



Faculty of Health & Life Sciences

Research and Knowledge Exchange Strategy

2015-2020



OVERVIEW

The Faculty of Health and Life Sciences comprises three Departments (Biological and Medical Sciences; Sports, Health Sciences and Social Work; Psychology, Health & Professional Development) and one School (the Oxford School of Nursing and Midwifery). Research and Knowledge Exchange is carried out in, and in collaboration between, Departments, and is clustered into groups and centres.

The context for research in the Faculty is a UK Higher Education Institution with a strong reputation for student experience. The Faculty recognises that success of the institution lies in the linking of Research and Knowledge Exchange with Student Experience ([link to SESE](#)) and that this must be underpinned by other enabling strategies ([link to appendix with University and Faculty strategies](#)).

The Faculty is a partner in the Oxford Academic Sciences Centre and the Oxford Academic Health Sciences Network, of the Biotechnology and Biological Sciences Research Council Oxford Interdisciplinary Bioscience Doctoral Training Partnership (DTP). Members of Faculty are also associated with the Oxford Biomedical Research Centre (BRC) and have research partnerships with major local, national and international research groups and centres. We recognise the importance of supporting and developing international, European, national and local collaborations and partnerships in enhancing the quality and reputation of our research and for innovation and knowledge exchange.

The Faculty believes that supporting and developing researchers at every level is of paramount importance. Maintaining and building on our Athena Swan Silver Award, we support the development of staff and students who are, or have the potential to make a significant and original contribution and aim to provide an infrastructure and environment to facilitate this.

Research funding is of great significance. It includes (but is not restricted to) European Union, UK Research Council, industry and Charity funding as well as self and government funded research students and funding from and for innovation and enterprise. Core funding for research from the Higher Education Funding Council England (HEFCE) 'Quality Research' (QR) is dependent on quality and volume indicators through the Research Excellence Framework (REF). The equivalent for knowledge exchange is the Higher Education Innovation Fund (HEIF) and is subject to formulaic allocation. REF 2014 provides a benchmark assessment of research quality and volume to inform this strategy. While the parameters for the next REF are not decided, there is increasing emphasis on research excellence, impact and environment. Innovation and Knowledge Exchange funding through HEIF has recently diminished and presents a strategic challenge.

While different areas of Faculty are at different levels of maturity in developing research and knowledge exchange, Departmental Strategies share a common goal to increase the capacity for, volume and quality of research undertaken and to ensuring it benefits the communities served. Research Leads in each Department, working with Heads of Department, Department Knowledge Exchange Leads and senior researchers, together with the Faculty Postgraduate Research Tutors and Research Ethics Officer, bring in Department knowledge of the opportunities, challenges and quality of research in each area and report to the Faculty Research and Knowledge Exchange Committee to inform, review and advise on implementation of this strategy.

VISION

Our vision is to advance knowledge and to contribute to health, social and economic wellbeing and to the common good and to support the development of staff and students as researchers.

Strategic Objectives

- To support areas of research in Health and Life Sciences that are, or have potential to be, recognised as internationally excellent or world leading or of key local or regional significance.
- To engage in and develop academic and non-academic collaborative partnerships, locally, nationally and globally which support research, innovation and knowledge exchange.
- To support activities that maximise the impact and dissemination of the findings of research in Health and Life Sciences for the benefit our communities, local, regional and global.
- To provide opportunities for the development of researchers at all career stages and to enable students and staff to participate in and benefit from the research of the Faculty.

IMPLEMENTATION

- 1. To support areas of research in Health and Life Sciences that are, or have demonstrable potential to be, recognised as internationally excellent or world leading or of key local or regional significance.**

Identifying, supporting and reviewing research groups, clusters and centres

Faculty will:

- Review research activity and the organisation of research on an annual basis in the light of internal resources, external opportunities and the requirements of any future REF.
- Provide support for research centres¹ and groups. Research centres will have an agreed plan and budget which we will review annually.
- From time to time, identify strategically important areas as research centres.

¹ For this purpose, the OxINMAHR, the Oxford Institute of Nursing, Midwifery and Allied Health Research is recognised as a Faculty Research Centre

Retaining, recruiting, supporting and developing the highest quality of research staff at all career levels

Faculty will:

- ensure Faculty and Departmental Strategic Plans incorporate opportunities to create, retain or develop posts and resources appropriate for REF returnable researchers and will aim to increase researcher numbers in key areas to develop sustainability and critical mass
- aim to attract, appoint and retain the highest quality staff at all career levels using Faculty-wide recruitment and selection guidelines
- ensure job descriptions, workload planning, Personal Development Review (PDR) and individual research plans are used to support our research ambitions wherever possible
- use the University framework for promotion and retention and the PDR scheme to identify the development needs of research-active staff and identify and support promising early career researchers
- provide mentoring and support, and other actions aligned with Athena Swan principles (ref) for staff support and development and use staff development funds to support researcher training and development including conference attendance
- develop a 'research intensive' scheme to enable staff to undertake a specific activity (e.g. learning a new method or participating in research in another institution) where the outcome is of demonstrable benefit to the Faculty.

