

Faculty Research Strategy 2016-2020

1. Our Vision, Mission and Values

Our overall vision as a University is to be:

A world class **international** university that **supports outstanding students and staff**, working in work class facilities, conducting leading-edge education and research, **focused on the needs of society**.

In relation to research our mission is:

- To be distinguished by our **academic strengths** and recognised globally for the **social, economic and cultural benefit** we deliver through our research.
- To achieve this, we will work to create an **inspiring research environment** that nurtures talent and rewards outstanding leadership and excellence.

Underpinning our mission for research are the following core values:

- We value **creativity** and foster an environment that facilitates and rewards innovation.
- We contribute to the creation of an inclusive and enriching intellectual **community** which develops talent and enables collaboration across disciplinary boundaries.
- We undertake research in accordance with the highest levels of **integrity**.

2. Research in the Faculty of Arts, Humanities and Social Sciences

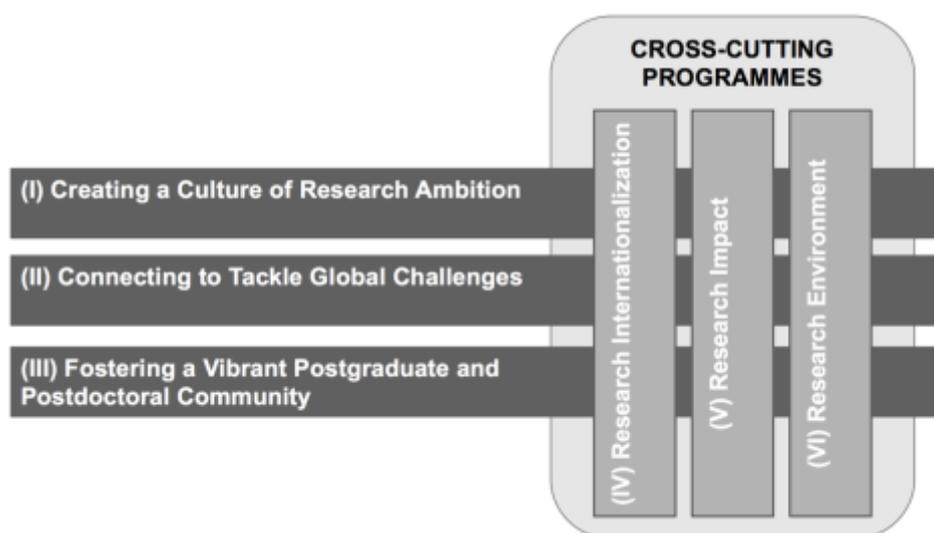
Research in the Faculty of Arts, Humanities and Social Sciences is integral to how we can achieve our vision and mission for research as a University. In its broadest sense our research seeks to better understand and improve the nature of society, culture and the human condition. In this we share a commitment to achieving impact that seeks to ensure that each person is able to reach their full potential and contribute fully to an open, inclusive, culturally enriched, creative and connected society.

What makes our research distinctive as a Faculty, and provides coherency across our many areas of disciplinary excellence and substantive programmes of research, is a commitment to addressing a number of core themes:

- How to support the holistic development of individuals so that they are enabled and empowered to reach their full potential and to be imaginative, creative and expressive;
- How to build socially cohesive communities that are open and inclusive, economically vibrant and culturally enriched; and
- How to enhance the social, physical and environmental conditions of people's lives through interdisciplinary engagements with technology, medicine, engineering and the natural sciences.

3. University Priorities, Cross-Cutting Programmes and Delivery Mechanisms

There are three institutional priorities, shaped by three cross-cutting programmes, that will guide our efforts as a Faculty to achieve the University's vision and mission for research:



