Establish City's interdisciplinary research centres.

Specific actions (How)

- Identify clusters of world leading academic expertise that could be integrated to achieve critical mass (Co-owners: ADRs and Director R&E).
- Create a database of national and international priorities in interdisciplinary research funding and identify common and complementary interests and potential collaborative activities that fit with funders' priorities (Co-owners: ADRs and Director R&E).
- Agree the establishment of selected interdisciplinary research centres (Co-owners: VP R&E and Deans).



Priority theme: Impact

Priority Action Area – Impact strategy and REF action plan

Deliverable Year 1 (What)

Impact Strategy and associated Action Plan to optimise REF 2021 outcome.

Specific actions (How)

- Develop an institutional Impact Strategy and associated performance monitoring mechanism (Co-owners: VP R&E and Director R&E).
- Identify and appoint one Impact Academic Champion per School (Co-owners: ADRs and Deans).
- Identify candidate impact case studies and plan their development and review through the established Committee structure (Co-owners: ADRs and School's Impact Academic Champions).

Priority Action Area – Impact through academic enterprise

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Deliverable Year 1 (What)

Plan for developing and enhancing enterprise activities to optimise impact and increase income.

Specific actions (How)

- Identify options and infrastructure requirements to enhance the provision of short courses (Co-owners: Director R&E, Director IT and Director PAF).
- Review the infrastructure, policies and processes and agree actions to enhance the management and commercial exploitation of IP (e.g. licenses, spin-out companies) and increase business development activities (e.g. Consultancies) (Co-owners: Director R&E and ADRs).
- Direct HEIF funding to build on knowledge transfer capacity across a range of activities to optimise impact (Owner: Director R&E).

Priority Action Area – Impact through student enterprise

Deliverable Year 1 (What)

Develop and deliver a sector leading enterprise educational offer to aspiring City Entrepreneurs through City Launch Lab.

Specific actions (How)

- Conduct a feasibility study into funding models to support student and graduate ventures residing in the City Launch Lab (Co-owners: AD Entrepreneurships and Head of Entrepreneurships).
- Review, develop and launch a 12-month accelerator programme for student and graduate ventures and increase the number of City student and graduate ventures residing in the City Launch Lab to 50-60 (Co-owners: AD Entrepreneurships and Head of Entrepreneurships).
- Establish a mentoring programme and other learning and networking opportunities for selected students with valid business proposals (Co-owners: AD Entrepreneurships and Head of Entrepreneurships).
- Establish Enterprise Relationship Manager roles to support the Schools with entrepreneurship and enterprise content development (Co-owners: AD Entrepreneurships and Head of Entrepreneurships).
- Develop a dedicated PR and Communication Strategy to publicise the success of student enterprise at City and build the institution's reputation (Co-owners: AD Entrepreneurships and Head of Entrepreneurships).

Operational priorities to enable Year 1's action plan

- Ensure all publications are uploaded in CRO, affiliated with City, University of London and linked to an ORCID identifier (Co-owners: ADRs and Director Library).
- Identify gaps in technology provision and IT support, and provide the infrastructure required to facilitate and support increased activities in research and enterprise (Co-owners: Director IT and Director R&E).
- Plan for and support REF2021 (Owner: Director R&E).
- Provide the infrastructure and administrative assistance to support interdisciplinary research (Co-owners: Directors R&E, Director Library, Director IT and Director PAF).
- Review the Five-Year Investment Plan and prioritise financial resources to fund the broad range of activities required to implement the Research and Enterprise Strategy (Co-owners: Director SP&PU, Deputy CFO and CFO).



Priority theme: Research intensity

Priority Action Area – Academic staffing plans

Deliverable Year 2 (What)

Create and implement structured academic development programmes and School-based workload allocation models which encourage and support research productivity in line with Academic Staffing Plans and the Athena SWAN action plan.

Specific actions (How)

1. Recruitment

- Recruit high performing academics in line with the School's Academic Staffing Plans (Co-owners: Deans and Director HR).

2. Significant increase in the provision of academic development programmes

- Create and implement structured research skills and research leadership development programmes for selected high performing staff identified through the annual appraisal process and in line with the Athena SWAN action plan (Co-owners: ADRs, Director R&E and Director HR).
- Develop a range of HR policies and processes adapted to individual circumstances in line with the Athena SWAN action plan and which support staff at all stages of their academic careers (Owner: Director HR).
- Develop plans to include female academics as co-investigators and build their capacity to become principle investigators in line with Athena SWAN action plan (Co-owners: Deans, ADRs and HoDs).
- Create and disseminate a list of career development grants suitable for early career academic staff and researchers (Owner: Director R&E).
- Establish a mentoring scheme and appoint senior academics to mentor early career researchers (Owners: Deans).

3. Workload allocation

- Agree a teaching buy-out policy and adjust the workload allocation model to reflect research productivity and performance (Co-owners: Deans and VP R&E).

4. Strengthen academic performance management

- Either provide training and support to staff on Education and Research role profiles who do not undertake research or discuss a transfer into an Education role profile (Co-owners: ADRs, HoDs and Director HR).
- Require each academic staff member to develop their individual grant application and publication strategies as part of the annual appraisal process (Owners: HoDs).
- Implement technology to support the appraisal process through capturing and reporting individual research performance data (Owner: Director IT).

5. Strengthen academic support

- Assign Research Support Managers to specifically work with academic staff not currently actively applying for grants to offer assistance in identifying calls and in preparing proposals (Owner: Director R&E).

Priority Action Area – Research grants and contracts income

Deliverable Year 2 (What)

Connect Schools with a large and diverse set of external funding sources and deliver a tangible and sustainable increase in research grants and contracts income.

Specific actions (How)

1. Partnerships and networks

- Create a database of academic staff with significant connections to charities, industry and government agencies as a source for developing relationships with these potential funders (Co-owners: Director R&E and ADRs).
- Run thematic events with partners as a means to showcase expertise and synergy (Owner: Director R&E).

2. Large-scale limited submission institutional proposals

- Identify characteristics of successful applicants and engage with the funder(s) to select the strongest academics and assist them in putting forward the most competitive proposal possible (Co-owners: ADRs and Director R&E).
- Identify and invite leading academics to support the review process and selection of limited submission proposals (Co-owners: ADRs and Director R&E).
- Require all applicants submitting proposals to go through an internal mock interview process (Co-owners: ADRs and Director R&E).
- Appoint one academic in each School to oversee large institutional bids (Owners: Deans).