Supporting doctoral programmes

Faculty will:

- support named doctoral programmes through funded studentships, WLP for postgraduate research tutors and supervisors, a Faculty Research Training Coordinator and a dedicated Research Student Administrator
- use royalty and QR income to recruit the highest quality of research students, funding bursaries and fees and providing seminars and training to support personal and career development
- provide, via a bench-fee account a means to identify and administer research student costs
- meet the provisions of the Research Students' Charter (link) including provision of laboratory and office space, resources for field work and access to printing and photocopying
- fund and develop co-tutelle and similar partnerships and collaborations where students gain experience in more than one University or with industry
- Support participation in prestigious external Doctoral Training Partnerships (e.g. the Oxford BBSRC DTP)

Providing appropriate infrastructure for research

Faculty will:

- seek to co-locate research groups, clusters and centres in appropriate accommodation facilitating development of vibrant research communities, maximising the benefits of building refurbishments and moves through Campus redevelopment
- administer equipment funds strategically to ensure researchers have access to the facilities they require.
- allocate appropriate technical and support staff to support research laboratories and field work and provide support for office-based research.
- support the dissemination of research through publication, web, social and print media, news reports and marketing and promotional activity
- with the University, provide appropriate IT and informatics infrastructure and resources.
- provide necessary support to meet health, safety, ethical and environmental obligations

Providing support for funding applications and for management of research awards

Faculty will:

- provide information and advice on funding opportunities and mechanisms via the Research Office, administer the Faculty Grants Panel and encourage submissions for awards with Full Economic Costing (FEC)
- monitor the success rate of research grant applications by area, PI and funding source and advise/ intervene if necessary to maintain appropriate success rates
- support researchers in developing, costing and submitting Grant and other funding proposals
- support researchers in the post-award administration of grants and advise on appropriate reporting and use of funds
- with the University, ensure that all other Funders requirements are met, including Open Access and data storage.

2. To engage in and develop academic and non-academic collaborative partnerships, locally, nationally and globally which support research, innovation and knowledge exchange.

Faculty will:

- support competitive funding applications (e.g. to the Santander Scheme, EU COST, BBSRC Partnering awards etc.) for national and international collaboration
- support research and knowledge exchange collaborations through the activity of the Research Office and the allocation of Faculty and University funding
- fund attendance at conferences and workshops and visits to other institutions to enable staff to identify and develop potential partnerships

- maximise the opportunities afforded by incoming exchanges by providing space and resources for exchange staff and students and by supporting outgoing staff and student travel

3. To support activities that maximise the impact and dissemination of the findings of research in Health and Life Sciences for the benefit our communities, local, regional and global.

Faculty will:

- regularly review the potential and opportunities for commercialisation, dissemination and application of the outcomes of its research as a basis for selectively developing impact and knowledge exchange activities.
- support the identification and protection of intellectual property and its commercialisation
- ensure that staff and students participate in, and benefit from, research and knowledge exchange by access to expert staff and state of the art facilities; to seminar series and research lectures and to the range of opportunities that result from research and commercial collaboration.
- engage with the Oxford Academic Health Sciences Network (AHSN) and Centre (AHSC) and other similar organisations and support the development of research partnerships addressing local, regional and national healthcare needs; in particular, support the development of the Oxford Institute of Nursing, Midwifery and Allied Health Research (OxINMAHR) as a key research centre.
- identify and develop impact case studies
- provide support for publication in high-impact open access publications and for making data available through appropriate depositories including RADAR.
- support staff who engage in outreach, public understanding and public awareness of research and in dissemination of the findings of our research to our research partners and other stakeholders.
- be pro-active in promoting our research and its value to the wider public through the web, social media, print material, conference presentations, public lectures and the media .

4. To provide opportunities for the development of researchers at all career stages and to enable students and staff to participate in and benefit from the research of the Faculty.

4.1 Enable students to gain experience, develop as researchers and to undertake research

Faculty will:

- develop students as researchers by encouraging them to undertake research and access the range of research resources available in the Faculty through projects, work placements, internships and other Faculty activities and through visits and the inclusion of research in teaching
- encourage staff to view inquiry and research as a significant teaching method for all students

- support students to access the range of funding sources available for summer work experience and for student projects and placements and to use these to gain research experience in Faculty and in other institutions locally, nationally and internationally

4.2 Support the development of research active staff at all career stages

Faculty will:

- support new academic and research staff to access the 'First three years' programme and provide mentoring and support in developing their research
- use the PDR process and five year research plans to support mid career and senior staff and provide mentoring, advice, WLP and opportunities for training and development

CROSS-FACULTY ACTIVITIES

- **Allocation of Faculty research funds (Quality Research and Royalty Income).** These will be selectively allocated and used to support the overall research and knowledge exchange strategy of the Faculty. In general, funds will be allocated to research areas in proportion to earning from research output, but funds will also be directed to growth areas as identified from time to time by the ADRKE and RLs and agreed by the Faculty Executive Team (FET). Use of funds and the effectiveness of their allocation will be reviewed annually through the Annual Faculty Research Review, which will be considered FET and by RKEC. (ADRKE with RLs, Head of Departments, RKEC and FET)
- **Staff appointments.** Wherever possible, research active staff with the potential to be returned to the REF or make a significant contribution to research or knowledge exchange will be appointed when appropriate. The ADRKE, RL or nominee will be invited to advise on, or participate in, such appointments. Where appropriate, technical and support staff appointments will consider the contribution to research the post holder can make and this will be included in the job description. The Departments and the Faculty will undertake succession planning to ensure key research areas in which the Faculty has an international reputation are not lost through staff moves or retirements (Head of Departments, RLs).
- **Staff development.** The Faculty will seek to support the development of research active staff with potential to be REF returnable or make a significant contribution to research or knowledge exchange at every stage of their career, through a range of means including the Personal Development Review (PDR) process, including training, mentoring, career advice, personal development, support for applying for external funding, funding external staff development including attendance at conferences, providing time for research and supporting applications for promotion (FET, Head of Departments, RLs, ADRKE).
- **Preparation for the REF.** The Faculty will work with the University in reviews in preparation for the REF. Outcomes of the review will inform allocation of funds, the appointment strategy of the Faculty and other actions to enhance REF performance including regular reviews through the REF cycle. (ADRKE, RO, RLs, RKEC and FET)
- **Support for research.** The Faculty will ensure that an appropriate level of generic resource at Faculty level is provided to enable researchers to fulfil their potential. This will include physical (e.g. space, equipment, basic consumables of the 'well found laboratory'), electronic (access to high speed internet and server capacity, data storage and repositories, software) and human (technical and support staff, ordering and finance, Human Resources [HR], Research Office etc) resources as well as support for Health and Safety and Ethics. These will complement, but not

