

STRATEGY AND ACTION PLAN: 2016-2018 – UPDATED ACTION PLAN: SEPTEMBER 2018

| Actions | Critical Success Measures | Responsibility & Deadline | Achievement and next steps/on-going |
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| A: RECRUITMENT AND SELECTION | | | |
| Create strategic, 5-year Career Development Research Assistant and Fellow posts | <ul style="list-style-type: none"> At least 14 Early career researchers appointed to RA/RF posts Retention and career development of post-holders since 2014 | PVC, R&E, Schools; 2018 | <p>ACHIEVED</p> <ul style="list-style-type: none"> 28 Early career researchers have been appointed to RA/RF posts since 2014. Pilot of a 5 year career development plan within a single School. <p>NEXT STEPS/ON-GOING</p> <ul style="list-style-type: none"> A mentoring scheme is to be established to support researcher development and leadership progression to help encourage retention. Development of Career development plans using models existing models from the pilot and tools to roll out the development plans university-wide. |
| Create industrial CASE PhD and iMRes studentships | <ul style="list-style-type: none"> At least 15 industrial PGR/MRes students appointed since 2014 Student industry collaboration with at least 10 industry partners | PVC, R&E, Schools; 2018 | <p>ACHIEVED</p> <ul style="list-style-type: none"> 16 Industrial PGR students appointed with industry partners. <p>NEXT STEPS/ON-GOING</p> <ul style="list-style-type: none"> Promotion of new competition called 'Pitch it' open to all to encourage enterprise activities across PGRs and ECRs. Those who enter will be encouraged to pair with an industry partner. Partnerships are being developed to support SPARC through sponsorship. A new programme of enterprise training has been established for researchers. |
| B: RECOGNITION AND VALUE | | | |
| Support early career researchers (ECRS) to achieve REF submission standards | <ul style="list-style-type: none"> Increased numbers of ECRs in REF with outputs assessed as 3/4*, from 34 to at least 50 ECRs included in at least 10% of impact case studies | R&E, Schools; 2018 | <p>ACHIEVED</p> <ul style="list-style-type: none"> The overall total number of research outputs produced with 3-4* IPR scores has also risen from 239 in 2016-17 to 650 in 2017-18. As part of an institutional <i>mock</i> REF exercise, ECR's were included in the modelled REF submissions to help work towards the target of 10% ECR impact case studies and increase outputs assessed as 3-4* from 34 to 50. <p>NEXT STEPS/ON-GOING</p> <ul style="list-style-type: none"> A training development plan has been produced to support the range of researchers and training needs at UoS. |
| Standardise research workload recognition and allocation | <ul style="list-style-type: none"> Consistent and effective research time allocation, allowing for investment in potential | PVC, R&E, HR, Schools; 2017 | <p>ACHIEVED</p> <ul style="list-style-type: none"> Vice Chancellor's ECRs are allocated 20% research time. 56% of research staff were on research bids in 2017-18 and 31% of staff were awarded a research award in the 2017-18 academic year. |

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| | <ul style="list-style-type: none"> • Increased researcher productivity and satisfaction: at least 20% of staff on research bids and 10% on research awards in 2017/18 • At least 20% research time allocation to Vice Chancellor's ECRs | | <p>NEXT STEPS/ON-GOING</p> <ul style="list-style-type: none"> • In-line with the Research Strategy, work is underway to develop a consistent model for workload allocation. Several Schools have piloted different approaches which will inform the development process. |
| Support researchers to develop a higher profile for their research and engage with interdisciplinary research and Industry Collaboration Zones (ICZs) | <ul style="list-style-type: none"> • 10% increase in volume and quality (% in top 25 journals) of researcher outputs and citations 2010-14 to 2014-2018 • Increased researcher external presence: at least 70% of staff with either Research Gate or Google Scholar profiles; at least 100m annual audience reach and £10m advertising value equivalent for research news items • Increased researcher external networks and partnerships: 45% of research publications co-authored with external collaborators • A total of at least 35 individual ECR/PGR research videos created • At least 10 PGRs/ECRs engaged in interdisciplinary/industry research | R&E, Marketing, Comms, Schools; 2018 | <p>ACHIEVED</p> <ul style="list-style-type: none"> • There has been an overall 4% increase in Salford publications featuring in the top 25 journals. Further work is underway to increase this number. • Over 50 researcher videos have been developed. • The university has encouraged staff to create ORCID accounts to link to USIR and other Social network and publishing platforms, rather than Research Gate or Google Scholar alone. 74% of Salford Researchers have ORCID accounts/profiles in USIR. • Since September 2014 to September 2018, 69% of research publications are co-authored with external collaborators. <p>NEXT STEPS/ON-GOING</p> <ul style="list-style-type: none"> • UoS is now the Northwest hub for Vitae and this will help raise the profile of researcher development. • The main focus is encouraging researchers to have an ORCID profile. Other initiatives such as encouraging developing a researcher profile through professional networks such as LinkedIn, Google Scholar and Research gate. Speakeazy and other profiling tools can also be used. • A podcasting kit/resources will also be made available to help support researchers developing content that can also be used for research promotion. |
| Review and implement career development pathways for research staff | <ul style="list-style-type: none"> • Formalise promotion route to Senior Research Fellow • Career development is aligned to the RDF • ECRs represented on University research committees/groups • Embed research into the University Leadership Framework | PVC, R&E, HR, Schools; 2017 | <p>ACHIEVED</p> <ul style="list-style-type: none"> • Promotion route to Senior Research Fellow has also been formalised with a role descriptor for this role created. Work on developing clear career pathways is also underway with further consultation having taken place for a September 2018 rollout. • All researcher training and development is aligned to the RDF. • ECRs are represented on University research committees and groups. • Research is embedded into the Salford Leadership Framework and behaviours. |