3. International research grants

- Create and disseminate a database of international priorities and funding opportunities (Owner: Director R&E).

Priority Action Area – Research quality

Deliverable Year 2 (What)

Connect Schools with editors of high quality journals and implement mechanisms to continuously enhance the quality of research outputs.

Specific actions (How)

- Run events with editors of leading journals to raise awareness of processes and criteria for submission and publication (Owner: Director R&E).
- Run publication writing workshops open to all academic staff, PhD students and researchers (Owner: Director R&E).
- Organise mock review panels responsible for assessing the quality of the publication and proposed journal, and provide constructive advice for improvement (Owners: ADRs).
- Start to differentiate between 3* and 4* outputs to better forecast the QR funding allocated post REF 2021 (Owner: Director R&E).

Priority Action Area – PhD recruitment and environment

Deliverable Year 2 (What)

Gain entry to DTP consortia and increase the provision of development opportunities to PhD students.

Specific actions (How)

- Develop a programme of training and development to specifically support PhD students in line with Research England DTP practice (Owner: Dean Graduate School).
- Form relationships with suitable research partners to gain entry to DTP consortia (Owner: VP R&E).
- Form relationships with UoL's Colleges to develop joint opportunities for research skills training, career development and networking (Co-owners: VP R&E and Dean Graduate School).



Priority theme: Interdisciplinary research

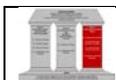
Priority Action Area – Collaborations and partnerships

Deliverable Year 2 (What)

Establish a new Distinguished Visiting Professor Scheme to increase research collaboration, joint funding application and co-authoring.

Specific actions (How)

- Use Scopus to identify which overseas institutions City staff collaborate and co-author with (Co-owners: Director Library and Director R&E).
- Form institutional links with those institutions where there are existing individual links (Co-owner: Deans and VP International).
- Identify areas of research that would benefit the most from the scheme and submit proposals to VP R&E to fund 3 visits per annum (Owners: Deans).



Priority theme: Impact

Priority Action Area – Research impact

Deliverable Year 2 (What)

Maximise, capture and promote research impact.

Specific actions (How)

- Develop a Five-Year Impact Plan for each research centre (Co-owners: ADRs and Directors Research Centre).
- Engage Business Development Managers with the grant application process to support academic staff in the development of impact plans (Owner: Director R&E).
- Improve capturing and the management of impact through the procurement and implementation of technology (Owner: Director IT).
- Log activities which may constitute parts of research impact stories (Owner: Director R&E and ADRs).

- Identify and invite external impact champions to raise awareness of the range of pathways to impact (Co-owners: ADRs and Director R&E).

Priority Action Area – Impact through academic enterprise

Deliverable Year 2 (What)

Increase commercialisation and inventions disclosure.

Specific actions (How)

1. Inventions disclosure

- Simplify processes for academic staff to obtain assistance from the R&E office in determining if their discoveries are viable for invention disclosure (Owner: Director R&E).

2. IP commercialisation

- Establish an independent company to develop proposals for supporting IP commercialisation (Co-owners: VP R&E and Director R&E).

3. Promote within and outside City the achievements of academic staff who have successfully transitioned from research discovery to product development

- Run events with external partners to promote and celebrate City's achievements (Co-owners: Director R&E and Director M&C).
- Develop written and web-based marketing materials that effectively catalogue and promote City's research capabilities to current and potential external commercial partners and throughout City's research community (Co-owners: Director R&E and Director M&C)

4. Teaching

- Increase the provision of short courses in light of options identified in 2017/18 (Owner: Director R&E).
- Through CityCircle, identify business needs and gaps in the market and agree options to develop the provision of high level CPD (Co-owners: Director R&E and Deans).

Priority Action Area – Impact through student enterprise

Deliverable Year 2 (What)

Develop and deliver a sector leading enterprise educational offer to aspiring City Entrepreneurs.

Specific actions (How)

- Seek external funding streams to support student enterprise education (Co-owners: AD Entrepreneurships and Head of Entrepreneurships).
- Design and implement a dedicated programme to identify, inspire and support female entrepreneurs (Co-owners: AD Entrepreneurships and Head of Entrepreneurships).
- Develop external facing events and workshops to support local entrepreneurs and start-ups (Co-owners: AD Entrepreneurships and Head of Entrepreneurships).
- Build a network of internationally recognised partner institutions to facilitate student venture exchange programmes and collaborative student enterprise initiatives (Co-owners: AD Entrepreneurships and Head of Entrepreneurships).
- Grow the City Founderships Placement Programme to offer more self-employed placements for City Students (Co-owners: AD Entrepreneurships and Head of Entrepreneurships).



Priority theme: Research intensity and interdisciplinary research

Priority Action Area – Research culture

Deliverable Year 3 (What)

Create an environment where research is supported and valued.

Specific actions (How)

- Establish a research fund which returns a proportion of QR funding to academic staff engaged in world leading publication, grant capture or impact (Co-owners: VP R&E and CFO).

Priority Action Area – Research grants and contracts income

Deliverable Year 3 (What)

Connect Schools with a large and diverse set of external funding sources and deliver a tangible and sustainable increase in research grants and contracts income.

Specific actions (How)

- Use academic data to identify departments and research areas in which City is strong academically but appears to be underperforming on external research funding, and develop specific growth plans for these areas which will identify the funder(s) to target and specific connections with other areas for collaborative research to increase opportunities for research grant funding (Co-owners: ADRs and Director R&E).
- Develop and disseminate to Deans a matrix matching skill and experience level of staff with type and complexity of funding opportunities (Owner: Director R&E).

Priority Action Area – Research quality

Deliverable Year 3 (What)

Increase volume of 3*/4* outputs and citation level.

Specific actions (How)

- Strongly encourage at least one academic staff per School to join the editing board of leading journals (Owners: Deans).
- Invite known leading academic authors to share their experience of the publication journey (Co-owners: ADRs and Director R&E).
- Investigate whether literature review assistance in selected areas could be provided (Co-owners: ADRs and Director R&E).
- Invite external citation champions to raise awareness of the mechanisms which optimise citation of research outputs (Owner: Director R&E).