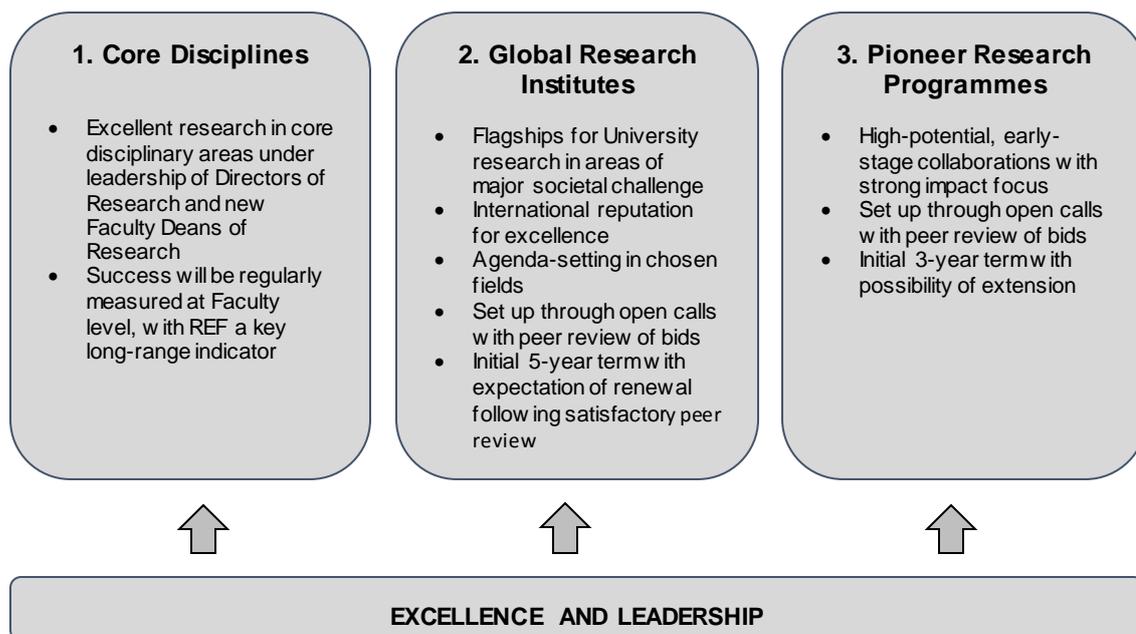
Our Institutional Priorities:

- (I) **Creating a culture of research ambition:** Promoting excellence, providing flexibility for talent to flourish, and encouraging rounded contributions to research life.
- (II) **Connecting to tackle global challenges:** Supporting new research interactions and tackling cross-disciplinary research priorities of global significance.
- (III) **Fostering a vibrant postgraduate and postdoctoral community:** Growing our postgraduate and postdoctoral cohorts, drawing them into our wider research culture, and providing the highest-quality learning and training environment.

Our Cross-Cutting Programmes:

- (IV) **Research Internationalisation:** supporting the creation of international research partnerships and access to international funding streams, and attracting the most talented international research staff and students.
- (V) **Research Impact:** maximising the potential for our research to deliver academic, societal and economic impact.
- (VI) **Research Environment:** creating and sustaining a world-class research environment characterised by cutting-edge facilities, linked with high-quality training and professional support.

These institutional priorities and cross-cutting programmes will be achieved through a three-part framework for research that focuses on supporting the core disciplines, Global Research Institutes (GRIs) and Pioneer Research Programmes (PRPs) as set out overleaf.



4. University and Faculty Targets Under Vision 2020

The above strategic framework provides the basis from which we, as a University, will achieve a number of ambitious targets set through Vision 2020. The core institutional targets are:

- Increase research income from £55m to £110m
- Increase postgraduate profile from 23% to 30%
- Increase international students from 8% to 20%

This ambition at an institutional level is reflected in the targets we have set as a Faculty for growth in relation to external research income, the total number of postgraduate research (PGR) students and also the total number of international PGR students set out below.

Faculty Targets for External Research Income (£m)

	15-16	16-17	17-18	18-19	19-20	20-21	Growth
School of Arts, English and Languages							
	0.7	0.7	0.8	0.9	1.1	1.2	71%
School of History, Anthropology, Philosophy and Politics							
	0.9	0.9	1.0	1.1	1.2	1.4	56%
School of Social Sciences, Education and Social Work							
	3.3	3.5	3.7	3.9	4.2	4.5	36%
Queen's Management School							
	0.1	0.6	0.7	0.8	0.9	1.1	n/a
School of Law							
	0.4	0.4	0.5	0.5	0.5	0.6	50%
Faculty Total							
	5.4	6.1	6.7	7.2	7.9	8.8	63%

Faculty Targets for Postgraduate Research Students (FTEs)