replace, University provision including library and information resources, University HR and finance etc.

- **Support for Impact and Knowledge Exchange.** The Faculty will undertake an annual audit of impact, knowledge exchange and related dissemination activities, led by Research Leads supported by Knowledge Exchange Leads, the RO and RBDO. This will be used to inform the allocation of time (WLP) and resources for commercialisation, pro bono and outreach activity resulting from research, and to identify areas in which support is needed.
- **Faculty Doctoral Programmes.** The Faculty will coordinate its research degrees through the Faculty Research Degrees Committee and a Faculty Postgraduate Research Tutor, Faculty Research Training Coordinator and Research Degrees Administrator in the RO. All Faculty research students will be recruited into one of the Faculty Doctoral Programmes. These will be led by one of the Faculty Postgraduate Tutors (DP Lead) and will be resourced for a seminar series, including external speakers; networking events and research methods training. The Faculty will monitor the success of the programme as part of the University and REF monitoring process and allocate resources accordingly.
- **Communication and outreach.** We will support internal and external communication of our research and knowledge exchange through the Faculty Research Office in partnership with the Faculty Marketing and Communications team. We will regularly produce the Faculty and Research Newsletter and will support web and social media and disseminate news items for the press. We will also support a Faculty lecturer in science communication and coordinate outreach events including the Science Bazaar.

Appendix 1: Leadership, Strategies and Codes of Practice

Leadership

Pro Vice Chancellor (PVC) Dean of Faculty and Faculty Executive Team
Associate Dean Research and Knowledge Exchange (ADRKE; reporting to PVC Dean with link to (PVC) Research & KE
Faculty Research and Knowledge Exchange Committee (RKEC) reporting to University RKEC and to Faculty Executive;
Research Leads (RLs; reporting to ADRKE and to Heads of Department)
Knowledge Exchange Leads (reporting to RLs and to ADRKE)
Research Manager and Research Office reporting to Head of Faculty Operations
Faculty Head of Finance and Planning
Faculty Facilities and Services Manager
Faculty Marketing Manager
Doctoral Programme Leads reporting to Faculty Postgraduate Research Tutor
Leaders of individual Centres and Groups reporting to Faculty RKEC

Strategies, policies and codes of practice

Concordat for the Career Development of Researchers
Concordat to support research integrity
Code of Practice for Academic Integrity, including procedures for investigating allegations of misconduct in research
Code of Practice for the career management and development of researchers
University Research and Knowledge Exchange Strategy
Consultancy Policy (PDF)
Ethical Standards for Research involving Human Participants Code of Practice (PDF)
Intellectual Property Policy and Regulations (PDF)
Research Policy (PDF)
Research Data Management Policy (PDF)
Information Compliance: <http://www.brookes.ac.uk/infosec/isp.html>
Data Protection Regulations: <http://obis.brookes.ac.uk/InfoCompliance/dataprotectionguide.pdf>
Freedom of Information Act; including complying with our policy on disclosure and its limits: <http://www.brookes.ac.uk/about-brookes/structure-and-governance/policies/freedom-of-information/>
University's Position on Open Access: https://www2.brookes.ac.uk/research-support/open_access/index_html
The Research and Knowledge Transfer Strategy 2015-2020
Policy and Procedure for the safeguarding of children
Universities UK - The concordat to support research integrity (PDF)
University 2020 Strategy:
Strategy for enhancing the student experience, 2015-2020
University Guiding Principles
University research and knowledge exchange strategy
University Estates Strategy
University Human Resources Strategy
Information and process systems strategy
University Health and Safety policy
Environmental and related strategies - www.hls.brookes.ac.uk/research-intra/policies-procedures-strategies Energy, Space, Travel, Waste, Water
University Finance Regulations

Appendix 2: Departmental Strategies

Departmental Research Strategy for Department of Applied Health and Professional Development & Department of Nursing

Vision

Our vision is to foster a vibrant and productive research community which engages staff, students, patients and carers and enriches the experience of all.

In realising our vision, we aim to:

- Build excellence in nursing and applied health research and contribute to the knowledge base of these professions (Strategic Objective 1)
- Translate our research to improve health care services and provide benefits to patients, carers and the public (Strategic Objective 1, 2 & 3)
- Enhance the experience of our students through a research-led (or informed) curriculum at pre-registration, post-registration and post-graduate levels (Strategic Objective 4)
- Establish a reputation, nationally and internationally, for high quality, relevant, nursing and applied health research (Strategic Objectives 2 & 3)

Key Objectives and Implementation Plan

1) To support areas of research in Health and Life Sciences that are, or have potential to be, recognised as internationally excellent or world leading or of key local or regional significance.