Priority Action Area – PhD recruitment and environment

Deliverable Year 3 (What)

Enhance PhD students' profile and employability pathways.

Specific actions (How)

- Attract external funding to support research students in continuing their research post-graduation to accelerate their movement into academic careers (Owner: Director DARO).
- Support PhD students in showcasing their research and developing their network locally, nationally and internationally (Co-owners: VP International and Dean Graduate School).
- Investigate opportunities for student exchange and dual PhD degrees with existing international partner institutions (Owner: VP International).

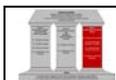
Priority Action Area – International collaborations and partnerships

Deliverable Year 3 (What)

Develop sustainable international institutional partnerships.

Specific actions (How)

- Host international conferences and symposia, and invite eminent international academics to collaborate with City's academic community (Lead: VP International).
- Establish bi-directional secondment opportunities with research partners to increase the breadth of City's research and enhance the institutional reputation nationally and internationally (Lead: VP International & Deans).
- Develop workshops and other tools and resources to assist academic staff in preparing strong international grant proposals (Lead: Director R&E).



Priority theme: Impact

Priority Action Area – Corporate partnerships

Deliverable Year 3: (What)

Develop a process for obtaining and managing corporate research and consultancy partnerships and deliver a tangible and sustainable increase in research and enterprise income.

Specific actions (How)

- Identify corporate opportunities and circulate widely and as early as possible to appropriate academic staff (Owner: Director R&E).
- Create and disseminate an information package to academic and research support staff on how to proceed on corporate agreements, focusing on early stages and administrative practicalities (Owner: Director R&E).
- Develop and publish best practices on the intranet pages on how to be a good corporate collaborator, and develop R&E expertise in the area of corporate grant funding (owner: Director R&E).

Priority Action Area – Academic enterprise

Deliverable Year 3 (What)

Develop a process for obtaining and managing academic enterprise activities.

Specific actions (How)

- Develop and manage a proof of concept programme to help academic staff design and implement a translational programme that can ultimately be commercialised (Owner: Director R&E).
- Implement policies and processes that support and incentivise consultancy work (Co-owners: Deans, Director HR and Director R&E).
- Invite known KTP champions to share their experience and raise awareness of knowledge transfer activities as a pathway to impact (Co-owners: ADRs and Director R&E).
- Develop a wide range of high level CPD provisions in line with the business needs and gaps in the market identified through CityCircle in 2018/19 (Co-owners: Deans and Director R&E)).
- Procure and implement a CRM (Customer Relationship Management) system to manage and develop a broad range of strategic and commercial partnerships to further increase income and enhance impact (Co-owners: Director IT and Director R&E).



Priority theme: REF submission

Priority Action Area – Last minute recruitment and collation of evidence

Deliverable Year 4 (What)

Last minute preparation and REF submission.

Specific action (How)

- Utilise the REF investment to recruit world-leading academic staff where appropriate (Co-owners: Deans and VP R&E).
- Collect UoAs' information and evidenced documents, and verify data accuracy (Owner: Director R&E).
- Assist VP R&E in drafting institutional statements (Co-owners: ADRs and Director R&E).



Priority theme: Research intensity and interdisciplinary research

Priority Action Area – Research funding

Deliverable Year 4 (What)

Attract external funding to support PhD studentship and unfunded research.

Specific actions (How)

- Attract philanthropic donations to fund a range of research and scholarly activities that do not attract Research Councils UK (RCUK) or industry funding (Owner: Director DARO).

Priority Action Area – Interdisciplinary research culture

Deliverable Year 4 (What)

Create a culture of interdisciplinary teaching and research.

Specific actions (How)

- Appoint academic staff to dual department appointments as a mechanism to support interdisciplinary behaviours (Owners: Deans).
- Investigate the potential for dual degrees across Schools (Owners: Deans and ADEs).
- Establish a new University seminar series to foster interaction between disciplines (Owner: Director R&E).

Priority Action Area – Research performance review

Deliverable Year 4 (What)

Identify areas where performance is below the agreed standard.

Specific actions (How)

- On the basis of research related academic performance as measured through Performance indicators (PIs) and a range of Management Information, identify areas of research that would benefit from an in-depth review and develop Five-Year growth plans where appropriate (Co-owners: VP R&E, Deans and Director R&E).



Priority theme: Impact

Priority Action Area – Research informed education

Deliverable Year 4 (What)

All UG and PGT programmes are research and/or practice informed.

Specific actions (How)

- Identify areas of the UG curricula where the outcomes of research can be effectively integrated in line with the Education and Student Strategy (Co-owners: Deans, ADEs and Director LEaD).
- Develop and offer a research skills module to all final year UG students (Owner: Director LEaD).
- Develop new MSc programmes closely aligned with and informed by City's research strengths and achievements in line with the School's Strategic Plans (Owners: Deans).

Part 2: Research and Enterprise Strategy Implementation Plan

Summary of strategic direction

As set out in City's *Vision & Strategy 2026*, our vision for the future is one where we have significantly grown our research and enterprise reputation as well as the contribution we make to wider society. Central to our vision are our strategic priorities of Quality ('Better'), Growth ('Bigger') and Partnership. The Research and Enterprise Strategy Implementation plan focuses on these three priorities:

- **Build on the quality ('better')** focus of the Strategic Plan 2012/16, maintaining City's current upwards trajectory in research quality and intensity;
- **Achieve growth ('bigger')** in a way which maintains or increases research and enterprise quality;
- **Build and leverage research and enterprise partnerships** with London and nationally but also to a much greater extent internationally in line with the priorities set out in the Internationalisation Strategy.

Actions and outputs have been grouped into the following themes:

1. Increasing research intensity while enhancing quality;
2. Increasing the breadth and scope of interdisciplinary research;
3. Achieving far-reaching impact;
4. Preparing City's submission to REF 2021.

Success of implementation will be measured through the following series of Academic Output Key Performance Indicators (KPI) and Performance Indicators (PI).