	15-16	16-17	17-18	18-19	19-20	20-21	Growth
School of Arts, English and Languages							
Home/EU	86	103	100	100	96	100	16%
International	25	27	29	33	36	40	60%
School of History, Anthropology, Philosophy and Politics							
Home/EU	73	84	87	91	93	98	34%
International	28	31	35	39	42	47	68%
School of Social Sciences, Education and Social Work							
Home/EU	87	104	104	109	105	109	25%
International	29	31	33	35	37	40	38%
Queen's Management School							
Home/EU	19	20	22	24	25	26	37%
International	16	21	26	32	38	45	181%
School of Law							
Home/EU	27	28	29	30	31	32	19%
International	38	42	46	50	54	60	58%
Faculty Total							
Home/EU	292	339	342	354	350	365	25%
International	136	152	169	189	207	232	71%
Total	428	491	511	543	557	597	39%

5. Faculty Objectives and Associated Activities

We have identified and agreed a number of Faculty Objectives and associated activities in relation to each of the institutional priorities and cross-cutting programmes set out above (Section 3). Taken together, these Objectives represent an overall framework to guide our activities as a Faculty over the next few years to achieve the University's vision and mission for research and, through this, the key targets for research income and PGR students we have set ourselves.

(I) Creating a Culture of Research Ambition	
Faculty Objectives	Activities
<p>1. To provide all academic staff with high quality mentoring and support, commensurate with their career stage, in the development and achievement of publication and research income plans.</p>	<p>a. All Schools to make arrangements for each academic member of staff to meet with an appropriate senior colleague at least once per year to develop and review their individual publications and external grant application plans. Academic staff will be asked to use a common Faculty proforma.</p> <p>b. A Faculty-led procedure to be introduced for academic staff to apply for sabbatical leave for research.</p>

Faculty Objectives	Activities
<p>2. To achieve a step-change in research income generation, particularly from RCUK, ERC and equivalent peer-reviewed funders.</p>	<p>a. A Faculty Research Grant Review Panel to be established to support the production of high quality research grant applications to RCUK and equivalent funders.</p> <p>b. New guidelines and procedures to be introduced to limit small grant applications other than from an agreed list of funders and/or for particular types of research activities.</p> <p>c. A Faculty Research Initiatives Fund to be established to complement existing University-wide funding to support activities directly associated with the early identification and initial preparation of research grant applications to RCUK and equivalent funders. (see also 6c below).</p> <p>d. A Faculty-wide mechanism to be developed for use by all Schools to recognise time costed into externally-funded research projects in their respective Workload Allocation Models.</p> <p>e. A Faculty-wide Research Grant Incentivisation Scheme to be introduced to recognise and reward grant income success.</p>
<p>3. To be known internationally for our world-leading research in a broad range of disciplines.</p>	<p>a. The Faculty to establish and support Core Disciplinary Research Groups to operate within Schools.</p>
<p>4. To ensure that our core research activities are innovative, ambitious and at the cutting edge of developments within their respective fields.</p>	<p>a. The Faculty to encourage and make use of extensive external peer-review to assess our progress and to inform key strategic decisions.</p>

(II) Connecting to Tackle Global Challenges	
Faculty Objectives	Activities
<p>5. To be recognised as world-leading in relation to a number of core programmes of interdisciplinary research tackling key global challenges.</p>	<p>a. The Faculty to strategically invest in and support a small number of interdisciplinary Global Research Institutes (GRIs) and Pioneer Research Programmes (PRPs).</p> <p>b. The Faculty to continue to support centrally-organised initiatives to facilitate the creation of new interdisciplinary working through its proposed Global Challenge Networks Programme.</p>
<p>6. To create a vibrant, responsive and innovative culture of research connectedness within and between disciplines.</p>	<p>a. Core Disciplinary Research Groups to have the opportunity to establish and maintain Research Centres and Research Networks.</p> <p>b. The proposed Faculty Research Initiatives Fund (see 2c) to support the establishment of new and emerging interdisciplinary activities, typically including the goals of producing external grant applications and/or achieving research impact.</p>

(III) Fostering a Vibrant Postgraduate and Postdoctoral Community	
Faculty Objectives	Activities
<p>7. To create a vibrant postgraduate research community that is recognised internationally as providing the highest quality training and support.</p>	<p>a. The AHRC (Northern Bridge) Doctoral Training Partnership and the proposed ESRC (NINE) Doctoral Training Partnership to play a lead role in shaping the framework for doctoral training within the Faculty.</p> <p>b. Both DTPs to work collaboratively and to develop further existing links with the Graduate School to ensure that a comprehensive range of wider support programmes are provided for postgraduate students to supplement their training, career development and social activities.</p>
<p>8. To ensure the fullest inclusion and participation of postgraduate research students and contract researcher staff within the wider research activities of the Faculty.</p>	<p>a. The Faculty to ensure that each School develops and implements clear plans to facilitate the full inclusion and participation of postgraduate researcher students and contract research staff.</p>