1.1. Develop a strong and growing nursing and allied health research community

- Appoint research active staff to all academic posts as they are filled
- Identify and act on potential offered by the Academic Health Sciences Centre to develop collaborations with Oxford University, OUH and Oxford Health
- Appoint senior clinicians in fields relevant to our research as Visiting Readers/Professors
- Seek University/Faculty funding to establish a programme of research metHead of Departments workshops for PhD students and staff
- Develop an academic research pathway for healthcare professionals, in collaboration with the OUH and Oxford Health, funded through successful applications to the NIHR/HEE Clinical Academic Training programme

1.2 Contribute to development of the Oxford Institute of Nursing, Midwifery and Allied Health Research (OxINMAHR)

- Take an active role in developing collaborative research with health professionals across the two Oxford based NHS Trusts
- Strengthen the Supportive Care Research Group, and the Nursing Practice Research Group, and identify other research groups, engaging relevant health care professionals employed by both Oxford NHS Trusts as appropriate
- Seek University/Faculty funding to support a programme of research seminars for staff, and post-graduate students, including Trust health professionals

1.3 Increase research student numbers

- Support more senior staff to train as PhD supervisors
- Provide more rigorous support and monitoring to ensure students complete in < 4 years
- Recruit part-time and clinical academic research students from local Trusts
- Secure funding or co-funding, including charity funding, for studentships
- Secure NIHR Training Fellowships, including NIHR/HEE Clinical Academic Training Programme for nurses and AHPs

1.4 Increase research income, year on year:

- Encourage collaborations with successful research groups, eg with Oxford University, OUH or Oxford Health, through Academic Health Sciences Centre
- Provide training days on writing grant applications for staff and research students
- Establish collaborative grant writing groups, with senior and inexperienced staff, to develop skills in writing grant applications

2) To engage in and develop academic and non-academic collaborative partnerships, locally, nationally and globally which support research, innovation and knowledge exchange.

2.1 See 1.1 and 1.2.

3) To support activities that maximise the impact and dissemination of the findings of research in Health and Life Sciences for the benefit our communities, local, regional and global.

3.1 Promote our identity as conducting internationally excellent research, within the Faculty, University and the wider academic and health care environment

- Present research at meetings, conferences and other events
- Secure University funding for Visiting Fellows from UK and internationally to come to work with us
- Appoint Visiting Fellows/Professors from major national and international institutions
- Increase the number of high quality (3*, 4*) publications for submission to REF 2020
- Review outcomes of REF 2014, identifying top papers from top Departments
- Review areas of research and research methods favoured in the Department in light of this
- Establish collaborative writing groups, with senior and inexperienced staff, to develop skills in writing for publication
- Review potential topics/questions for papers within annual Research Audit and Research Plans
- Seek University/Faculty funds for competitive bidding for funds for teaching replacement for staff to write-up nominated papers for publication, with support of senior staff

3.2 Exploit and document impact (practical benefit) of our research

- Ensure research staff understand 'impact' and 'knowledge exchange'
- Appoint a Knowledge Exchange Lead for the Department, to identify and develop potential for KE within the Department and to represent Department on the Faculty KE group
- Work with RBDO to increase the number of Knowledge Exchange Partnerships in the Faculty
- Review potential for KE within annual Research Audit and Research Plans

4) To provide opportunities for the development of researchers at all career stages and to enable students and staff to participate in and benefit from the research of the Faculty.

4.1 Ensure research contributes to the 'student experience'

- Embed research within the curriculum at all levels
- Give students opportunity to gain and practice range of research skills
- Encourage students to attend Departmental Research Seminars
- Work with the Academic Health Sciences Centre to establish research internships and external research placements for over summer or for other short periods

Departmental Research Strategy for Biological and Medical Sciences

Vision

The Department of Biological and Medical Sciences is committed to supporting and pursuing research in the biomedical, biological and environmental sciences of the highest standard.

In realising our vision, we aim to

- continue to increase both the volume and quality of research through increasing the number of successful funding applications, the number of Research Student completions and encouraging publication in journals of high international standing. (Strategic Objective 1)
- encourage all members of staff, if funding permits, to partake in research and undertake scholarly activity to underpin and inform their teaching.
- to promote active links with industry, other organisations and stakeholders concerned with the biological, biomedical and environmental sciences. Particular emphasis is placed on developing local and regional links, which can involve the provision of courses, student placements and promoting networking activities and on national and international research partnerships. (Strategic Objective 2)

Implementation

- **To support areas of research in Health and Life Sciences that are, or have potential to be, recognised as internationally excellent or world leading or of key local or regional significance.**

- **Employment Policy:**

The Department will give high priority to the employment of academic staff with a strong research record. Research active staff will be encouraged to maximise their esteem through external activities such as examining, committee membership, editing and refereeing and work for Research Councils. Serious consideration should be given to the strategic employment of teaching only staff to alleviate time and administrative pressure on research active staff and improve the Department SSR.