	Measure of success	Reference
Academic Output KPI	Proportion of total academic staff producing 3*/4* outputs (at least 60%)	1
Institutional Performance Indicators (PI)	Proportion of total academic staff producing 4* outputs (18%)	2
	Proportion of PhD students completing within 4 years (100%)	3
	Index of Citations (<i>THE</i> index >80)	4
	Research Grants & Contracts income (> £15M; ~6% of turnover)	5
	Enterprise income / HEBCIS (>£22M in total)	6
	Proportion of female staff in professorial positions (30%)	7
	Proportion impact case studies rated 3*/4* (100% by 2021)	8
	Proportion of impact case studies rated 4* (40% by 2021)	9

Implementation Plan

Theme 1: Increasing research intensity while enhancing quality

Objectives:

- Increase the proportion of total academic staff producing 3*/4* research outputs from 40% to at least 60% by 2021;
- Increase the proportion of total academic staff producing world leading (4*) research to 18% by 2021;
- Develop research capacity in new and existing disciplines and support Schools to develop research in areas that demonstrate strong potential;
- Increase research grant income to £15M per annum by 2021 (~6% of turnover) as a measure of the esteem in which City is held and an indication of its standing in the REF 2021.

Activities and outputs	Ownership	Priority	Start	End	Support	Link to KPIs/PIs
		1 = immediate 2 = intermediate 3 = long-term				
Sub-Theme: Recruit academic staff in line with School's academic staffing plans, the Athena SWAN action plan and the priorities set out in the People Strategy						
1.1 Identify recruitment needs and agree academic staffing plans	Deans	1	Sep 2107	Feb 2018	Dir. HR	1,2 & 5
1.2 Recruit high performing academic staff in line with academic staffing plans	Deans	1	Feb 2018	Dec 2020	Dir. HR	1,2 & 5
1.3 Improve the rigour and speed of the recruitment process for academic staff	Dir. HR	1	Feb 2018	Dec 2020		Enabler

1.4 Develop and adopt an executive search approach to identify and engage with potential academic staff candidates	Dir. HR	3	Sep 2021	Aug 2022		Enabler
Sub-Theme: Develop and performance manage academic staff in line with Schools' academic staffing plans, the Athena SWAN action plan and the priorities set out in the People Strategy						
1.5 Ensure all appraisers have attended appraisal training	Dir. HR	1	Sep 2017	Mar 2018	Deans	Enablers
1.6 Identify academic staff with high potential and agree a development framework to build capacity	ADRs HoDs	1	Sep 2017	Sep 2018	Dir. R&E Dir. HR	1,2 & 5
1.7 Identify academics on an Education and Research role profile who do not undertake research	ADRs HoDs	1	Sep 2017	Sep 2019	Dir. HR	1 & 5
1.8 Provide training and development to staff identified in 1.7 or discuss a transfer to an Education role profile	ADRs HoDs	1	Sep 2018	Sep 2019	Dir. HR	1 & 5
1.9 Ensure early career academic staff work with senior staff to develop a research agenda with a high degree of ambition	ADRs HoDs	2	Sep 2018	Sep 2020		1 & 5
1.10 Identify high potential early career academic staff and postdoctoral researchers and provide training programmes to develop a diverse internal talent pipeline	ADRs HoDs Dir. R&E	2	Sep 2018	Sep 2020		1 & 5
1.11 Establish a staged research leadership development programme aimed at broadening the skills and experience of academic staff. Particular attention to be given to female academics in line with the Athena SWAN action plan	ADRs HoDs Dir. R&E	3	Sep 2018	Sep 2021	Head OD	1,2,4 & 5
1.12 Encourage all academics on an education and research role profile to develop individual grant applications and publication strategies as part of the appraisal process	ADRs HoDs	2	Sep 2018	Sep 2019	Dir. HR	1,2 & 5

1.13 Agree a teaching buy out policy and adjust the workload allocation model to reflect research performance and provide time for senior academics engaged in mentoring	VP R&E Deans	3	June 2018	Sep 2018	Dir. HR	1,2 & 5
1.14 Develop mechanisms to manage research and enterprise performance below the agreed standard	Deans	3	Sep 2018	Sep 2021	Dir. HR	1,2, 4, 5, 6, 7 & 9
1.15 Establish a research fund which returns a proportion of QR funding to academic staff engaged in world-leading research publications, grant application or impact	VP R&E CFO	3	Sep 2019	Apr 2020		1,2, 4, 5, 6, 7 & 9
1.16 Implement technology to support the monitoring of academic performance	Dir. IT	3	Jun 2018	Sep 2019		1,2 & 5
Sub-Theme: Increase research grants and contracts income						
1.17 Create a database of existing ability to attract external funding within each academic discipline	Dir. R&E	1	Sep 2017	Mar 2018		5
1.18 Create a database of academics with significant connections to Research Councils	Dir. R&E	1	Sep 2017	Mar 2018		5
1.19 Create a database of academics able to attract large grants and identify target funders and topics	Dir. R&E	1	Sep 2017	Sep 2018		5
1.20 Develop and run targeted grant application workshops for all academic staff and researchers	Dir. R&E	1	Sep 2017	Sep 2019		5
1.21 Identify funding opportunities through horizon scanning, compile a database of international funding opportunities, and systematically communicate opportunities and coordinate responses to funding	Dir. R&E	1	Sep 2017	ongoing		5
1.22 Foster relationships with Research England and UKRI and other targeted dissemination of Calls and Invitations to Tender (ITTs)	Dir. R&E	2	Jan 2018	ongoing		5

1.23 Develop and disseminate a list of career development grants for early career academics and researchers	Dir. R&E	2	Sep 2018	ongoing		5
1.24 Develop workshops and tools to support early career academics in preparing strong grant proposals	Dir. R&E	2	Sep 2018	Sep 2019		5
1.25 Assign Research Support Managers to specifically support academics not currently applying for grants	Dir. R&E	2	Sep 2018	Sep 2019		5
1.26 Develop workshops and tools to support academics in preparing strong international grant proposals	Dir. R&E	2	Sep 2019	Sep 2020		5
1.27 Identify characteristics of successful large-scale limited submission institutional proposals	ADRs Dir. R&E	2	Sep 2018	Sep 2019		5
1.28 Identify and invite leading academics to support the review and selection of large-scale limited submission institutional proposals	ADRs Dir. R&E	2	Mar 2018	Sep 2019		5
1.29 Establish internal mock interview processes to review large-scale limited submission institutional proposals	ADRs Dir. R&E	2	Sep 2019	Sep 2020		5
1.30 Appoint one academic champion per School to support and guide the proposal construction process for large grants	Deans	2	Sep 2018	Dec 2018	ADRs	5
1.31 Appoint one academic per School to look after large-scale limited submission institutional proposals	Deans	3	Sep 2018	Dec 2018	ADRs	5
1.32 Develop plans to include female academics as Co-PIs in line with the Athena SWAN action plan	ADRs HoDs	1	Sep 2017	Dec 2018	Dir. HR	5
1.33 Develop plans to enable female academics to become PIs in line with the Athena SWAN action plan	ADRs HoDs	2	Jan 2019	Mar 2020	Dir. HR	5
Sub-Theme: Enhance the quality of research outputs						