Faculty Objectives	Activities
9. To ensure that all postgraduate research students and contract researchers are fully and actively supported in the development of their academic and professional careers.	<p>a. Personal Development Plans to be used with all postgraduate research students to guide the development of their academic and professional careers.</p> <p>b. All Schools to ensure that all contract researchers are assigned a mentor (if they are on probation) or that arrangements are in place for their full participation in appraisal.</p>

(IV) Research Internationalisation	
Faculty Objectives	Activities
10. To develop and sustain a range of strategic research partnerships internationally with world-leading centres and institutes.	a. The Faculty to ensure that GRIs, PRPs and Research Centres and Networks, through their strategic plans, identify and develop collaborative partnerships with at least one world-leading centre or institute.
11. To grow significantly postgraduate research studentship opportunities, aligned with our core areas of disciplinary and interdisciplinary excellence.	a. The Faculty to ensure that GRIs, PRPs, Core Disciplinary Research Groups and their associated Research Centres, through their strategic plans, identify and establish new channels for the recruitment of postgraduate research students through research collaborations and also the targeting of countries as appropriate.

(V) Research Impact	
Faculty Objectives	Activities
12. To be recognised internationally for our innovative models of engagement and collaboration with external key stakeholders regionally, nationally and internationally.	a. The Faculty to ensure that GRIs, PRPs, Core Disciplinary Research Groups and their associated Research Centres and Networks, through their strategic plans, identify and develop sustained and innovative collaborative relationships with key stakeholders.

Faculty Objectives	Activities
	b. The two Faculty Doctoral Training Partnerships to ensure that postgraduate research students have opportunities to develop formal collaborations with a relevant partner from outside the University sector.
13. To build and sustain strategic relationships with key funders regionally, nationally and internationally.	a. The Faculty to identify and develop strategic relationships with key external funding organisations related to its areas of interdisciplinary and disciplinary areas of excellence.
14. To be recognised internationally for our work in relation to knowledge exchange and policy engagement regionally, nationally and internationally.	<p>a. The Faculty to continue to support and build upon its wider knowledge exchange activities, including QPol and the Knowledge Exchange Seminar Series and to explore new opportunities, including the potential for a What Works Centre for NI.</p> <p>b. The Faculty to ensure that GRIs, PRPs, Research Centres and disciplinary subject areas, through their strategic plans, identify and develop clear and innovative approaches to knowledge exchange and policy engagement.</p>
15. To ensure maximum impact for our research that is clearly evidenced in relation to academic, societal and economic outcomes.	a. All Schools, through their respective REF Units of Assessment, to identify and build evidence for the impact of their research through the use of the Impact Case Study proforma already established.

(VI) Research Environment	
Faculty Objectives	Activities
16. To ensure that all of the Faculty is fully engaged in, contributing to and helping to refine and further develop the Faculty Research Strategy.	a. The Faculty to establish a Faculty Research Forum that will include representation from all Core Disciplinary Research Groups and from Research Centres and Networks and also contract research staff and research students. This Forum will provide a primary mechanism for the Faculty Research Committee to consult on key strategic issues.

Faculty Objectives	Activities
<p>17. To ensure that our research and professional services are fully integrated, aligned with and supporting the delivery of the Faculty Research Strategy.</p>	<p>a. The Faculty to continue with the Faculty Research Operations Group, chaired by the Dean of Research and including key members from Research and Enterprise.</p>
<p>18. To ensure that there is a strong culture of research integrity within the Faculty so that all research is undertaken to the highest ethical standards.</p>	<p>a. The Faculty to work closely with the Research Governance Team in Research and Enterprise to actively promote research integrity and to monitor and review research practice across the Faculty to ensure that such practice continues to be undertaken to the highest ethical standards.</p>

6. Faculty Research Organisational Structure

The **Faculty Research Committee** will be chaired by the Dean of Research and will report to Faculty Executive Board. The Faculty Research Committee membership will include the five School Directors of Research, the Director of Operations and one elected representative for contract research staff and one for research students. The Committee will meet quarterly and be responsible for keeping under review and also overseeing the successful implementation of this Faculty Research Strategy.

A **Faculty Research Forum** will be established that will also be chaired by the Dean of Research. The Forum membership will include all members of the five School Research Committees (see below). The Forum will meet twice yearly for half a day and will represent the core mechanism by which the Faculty Research Committee will consult with the Faculty on key strategic and policy issues.