- **Early Career Researchers:**

The Department will be committed to supporting the career development of all researchers and will adhere to the principles of the Concordat on Research Careers and of Athena Swan. Wherever possible we will provide fellowship and tenure-track opportunities for the best early-career researchers. It is accepted that external appointments can refresh and stimulate research programmes, It will however also be the policy to identify and retain “home grown” research starts who demonstrate outstanding potential as internationally competitive researchers.

- **Monitoring Research Performance:**

Members of staff will carry out their research guided by individual rolling five year research plans (revised annually where appropriate), the progress of which are discussed either at PDR or in interview with the Department Research Lead.

- **Research Groupings:**

Whilst the Department accepts that in the biological sciences most research groups will build around the success of individual PIs three major themes have been identified around which we will promote our research. These are:
Molecular, Cell and Developmental Biology

Biomedical Science

Evolution, Ecology, Environment and Conservation

Consideration will be given to a 4th theme based around Genomics, Systems biology and Computational biology.

(It is expected that there will be considerable overlap and collaboration between groups working under these themes.)

We will continue to support the Centre for Ecology, Environment and Conservation and will consider the development of new research centres as appropriate.

- **Allocation of QR funds:**

The Department expects the University and Faculty to distribute QR funding within the Department to reflect the GPA, Research Power and Research Intensity of the Biological Sciences UofA submission and previous external assessment. QR funds will be used to support and drive the Department Research Strategy by investment in people, infrastructure (equipment and support staff) and where appropriate specific projects.

- **Research Studentship Scheme:**

The Department will run an annual research studentship scheme funded from Groome Royalty income, QR and other funding streams as appropriate. We will partner Oxford University in the Oxford BBSRC Doctoral Training Partnership grant and all staff are encouraged to obtain external PhD funding such as Research Council CASE awards. The Department will consider over the next year whether or not to introduce a 3.5 year fully funded PhD programme.

- **Management of Research:**

Research strategy and policy will be overseen by the Departmental Research Lead with support from staff in the Faculty Research Office. Strategy will be discussed and developed at Departmental meetings, away days and through regular meetings of senior PIs, Readers and Professors. A postdoctoral/research fellow forum will be established to enhance communication and collaboration among researchers and research groups, and inform development and monitoring of strategy.

- **Infrastructure:**

The Department will work with the Faculty and University through the current refurbishments of laboratories in the Sinclair and Tonge Buildings to achieve the highest level of facilities while maintaining research activity. We will then seek to maintain, develop and enhance laboratories, equipment and research facilities at a level appropriate with pursuing international level research. We recognise that it is not possible to fully equip to meet the requirements of all researchers in terms of major facilities such as genomics and proteomics. Investment will be focussed on key areas such as bioimaging, cell culture and bioinformatics, and will be reviewed at regular intervals to ensure alignment with researchers 5 year plans. Collaboration will be sought to ensure access to other major facilities. Lack of support for biological computing has been identified as a major threat to our research progress and priority should be given to the employment within the Department of an expert computing manager. Mechanisms will be put in place to ensure staff have access to adequate data storage facilities and the necessary computational power for bioimaging and genomics.

- **Funding support and management of grants:**

The Department will monitor external capital funding opportunities in order to optimise rapid responses to any infrastructure initiatives and has noted that science capital funding is a Government priority for the next 4 years.

- **To engage in and develop academic and non-academic collaborative partnerships, locally, nationally and globally which support research, innovation and knowledge exchange.**

- **Collaborative Research:**

Where appropriate, researchers are encouraged to develop collaborative research programmes, both within the Department, across the Faculty and University, and more importantly with researchers based in external (UK and international being given equal importance) organisations. Likewise the development of interdisciplinary research themes will be encouraged where appropriate. Where appropriate, we will encourage staff to fully engage with the activities of the AHSC/AHSN.

- **Interactions with Industry:**

It is the policy of the Department to encourage interactions between individual staff and research groups with industry, regionally, nationally and internationally. Researchers will be encouraged to engage with the development and operation of the proposed Department BioEnterprise hub.

3) To support activities that maximise the impact and dissemination of the findings of research in Health and Life Sciences for the benefit our communities, local, regional and global.

- It is the policy of the Department, wherever possible maximise the impact of its research, to protect its intellectual property, to exploit the findings of its research in a commercial environment and to generate income for the Department, Faculty and University from such exploitation. It is expected that such exploitation will be in the form of individual consultancy, the establishment of consultancies, licensing and the spinning out of independent companies. The Department expects the Faculty and University to support its endeavours in such areas by offering the appropriate efficient and professional advice and support to researchers carrying out these activities.
- It is expected that a proportion of profits from such enterprise activity will be invested back into the originating research group for the development and support of existing and new research programmes. When possible, funds will be made available for pump-priming new research projects.
- Exploitation and commercialisation will not be carried out to the detriment of pre-existing or the establishment of new research programmes.
- Research areas showing potential REF impact will be identified, monitored and nurtured in the years preceding REF assessment.
- Outreach: The Department recognises the importance of dissemination of research to the public at large. As such all research groups will be encouraged to participate in public engagement events, schools visits and other appropriate outreach activities.

4) To provide opportunities for the development of researchers at all career stages and to enable students and staff to participate in and benefit from the research of the Faculty.

- For working scientists, research and development are the principal components which underpin their professional practice. In order that students are prepared for employment in the life and environmental sciences, it is essential that a substantial proportion of staff maintain their expertise by continuing research and/or consultancy work. Given the rapid growth of knowledge in the sciences, all staff are expected to inform their teaching with the outputs of

current research, especially in the design of lecture courses, practical classes and research projects.