1.34 Run events with editors of leading journals	Dir. R&E	1	Jan 2018	Dec 2019		1 & 2
1.35 Run publication writing workshops open to all academic staff, researchers and PhD students	Dir. R&E	1	Jan 2018	Dec 2019		1 & 2
1.36 Start to differentiate between 3* and 4* outputs	Dir. R&E	2	Sep 2018	ongoing		1 & 2
1.37 Develop and implement training and development mechanisms to support existing academic staff to move towards producing a higher proportion of 3* and 4* outputs. We will pay particular attention to issues of equality and diversity in developing and delivering support.	Dir. R&E	2	Sep 2018	Sep 2019		1 & 2
1.38 Develop and implement training and development mechanisms to support existing research excellent academic staff to increase the proportion of their 4* outputs. We will pay particular attention to issues of equality and diversity in developing and delivering support.	Dir. R&E	2	Mar 2018	Mar 2019		1 & 2
1.39 Invite leading academics to share their experience of the publications journey	Dir. R&E	3	Sep 2019	Mar 2020	ADRs	1 & 2
1.40 Invite citation champions to raise awareness of the mechanisms which optimise citation of research outputs	Dir. R&E	3	Sep 2020	Mar 2021		4
Sub-theme: Develop collaborations and partnerships in line with the priorities set out in the Internationalisation Strategy						
1.41 Investigate opportunities offered by the Global Research Challenge fund (GRCF)	VP R&E	1	Sep 2017	Sep 2018		1,2,4 & 5
1.42 Establish a new Distinguished Visiting Professor Programme to engage in research collaboration, joint funding application and co-authoring	VP R&E	1	Sep 2018	ongoing	CFO	1,2,4 & 5
1.43 Investigate opportunities offered by partnerships with other University of London institutions (i.e. the School of Advanced Study;	VP R&E	2	Jan 2018	Jan 2019		1,2,4 & 5

London International Development Centre; London First Higher Education Research network)						
Sub-theme: Increase PGR recruitment and enhance PhD environment						
1.44 Agree revised PhD student numbers and implement actions to support increased enrolment	Deans	1	Sep 2017	Mar 2018		Enabler
1.45 Implement the approved recommendations from the PhD support and policy review	VP R&E Deans	1	Jan 2018	Sep 2018	Dean Graduate School	3
1.46 Investigate the opportunities to participate in Research Council UK (RCUK) DTP Consortia	VP R&E	1	Sep 2017	Dec 2018		Enabler
1.47 Develop a programme of training to support PhD students in line with Research England DTP practice	VP R&E Dean Graduate School	2	Mar 2018	Mar 2019		3
1.48 Form relationships with UoL's Colleges to develop joined programmes in research skills training, career development and networking	VP R&E Dean Graduate School	2	Sep 2017	Sep 2019		Enabler
1.49 Investigate the possibilities of joining the Bloomsbury Postgraduate Skills Network	VP R&E Dean Graduate School	3	Sep 2019	Mar 2020	Head of Careers	3
1.50 Investigate the opportunities to develop joint PhD programmes with our national and international partner institutions.	VP R&E VP International	3	Sep 2020	Sep 2021		Enabler
1.51 Offer opportunities to our PhD students to reach their potential through international exposure	VP International	2	Sep 2020	ongoing		3
1.52 Offer PhD students access to specialist and dedicated employability and career support	Head of Careers	3	Sep 2019	ongoing		Enabler
1.53 Develop a web presence which promotes current and completed PhD projects and student profiles	ADRs Dir. M&C	1	Sep 2017	Ongoing		Enabler
1.54 Develop a web presence that promotes PhD and post-doctorate opportunities effectively	Dir. M&C	1	Sep 2017	Ongoing		Enabler

1.55 Proactively seek philanthropic donations and other external funding to subsidise PhD studentships	Dir. DARO	3	Mar 2018	ongoing		Enabler
1.56 Proactively seek externally funded awards that will allow the most talented PhD graduates to continue their research for an additional period after graduation and to increase the number of postdoctoral researchers	Dir. DARO		Sep 2019	ongoing		Enabler
Sub-Theme: Improve research operations						
1.57 Develop and implement a range of policies that: <ul style="list-style-type: none"> ○ are sympathetic to individual circumstances in line with our commitment to Equality and Diversity ○ promote and enable collaboration across City and beyond ○ identify obstacles to female representation in research leadership Particular policies include approaches to workload allocation, sabbatical, maternity leave and research leadership. When policies are identified as being obstacles, work with Schools to find appropriate solutions and embed norms that support diversity in everyday work practice.	Dir. HR	2	Mar 2018	Sep 2020		Enabler
1.58 Implement Symplectic Assessment module to support ARQM	Dir. IT Dir. R&E	1	Sep 2017	Complete		Enabler
1.59 Implement a research grant management system	Dir. IT Dir. R&E	1	Oct 2017	Apr 2018		Enabler
1.60 Streamline research ethics processes and implement a technical solution	Dir. IT Dir. R&E	1	Dec 2017	Jul 2018		Enabler
1.61 Implement a research data management and open access technical solution	Dir. IT Dir. R&E	1	Sep 2017	Mar 2018		Enabler