The **Faculty Research Operations Group** will continue to operate and will meet following each Faculty Research Committee and FEB meeting and at other times, as considered necessary, to address discrete elements of work. The Group will ensure that our research and professional services are fully integrated and aligned. Chaired by the Dean of Research, membership will include: Head of Research Policy Team; Head of Research Development; Research Impact Manager; Research Development Manager (AHSS); EU Research Development Manager (AHSS); and Business Alliance Manager (AHSS).

Each School Research Committee will propose the establishment of one of more **Core Disciplinary Research Groups** for approval by the Faculty Research Committee. Each Group will need to demonstrate that it is academically coherent and has a critical mass. These Groups will each have an Academic Lead to be appointed by the School and reporting to the School Director of Research. All academic staff will be required to be a member of one Core Disciplinary Research Group. The Academic Lead will be responsible for developing and overseeing, with the support of colleagues, a set of activities for the Group. Academic Leads will also be responsible, in consultation with the School Director of Research, for making arrangements for academic staff to be mentored and for the completion and review of individual publication and grant application plans as part of this process. For academic staff that are Fellows of a GRI or

PRP, this mentoring (and the associated completion and review of publication and grant application plans) will be provided by the relevant GRI/PRP.

School Research Committees will decide how each Core Disciplinary Research Group should best be managed. Core Disciplinary Research Groups will be able to propose the establishment of one or more **Research Centres** or **Research Networks** that will require the initial agreement of the School Research Committee and then the approval of the Faculty Research Committee.

7. Faculty Investment and Indicative Budget Allocations

The level of ambition in relation to the objectives above and the key targets for research income and PGR student growth set for the Faculty requires significant investment in our Core Disciplinary Research Groups, Global Research Institute and Pioneer Research Programmes as well as in other underpinning activities seeking to support and incentivise interdisciplinary collaborations and research income generation.

The key areas for Faculty investment in research are listed below. The budget for each area for 2016/17 will be determined shortly as part of the planning of the overall Faculty budget.

Area for Faculty Investment
GRI and PRPs
George J. Mitchell Institute for Global Peace, Security and Justice Centre for Evidence and Social Innovation (CESI) Centre for the Study of Risk and Inequality (CSRI)
School Allocations
School of Arts, English and Languages School of History, Anthropology, Philosophy and Politics School of Social Sciences, Education and Social Work Queen's Management School School of Law
Faculty Schemes
Faculty Research Initiatives Fund Research Grant Incentivisation Scheme Dean's Budget

Our investment in research as a Faculty reflects the three-part framework that underpins our research strategy, with the most significant levels of investment being directed to the Global Research Institute, our Pioneer Research Programmes and to Schools, largely to support our Core Disciplinary Research Groups.

The **School Allocations** will be budgets devolved to the five Schools and will be primarily for the support of the Core Disciplinary Research Groups but also broader School-level research activities. The underlying principle will be to empower Schools to decide how best to support research within and across their disciplinary groups. It will therefore be up to School Research Committees to decide how to use their respective budgets and how much to allocate to their Core Disciplinary Research Groups. If Schools wish to support Research Centres and/or Research Networks as part of their core disciplinary research activities, they can decide to use part of their allocated budget for this purpose.

The actual budgets to be allocated to the five Schools will be calculated so that they are proportionate to the number of full-time equivalent (FTE) academic staff within each School. However, the FTEs for each School will also be weighted to reflect performance

in REF2014. For reference, the actual numbers of full-time equivalent staff in each School, and the REF Unit of Assessment that they belong to, are listed in the table below. Also listed are the weighted FTEs for each, based upon REF2014 performance, that will be used to distribute the available budget proportionately across the five Schools.

The weighted FTEs for each UoA are also shown to illustrate how the overall weighted FTE for each School has been calculated. School Research Committees will be encouraged to bear this information in mind when allocating budgets to their respective Core Disciplinary Research Groups. However, it will be for School Research Committees to decide whether they wish to allocate budgets to Core Disciplinary Research Groups according to the weighted FTEs. Also, it should be born in mind that Core Disciplinary Research Groups may not all map directly onto UoAs.