- The Department will seek to develop students as researchers by encouraging them to undertake research and access the range of research resources available through projects, work placements, internships and other Faculty activities and through visits and the inclusion of research in teaching
- The Department will support students to access the range of funding sources available for summer work experience and for student projects and placements and to use these to gain research experience in Faculty and in other institutions locally, nationally and internationally

Departmental Research Strategy for Psychology, Health & Professional Development

Vision

Our vision is to foster a community that undertakes and values high quality research and professional training across our disciplines.

Context

Our Department is part of the Faculty of Health & Life Sciences and we carry out a wide variety of research across the disciplines of Psychology and in Paramedic Science. There are currently three broad research groups in Psychology: Developmental Psychology, Adult Cognition & Cognitive Neuroscience, Applied Social & Health Psychology. There is also a student-led Paramedic Science Research Group. In REF 2014 staff from our disciplines were submitted to three different Units of Assessment.

Key Objectives

1. To support areas of research that are, or have demonstrable potential to be, recognised as internationally excellent or world leading

Develop and enhance excellence in research:

- Provide a supportive research environment in which staff at all stages in their career can develop and achieve their potential
- Support our research groups to become sustainable, have critical mass, and attain international excellence.
- Appoint and retain academic and research staff of the highest quality and potential at all career levels
- Increase research income year on year, with the focus whenever possible on FEC income
- Increase research student numbers by increasing applications from high quality students, and by sourcing external funding

2. To engage in and develop academic and industrial collaborative partnerships, locally, nationally and globally which support research, innovation and knowledge exchange.

- Foster and support research collaborations and partnerships across the Department, Faculty, the University and with external partners locally, nationally and internationally

3. To support activities that maximise the impact and dissemination of our research for the benefit of the students and staff of the University and our communities, whether local, regional or global.

Ensure that the impact or practical benefits of our research are effectively disseminated to the benefit of all:

- Promote our research internally and externally.
- Increase the number of researchers publishing high quality papers in preparation for REF2020.
- Promote the application to and translation of research to policy and practice.
- Increase our offering of high-quality, research-informed training courses for professionals (CPD).
- Increase the number of researchers participating in research-led external consultancies.

4. To provide opportunities for the development of researchers at all career stages and to enable students and staff to participate in and benefit from the research of the Faculty.

We will ensure that all teaching is research-informed:

- Ensure that our research contributes to the student experience through research-led or best-practice-led curriculum
- Provide students, where appropriate, with the opportunity to gain and practice a range of research skills

Implementation

1. To support areas of research that are, or have demonstrable potential to be, recognised as world leading

Develop and enhance excellence in research

- Recruit new staff, including Early Career Researchers to align with existing research groups
- Support appropriate external appointments for visiting researchers (professors/fellowships)
- Discuss and review five year research plans for staff during PDRs or annual interviews with the Research Lead
- Identify targets for high quality staff publications and research funding applications within each research group
- Identify research training needs for researchers at all levels
- Strengthen research mentoring within the Department, together with career support in line with Athena Swan principles
- Continue support of research seminar programmes across the Department
- Recognize and celebrate outputs and income generation across the Department
- Strengthen the identity of the Institute for Research in Child Development (IRCD) as a vehicle to seek external funding for research
- Seek to maintain and develop research equipment and laboratories at a level concomitant with pursuing international level research
- Train demonstrators to use and maintain research equipment and to support staff and research student research
- Align research student topics with existing research themes.
- Formalize under-graduate student voluntary research internship scheme
- Work with the Faculty in planning for the next REF, with regular reviews of these plans

2. To engage in and develop academic and industrial collaborative partnerships, locally, nationally and globally which support research, innovation and knowledge exchange.

Ensure that where relevant, staff are recognized as part of the Oxford Institute for Nursing, Midwifery & Allied Health Research (OxINMAHR) and the Institute for Research in Child Development (IRCD) at Brookes

- Identify and act on potential offered by the Academic Health Sciences Centre (AHSC) and the Council for Allied Health Professionals Research (CAHPR) to develop collaborations with the

University of Oxford and the two hospital trusts.

- Ensure that all teaching is research-informed:
 - Where possible, align staff teaching with research expertise
 - Investigate opportunities for sharing research expertise across disciplines within the department
 - Provide under-graduate students with experience of staff research labs, where appropriate
 - Continue to support Psychology Research Experience Scheme (PRES)

3. To support activities that maximise the impact and dissemination of our research in for the benefit of the students and staff of the University and our communities, whether local, regional or global.

Ensure that the impact or practical benefits of our research are effectively disseminated to the benefit of all

- Encourage research active staff to maximise their esteem through external activities such as examining, committee membership, editing and refereeing and work for Research Councils and appropriate Charitable organisations.
- Ensure research staff understand 'impact' and 'knowledge exchange'
- Appoint a Knowledge Exchange Lead for the Department, to identify and develop potential for KE within the Department and to represent Department on the Faculty KE group
- Identify strongest cases of potential impact within each research group in the Department
- Regularly update individual and research group web pages and research brochures
- Encourage staff to host events at OBU
- Improve the use of Social Media and OBU marketing to disseminate success in outputs and income generation
- Work with Marketing and Communications at OBU to improve the dissemination of our research activities
- Explore possibilities to deliver research-linked CPD across the Department
- Examine opportunities to identify and respond to tenders
- Monitor and increase the number of outreach activities undertaken by staff across the Department

Departmental Research Strategy for Department of Sports, Health Sciences and Social Work

Vision

Our vision is to become a research community that undertakes and values high quality research across our disciplines.