1.62 Implement an impact module	Dir. IT Dir. R&E	2	Sep 2018	Dec 2018		Enabler
1.63 Clarify the role of Research Support Managers (RSMs) and communicate their range of responsibilities to academic staff	Dir. R&E	1	Sep 2017	Complete		Enabler
1.64 Ensure City has the capacity & capability to deliver the necessary compliance in terms of regulatory requirements associated with our portfolio of research and enterprise	Dir. R&E	1	Sep 2017	Oct 2018		Enabler
1.65 Investigate whether literature review assistance could be provided in specific areas	Dir. R&E	3	Nov 2019	Feb 2020		Enabler
1.66 Complete an inventory of current equipment and maximise opportunities for sharing. Do not authorise purchase of equipment without an assessment of possible collaborative use within City and potential within University of London Colleges	Dir. R&E Deputy CFO	2	Sep 2018	Dec 2018		Enabler
1.67 Review dependencies of research support upon other Professional Services and recommend actions if necessary	Dir. R&E Dir. SP&PU	1	Jan 2018	May 2018		Enabler
1.68 Ensure academics staff are identified through ORCID	ADRs Dir. Library	1	Jan 2018	Jun 2018		Enabler
1.69 Seek philanthropic donations to improve infrastructure, facilities and library services and fund research activity that are not in line with the priorities of RCUK.	Dir. DARO	3	Sep 2019	Dec 2020		Enabler

Theme 2: Increasing the scope and breadth of interdisciplinary research

Objectives:

- Achieve growth that enhances research quality and develops capacity for inter- disciplinary research across the four main REF panels.

Activities and outputs	Ownership	Priority	Start	End	Support	Link to KPIs/PIs
<p>1 = immediate 2 = intermediate 3 = long-term</p>						
Sub-Theme: Establish interdisciplinary centres						
2.1 Identify areas of academic expertise that could be integrated to address key contemporary challenges	ADRs Dir. R&E	1	Sep 2017	Feb 2018		Enabler
2.2 Organise research in key themes and focus investment where there is a match between City's strength and critical mass and the potential for attracting funding and achieving impact, particularly targeting cross-School initiatives (e.g. interdisciplinary PhD studentships)	ADRs Dir. R&E	1	Sep 2017	Feb 2018	Deans	5
2.3 Establish fixed term cross-School interdisciplinary centres around emergent research themes	VP R&E Deans	1	Mar 2018	Jul 2018	Dir. R&E	1,2,4, 5, 8 & 9
2.4 Conduct an exercise to review the validity and direction of these research themes integrating when relevant the outcomes of the actions 2.3 and 2.4	VP R&E Deans	3	Sep 2020	Mar 2021	Deans	Enabler
2.5 Review sector good practice and recommend modes of operation and governance of new and existing interdisciplinary research centres	Dir. R&E	2	Sep 2018	Dec 2018		Enabler
Sub-Theme: Develop collaborations and partnerships						
2.6 Use Scopus to identify current institutions that City's staff co-author with	Dir. R&E Dir. Library	1	Mar 2018	Jun 2018		Enabler

2.7 Develop a database of academics who have interdisciplinary interest and are keen to explore and pursue bidding opportunities	ADRs Dir. R&E	2	Jan 2018	Jul 2018		Enabler
2.8 Form institutional links with institutions identified in 2.6	ADRs Dir. R&E	1	Jul 2018	Sep 2019		Enabler
2.9 Invite eminent academics to collaborate on cross-institutional research and co-authoring	ADRs Dir. R&E	2	Sep 2018	Ongoing	Deans	1,2,4,5,8 & 9
2.10 Host interdisciplinary conferences and seminars	ADRs Dir. R&E	2	Sep 2018	Ongoing	Deans VP (R&E)	Enabler
2.11 Create a database of national and international priorities with interdisciplinary research and identify potential collaborative activities that are in line with funders' priorities	ADRs Dir. R&E	1	Sep 2017	Feb 2018		
2.12 Establish a new University research seminar series to foster interaction between disciplines across City	VP R&E	1	Sep 2017	Ongoing	Deans	Enabler
2.13 Open lines of communication with funders, industry and other collaborators to identify emerging themes that demand a response and allow us to influence the emergence of such themes	Dir. R&E	2	Sep 2018	ongoing		5
2.14 Open lines of communication with research users to identify emerging needs which have a significant research component	Dir. R&E	3	Sep 2019	ongoing		Enabler
2.15 Investigate options for the creation of dual degrees across Schools	Deans ADEs		2020/21			Enabler
2.16 Recruit academic staff who can support and develop interdisciplinary research and education to dual departments in line with School's academic staffing plans	Deans	1	Sep 2017	Oct 2020	Dir HR	Enabler

Theme 3: Achieving far-reaching impact

Objectives:

- Achieve 100% of impact case studies to be rated as 3*/4*, with at least 40% rated as 4* by REF 2021;
- Increase the number of Knowledge Transfer Partnerships (KTPs) entered per annum;
- Increase the income from high-level Continuous Professional Development (CPD) activity;
- Increase the number of consultancy contracts.

Activities and outputs	Ownership	Priority	Start	End	Support	Link to KPIs/PIs
		1 = immediate 2 = intermediate 3 = long-term				
Sub-Theme: Achieving impact through research						
3.1 Develop an institutional impact strategy and accompanying performance monitoring mechanism	VP R&E Dir. R&E	1	Jan 2018	Jun 2018		8 &9
3.2 Identify candidate case studies, plan their development and review through the existing Committee structure	ADRs	1	Sep 2017	Sep 2018	Dir. R&E	8 &9
3.3 Develop an impact plan for each research centre that complements and aligns with Schools and UoAs' plans	ADRs Dir. Research Centres	2	Sep 2018	Sep 2019	Dir. R&E	8 &9
3.4 Engage Business Development Managers with grant applications to develop an impact plan	Dir. R&E	1	Mar 2018	ongoing		8 &9
3.5 Improve capturing impact through the implementation of impact software and log activities that may form parts of impact stories	Dir. IT Dir. R&E	1	Sep 2018	Dec 2018		Enabler
3.6 Appoint Academic Impact Champions	Deans	1	Jan 2018	Mar 2018		Enabler