Proportionate Allocation of Research Budgets to Schools

School	Unit of Assessment	Actual FTE*	Weighted FTE**
School of Arts, English and Languages		83	95
	28 - Modern Languages	22	28
	29 - English Languages and Linguistics	31	39
	35 - Music, Drama, Dance and Performing Arts	30	28
School of History, Anthropology, Philosophy and Politics		78	77
	21 - Politics and International Studies	29	23
	24 - Anthropology and Development Studies	11	13
	30 - History	32	36
	32 - Philosophy	6	5
School of Social Sciences, Education and Social Work		69	61
	22 - Social Policy and Social Work	17	16
	23 - Sociology	27	16
	25 - Education	25	30
Queen's Management School		64	53
	19 - Business and Management Studies	64	53
School of Law		39	47
	20 - Law	39	47
Faculty Total		333	333

*Full-time equivalent number of academic staff currently aligned to each Unit of Assessment. These figures are interim and will be checked and amended as appropriate when calculating the actual budget allocations.

**These weighted FTEs will be used to distribute available funding proportionately to the five Schools. For each UoA the weighted FTE was calculated as: $[FTE \times (4A + B)] \times 333/538.9$, where "FTE" is the actual FTE as shown in the above table, "A" is the proportion of 4* activity and "B" is the proportion of 3* activity in that UoA as reflected in its overall REF profile. The multiplier "333/538.9" was used to ensure that the overall total for weighted FTEs remains at 333 to allow for comparisons with actual FTEs.

The **Research Grant Incentivisation Scheme** will involve annual payments to individual academic staff in August of each year based upon the total external research income recorded against their name for the previous academic year. Payments will be made to an individual G account for their personal use in funding research activities. Payments will be calculated on the basis of 1% of the total income recorded against their name, from a minimum payment of £100 up to a maximum of £5,000. As such, and for example:

- An academic with less than £10,000 against their name will not receive an incentives payment;
- An academic who attracted a total of £50,000 during the previous year will receive a payment of £500 and, similarly, if they attracted a total of £200,000 they will receive a payment of £2,000;
- Those who attract total funding of £500,000 or more will receive a total payment of £5,000.

The **Faculty Research Initiatives Fund** will be open to academic staff to apply for small grants (typically between £500 and £3,000) to support research activities that are not already covered by other funding sources available within the University. Specific criteria for this Fund will be developed in consultation with School Directors of Research.

The **Dean's Budget** will include the costs associated with funding external peer review, travel and subsistence and also hosting visitors to Queen's.

8. Key Performance Indicators, Targets and the Monitoring of Progress

8.1 KPIs and Integrated Monitoring and Reporting

As part of the University's integrated performance management reporting system, a small number of **Primary KPIs** (between 4-6) will be agreed and used across all three Faculties for monitoring high level performance of research on a quarterly basis. These will reflect the key focus on research income and postgraduate research students in Vision 2020 as well as the importance of the quality of research outputs and citations.

In informing our assessment and analysis of performance against these Primary KPIs, a larger number of **Secondary KPIs** will also be made available that will be selected to help identify factors that might impact upon, and thus help explain, performance against the Primary KPIs.

Targets will be set for each KPI by School and for the Faculty as a whole. A system will be developed for data to be provided regularly to School Research Committees to review their performance in relation to these primary and secondary KPIs. Depending on the nature of each KPI, data for some KPIs will be provided on a quarterly basis while for others it will be more appropriate to provide data for consideration on a half-early or annual basis. School Research Committees will be asked to prepare a brief evaluation of their progress, including identifying any actions that need to be taken, for consideration by Faculty Research Committee.

8.2 Faculty Annual Reviews

Alongside the quarterly monitoring and reporting of performance, each School and Core Disciplinary Research Group will be subject to an annual 'light touch' but focused review by the Faculty Research Committee in the Spring of each year. For the review, Schools and individual Core Disciplinary Research Groups will be asked to set out their vision and a clear strategy and to provide a self-assessment of progress to date in relation to this. They will also be asked to identify action points for the year ahead.

These annual reviews will include a meeting with the Faculty Research Committee, and the Committee will also seek and incorporate external peer review by disciplinary specialists.

Within the context of this review process, each Research Centre/Network will also be required to set out its vision and strategy, to provide an assessment of progress and to

identify action points for the year ahead. The performance of Research Centres/Networks will therefore be assessed within the wider context of the disciplines within which they are located and thus their contribution to these disciplines.

9. Action Plans

Annual Action Plans will be developed by the Dean of Research for consideration and approval by the Faculty Research Committee to guide the implementation of this Faculty Research Strategy.