Context

We recognize that we are a new Department with a developing research community. We will build on our early success and create integrated research environments where excellent research thrives and increases. We will encourage new researchers to align to existing research groupings whilst a critical research mass is developed. We recognise the importance of recruiting, selecting and retaining academics who are researchers with the highest potential and underpinning this with strong cohorts of research students, investment in high quality facilities and infrastructure.

While advancing fundamental knowledge through high quality research and enhancing the student experience through a research-led curriculum, we will also focus on maximizing the impact and practical benefits of our research and on boosting our reputation.

Within this Strategy period, we will give focus in the Department to: building on the success of our rehabilitation and nutrition research; further developing our existing multi-disciplinary centres and groups to achieve critical mass and international excellence; establishing and developing excellence in applied health and exercise sciences research through cross Faculty partnerships; making the most of the opportunities afforded by our membership of the Oxford Academic Health Sciences Centre. In REF 2014 staff were submitted to UoA3. The return was small but of a high quality; our vision is to expand our return whilst maintaining the quality.

Key Objectives

1. To support areas of research that are, or have demonstrable potential to be, recognised as world leading.

- Nurture and develop a strong applied health research community and multidisciplinary research, learning from our existing successes and increasing the number of research active staff in these disciplines
- Support our Centres (recently renamed centre for Movement Occupational and Rehabilitation Sciences and centre for nutrition and health) and research groups to become sustainable, have critical mass and attain international excellence.
- Increase the number of researchers to 10 individuals publishing high quality papers in preparation for REF 2020.
- Appoint whenever possible and retain academic and research staff of the highest quality and potential at all career level.
- Encourage all new staff appointments, in line with the University Strategy to be research trained (PhD) and active and support appropriate current staff to embark on research training
- Provide a supportive research environment in which staff at all stages in their career can develop and achieve their potential to the benefit of all, through focused resource allocation
- Increase research income year on year, with the focus whenever possible on fEC income, for example through a greater ability to respond to changes in the external environment, and taking advantage of opportunities for external collaborations.
- Increase research student numbers by increasing applications from high quality students and by sourcing more external full- or part-funding to supplement investment from internal funds

- Increase the researcher to student ratio in the Department
 - Build upon success through investment in staff, research students, facilities and infrastructure.
- 2. To engage in and develop academic and industrial collaborative partnerships, locally, nationally and globally which support research, innovation and knowledge exchange.**
- Foster and support research collaborations and partnerships across the Faculty, the University and with external partners locally, nationally and internationally.
 - Ensure that our research contributes to the student experience, through a research-led or best practice-led curriculum and providing students, where appropriate, with the opportunity to gain and practice a range of research skills
- 3. To support activities that maximise the impact and dissemination of our research for the benefit of our communities, whether local, regional or global.**
- Ensure that the impact or practical benefits of our research are effectively disseminated, recorded and exploited to the benefit of all.
 - Promote our research identity externally and internally.

Implementation

Unless stated the Structures and mechanisms to support these objectives, resources required to achieve objective and Leadership are as in Faculty Research Strategy

1. To support areas of research that are, or have demonstrable potential to be, recognised as world leading.

- Discuss and review five-year research plans for staff during PDRs or annual interviews with the Research Lead. Discussions to include mentoring to align researchers to successful research groups and themes, identify targets for staff publications, translation and impact, research funding applications and Identify research training needs for researchers at all levels.
- To align research into strong and successful research themes supported at every level, BSc, MSc, PhD, Research fellow and staff.
- Research Importance: To work closely with the Head of Department and Department Management Team to increase the level of importance given to research within the Department. To work with the Head of Department and Department Management Team to appoint whenever possible and retain academic and research staff of the highest quality and potential at all career level. To celebrate research success at Department Level
- To align research income streams to optimize success and to develop outwards from successful themes.
- To increase research income year on year, with the focus whenever possible on fEC income, for example through a greater ability to respond to take advantage of opportunities for external collaborations.
- Increase research student numbers and quality year on year in, by increasing applications from high quality students and by sourcing more external full- or part-funding to supplement internal investment strongly aligned to successful research themes.
- To initiate and run a Department research seminar programme.
- Resources and infrastructure: To encourage investment in resources that supports our areas of research excellence:
 Such infrastructure to include: Estates – space for research offices & labs, Equipment, Technical support, Training, Finance, HR, IT, WLP, Administrative support for research and efficient research governance and approval systems, thought the development of an innovative Clinical Trials Unit structure.

- 2. To engage in and develop academic and industrial collaborative partnerships, locally, nationally and globally which support research, innovation and knowledge exchange.**
 - Research Capacity: To develop Department. links to OxINAHR and AHSC and Oxford Sport and Physical Activity.
- 3. To support activities that maximise the impact and dissemination of our research for the benefit of our communities, whether local, regional or global.**
 - To work closely with the Head of Department and Department Senior Management Team to encourage the fast translation of research into CPD and teaching in order to optimize the impact of Department. research.
 - Where possible to align staff teaching with research expertise and themes.
 - Develop research internships and projects aligned to research expertise.
 - To work closely with the Faculty marketing team to encourage effective marketing of research success in order to optimize on its effect.
 - To work closely with researchers to identify and develop research impact case studies

Departmental Research Strategy for the Oxford School of Nursing and Midwifery²

Vision

Our vision is to foster a vibrant and productive research community which engages staff, students, patients and carers and enriches the experience of all.