	ADRs					
3.7 Review academic promotion criteria to ensure that impact generation, translation and enterprise activities are appropriately recognised and rewarded	Dir. HR	2	Sep 2018	Sep 2019		Enabler
3.8 Review sabbatical leave, bi-directional secondments and industry collaboration policies and provide recommendations that support mobility of staff between City and business, industry and government	ADRs Dir. R&E	3	Sep 2019	Sep 2020	Dir. HR	Enabler
Sub-theme: Achieving impact through academic enterprise, professional practice and scholarly activities						
3.9 Establish an administrative structure that enables City to be more entrepreneurial, manage risks and increase income <ul style="list-style-type: none"> o Review current structure and propose recommendations o Promote administrative services to Schools 	Dir. R&E	1	Sep 2017	Dec 2018		6
3.10 Appraise options for a way forward to establish a company that bridges the gap between the identification of inventive research opportunities and commercialisation	VP R&E Dir. R&E	1	Jan 2018	Jun 2018		6
3.11 Review the allocation of HEIF funding and propose recommendations to build on our knowledge transfer capacity across a broad portfolio of activities to optimise impact	VP R&E Dir. R&E	1	Feb 2018	Apr 2018	CFO	6, 8 &9
3.12 Create an environment that promotes and develop KTPs <ul style="list-style-type: none"> o Reposition BDMs in Schools to promote, develop and increase the level of engagement with KTPs 	ADRs Dir. R&E	1	Sep 2017	Dec 2018		6, 8 &9

<ul style="list-style-type: none"> ○ Invite external KTP champions to raise awareness and promote KTPs to academic staff 						
<p>3.13 Identify explicitly which relationships with business, industry and government are to be established and nurtured long-term and strategically and ensure these relationships are managed effectively at local and institutional levels</p>	ADRs Dir. R&E	1	Sep 2018	Dec 2018	VP R&E Deans	Enabler
<p>3.14 Develop and implement policies that encourage IP commercialisation</p> <ul style="list-style-type: none"> ○ Review incentives to undertake IP commercialisation ○ Develop processes that underpin revised policies ○ Develop and implement an internal communication plan ○ Identify an IP champion for each School 	ADRs Dir. R&E	2	Sep 2018	Mar 2019		6
<p>3.15 Create an environment that promotes and supports consultancy</p> <ul style="list-style-type: none"> ○ Review, develop and enforce Consultancy policies ○ Review and implement dedicated and central administrative support through the BDM network ○ Assess the opportunities to tap into SMCSE's potential 	ADRs Dir. R&E	2	Sep 2018	Mar 2019		6
<p>3.16 Create an environment that promotes impact from scholarly activities</p> <ul style="list-style-type: none"> ○ Identify staff who undertake impactful scholarship outside of established research centres ○ Raise the profile of scholarly activities that lead to impact through the creation of appropriate networks of staff 	ADRs Dir. R&E	3	Sep 2019	Mar 2020		1,2,4,8 & 9

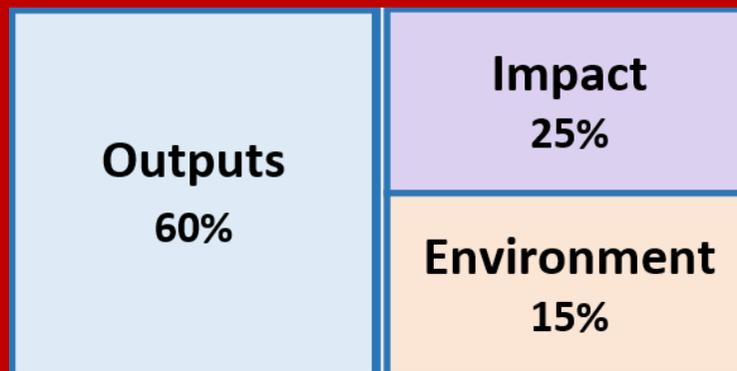
3.17 Create an environment that promotes and supports professional practice <ul style="list-style-type: none"> o Raise the profile of activities and initiatives undertaken by Schools (i.e. National Family Arbitration Service, Optometry Clinic, Department of Journalism etc.) o Review and develop where appropriate dedicated administrative support o Assess the opportunities to tap into Schools' potential to link professional practice to impact pathways 	ADRs Dir. R&E	3	Sep 2019	Mar 2020		8 & 9
3.18 Develop a more professional commercial interface with each School to facilitate the development of strong partnerships and delivery of research and enterprise support to each individual School	ADRs Dir. R&E	3	Sep 2020	Mar 2021		Enabler
3.19 Maximise the potential brought by CityCircle to increase IP commercialisation	ADRs Dir. R&E	3	Sep 2019	Sep 2020		6
3.20 Explore new opportunities to increase academic staff awareness of commercialisation opportunities via the Business Development Managers and IP Commercialisation Consultants	ADRs Dir. R&E	2	Sep 2019	Sep 2020		6
3.21 Develop and implement local workload allocation models that support and encourage academic enterprise	Deans	2	Sep 2019			Enabler
3.22 Work with IT to procure and implement a dedicated and University-wide enterprise CRM system	Dir. R&E Dir. IT	2	Sep 2019	May 2020		Enabler
Sub-theme: Achieving impact through student enterprise						
3.23 Conduct a feasibility study into funding models to support student and graduate ventures residing in the City Launch Lab	AD Entrepreneurships	1	March 2017	July 2018	Head of Entrepreneurship	Enabler

3.24 Increase the number of City student and graduate ventures residing in the Launch Lab to 50-60	AD Entrepreneurships	1	Sep 2017	July 2018	Head of Entrepreneurship	Enabler
3.25 Review, redevelop and launch a 12 month accelerator programme for Student and Graduate ventures, hosted at the City Launch Lab	AD Entrepreneurships	1	Jan 2018	Jan 2019	Head of Entrepreneurship	Enabler
3.26 Establish a mentoring programme and other learning and networking opportunities for selected students with valid business proposals who wish to develop their businesses	AD Entrepreneurships	2	Sep 2017	Ongoing	Head of Entrepreneurships	Enabler
3.27 Establish Enterprise Relationship Manager roles to support the Schools with entrepreneurship and enterprise content development	AD Entrepreneurships	1	Jan 2018	July 2018	Head of Entrepreneurships	Enabler
3.28 Develop a dedicated PR and communications strategy to publicise the success of student enterprise at City and build the institutions reputation	AD Entrepreneurships Dir M&C	1	March 2018	Sep 2018	Head of Entrepreneurship	
3.29 Seek external funding streams to support student enterprise education	AD Entrepreneurships Dir. DARO	3	Jan 2018	Sep 2019	Head of Entrepreneurship	Enabler
3.30 Design and implement a dedicated programme to identify, inspire and support female entrepreneurs	AD Entrepreneurships	2	Sep 2018	Jul 2019	Head of Entrepreneurships	Enabler
3.31 Develop external facing content (events and workshops) to support entrepreneurs and start-ups in the local region, e.g. CityUnrulyVersity	AD Entrepreneurships	2	Sep 2018	Sep 2019	Head of Entrepreneurship	Enabler
3.32 Build a network of internationally recognised partner institutions to facilitate student venture exchange programmes and collaborative student enterprise initiatives	AD Entrepreneurships	3	Sep 2018	ongoing	Head of Entrepreneurship Head IPAD	Enabler