In realising our vision, we aim to:

- Build excellence in nursing, midwifery and applied health research and contribute to the knowledge base of these professions (Strategic Objective 1)
- Translate our research to improve health care services and provide benefits to patients, carers and the public (Strategic Objective 1, 2 & 3)
- Enhance the experience of our students through a research-led (or informed) curriculum at pre-registration, post-registration and post-graduate levels (Strategic Objective 4)
- Establish a reputation, nationally and internationally, for high quality, relevant, nursing and applied health research (Strategic Objectives 2 & 3)

Key Objectives and Implementation Plan

1) To support areas of research in Health and Life Sciences that are, or have potential to be, recognised as internationally excellent or world leading or of key local or regional significance.

1.1. Develop a strong and growing nursing, midwifery and allied health research community centred on the Oxford Institute of Nursing, Midwifery and Allied Health Research and within the Oxford School of Nursing and Midwifery (see 1.2)

- Appoint research active staff to all academic posts as they are filled
- Identify and act on potential offered by the Academic Health Sciences Centre to develop collaborations with Oxford University, Oxford University Hospital Trust and Oxford Health
- Appoint senior clinicians in fields relevant to our research as Visiting Readers/Professors
- Seek University/Faculty funding to establish a programme of research methods workshops for PhD students and staff
- Develop an academic research pathway for healthcare professionals, in collaboration with the OUH and Oxford Health, funded through successful applications to the NIHR/HEE Clinical Academic Training programme

1.2 Contribute to development of the Oxford Institute of Nursing, Midwifery and Allied Health Research (OxINMAHR)

- Take an active role in developing collaborative research with health professionals across the two Oxford based NHS Trusts and other NHS partners.
- To build on and strengthen national and international collaborations with health professionals globally.
- Strengthen research that is focused on (i) enhancement of patient safety and well-being, (ii) enhancement of health equity and social justice and (iii) promotion of health workforce resilience and sustainability through engaging relevant health care professionals employed with our collaborating Trusts as appropriate.
- Seek University/Faculty funding to support a programme of research seminars for staff, and post-graduate students, including Trust health professionals

1.3 Increase research student numbers

- Support more senior staff to train as PhD supervisors

² Incorporating the Departments of Nursing and of Department of Midwifery, Community & Public Health until July 2018

- Provide more rigorous support and monitoring to ensure students complete in < 4 years
- Recruit part-time and clinical academic research students from local Trusts
- Secure funding or co-funding, including charity funding, for studentships
- Secure NIHR Training Fellowships, including NIHR/HEE Clinical Academic Training Programme for nurses and AHPs

1.4 Increase research income, year on year:

- Diversify funding sources and win funding from a range of sources, including NIHR, Research Councils, Charities and industry.
- Encourage collaborations within successful research groups, with other Higher Education Institutes and NHS partners, including Oxford University, Oxford University Hospitals NHS Foundation Trust or Oxford Health Foundation Trust, through Academic Health Sciences Centre
- Provide training days on writing grant applications for staff and research students
- Establish collaborative grant writing groups, with senior and inexperienced staff, to develop skills in writing grant applications

2) To engage in and develop academic and non-academic collaborative partnerships, locally, nationally and globally which support research, innovation and knowledge exchange.

2.2 See 1.1 and 1.2.

3) To support activities that maximise the impact and dissemination of the findings of research in Health and Life Sciences for the benefit of our communities, local, regional and global.

3.1 Promote our identity as conducting internationally excellent research, within the Faculty, University and the wider academic and health care environment

- Present research at meetings, conferences and other events
- Secure University funding for Visiting Fellows from UK and internationally to come to work with us
- Appoint Visiting Fellows/Professors from major national and international institutions
- Increase the number of high quality (3*, 4*) publications for submission to REF 2021
- Review outcomes of REF 2014, identifying top papers from top Departments
- Establish collaborative writing groups, with senior and inexperienced staff, to develop skills in writing for publication through such opportunities as writing retreats
- Review potential for papers within annual Research Audit and Research Plans
- Seek University/Faculty funds for competitive bidding for funds for teaching replacement for staff to write-up nominated papers for publication, with support of senior staff
- Development of impact case studies within the Unit of Assessment 3 for REF 2021 and beyond.

3.2 Exploit and document impact (practical benefit) of our research

- Ensure research staff understand 'impact' and 'knowledge exchange'
- Work with RBDO to increase the number of Knowledge Exchange Partnerships in the Faculty
- Review potential for KE within annual Research Audit and Research Plans

4) To provide opportunities for the development of researchers at all career stages and to enable students and staff to participate in and benefit from the research of the Faculty.

4.1 Ensure research contributes to the 'student experience'

- Embed research within the curriculum at all levels
- Give students opportunity to gain and practice a range of research skills
- Encourage students to attend OxINMAHR Research Seminars
- Work with the Academic Health Sciences Centre to establish research internships and

external research placements for over summer or for other short periods

- Ensure personal research development plans are completed and staff are mentored to achieve their position

4.2 To engage in the development of the Magnet Nursing Model with local NHS trusts to develop the 5 components of the magnet model, including; transformational leadership, staff empowerment, exemplary professional nursing practice, new knowledge innovations and improvements and empirical outcomes.