3.33 Grow the City Founderships Placement Programme to offer more self-employed placements for City Students	AD Entrepreneurships	2	Sep 2019	Ongoing	Head of Entrepreneurship Head of Careers	Enabler
Sub-theme: Achieving impact through education in line with the priorities set out in the Education and Student Strategy						
3.34 Identify areas of curricula where areas of research and practice can be effectively integrated	Deans ADEs	1	Sep 2018	Sep 2020	Dir. LEaD Alignment with Education and Student Strategy	Enabler
3.35 Develop new Masters' programmes that are closely related to our research strengths	Deans ADEs	3	Sep 2019	Sep 2021		Enabler
3.36 Expand the provision of high-level CPD <ul style="list-style-type: none"> o Through CityCircle, work with partners to identify business needs and gaps in the market, and develop high level CPDs in line with School's Strategic Plans o Review the relevance of the current provision and provide governance arrangements for prioritisation and decision-making o Develop webpages and other marketing materials to effectively promote the high level CPD portfolio o In collaboration with the Event team, encourage and support the promotion of high level CPDs to our existing partners and seek to expand our customer base and attract new high level CPD business in line with School's Strategic Plans 	Deans Dir R&E	1	Jan 2018	Ongoing		6
3.37 Expand the provision of short courses <ul style="list-style-type: none"> o Assess market demand in new areas o Assess opportunities and constraints for week end provision o Explore opportunities to expand provision of short courses at advanced levels 	Dir R&E	1	Jan 2018	Jun 2019		6

<ul style="list-style-type: none"> ○ Expand short-courses offering in computing and languages ○ Put in place robust quality mechanisms and develop a light touch quality governance framework for non-accredited short-course 						
Sub-theme: Academic performance management in line with the priorities set out in the People Strategy and the School's academic staffing plans						
3.38 Review promotion criteria to ensure that impact-generation, and knowledge transfer activities are appropriately recognised and rewarded	Dir. HR	3	Sep 2019	Jul 2020	Deans	Enabler

Theme 4: Preparing City's submission to REF 2021



Activities and outputs	Ownership	Priority	Start	End	Support	Link to KPIs/PIs
		1 = immediate 2 = intermediate 3 = long-term				
Sub-theme: Planning for submission						
4.1 Ensure that systems and reporting mechanisms are in place for capturing research income, PhD student numbers and completion, impact, research outputs etc.	Dir. R&E	1	Sep 2017	Oct 2020	Dir. IT Dir. Library Dir. SP&PU	Enabler
4.2 Establish the governance groups (REF Strategy and REF Operations Groups) in accordance to HEFCE regulations and identify a formal liaison link with HEFCE	Dir. R&E	1	Sep 2017	Nov 2017		Enabler
Sub – theme: Outputs						

4.3 Embed timely submission of outputs to City research Online (CRO) within Schools' research processes	ADRs Dir. Library	1	Sep 2017	Ongoing		1 & 2
4.4 Review ARQM processes, including peer review and propose actionable recommendations for improvement if necessary	ADRs Dir. R&E	1	Sep 2017	Dec 2017		1 & 2
4.5 Conduct systematic internal and external peer review of outputs	ADRs Dir. R&E	1	Sep 2017	Ongoing		1 & 2
Sub-Theme: Accelerate the preparation for impact assessment						
4.6 Develop a long-list of candidate case studies and review through existing committees to obtain a manageable list	ADRs Dir. R&E	1	Sep 2017	Feb 2018		8 & 9
4.7 Collect impact statement and reports for all grant-funded research	ADRs Dir. R&E	2	Sep 2018	Sep		8 & 9
4.8 Compile information on all commercial impact (i.e., via spin-out companies etc.)	ADRs Dir. R&E	1	Sep 2018	Jul 2019		8 & 9
4.9 Capture information on business and other relationships where research has not been commercialised but where impact is significant	ADRs Dir. R&E	2	Sep 2019	Jul 2020		8 & 9
4.10 Maintain an accurate picture of postgraduate alumni and postdoctoral alumni destinations	ADRs Dir. R&E	2	Sep 2019	Ongoing	Head of Careers	REF metric
4.11 Develop an effective web research impact presence for City	ADRs Dir. R&E	3	Sep 2019	Ongoing		8 & 9
4.12 Consider use of external consultants (e.g. REF panel members) to help with assessing and quantifying the commercial and other impact of research	Dir. R&E	1	Sep 2017	Dec 2017		8 & 9
4.13 Consider the use of external consultants or other professionals to help with the communication of impact case studies and/or to review the past 20 years of research for eligible impact	Dir. R&E	1	Sep 2017	Dec 2017		8 & 9

4.14 Conduct workshops in broad academic areas to raise awareness of pathways to impact and develop better understanding of what constitutes good case studies	Dir. R&E	1	Apr 2018	Jun 2018		8 & 9
4.15 Identify ways to promote our research nationally and internationally	Dir. R&E Dir. M&C	2	Sep 2017	Ongoing		8 & 9
Sub-theme: Environment						
4.16 Identify subject areas that would benefit from a full review	ADRs Dir. R&E	1	Sep 2017	Dec 2017		REF
4.17 Invite external experts to assess institutional and local environment and propose recommendations for improvement	ADRs Dir. R&E	2	Jan 2018	Jul 2018		REF
4.18 Provide timely, accurate & robust research and enterprise information for Schools & the University through development of research and enterprise systems	ADRs Dir. R&E	2	Sep 2018	Jun 2021		REF