

## **CALL FOR APPLICATIONS**

### **LEADERSHIP ROLES WITHIN THE CENTRE FOR EVIDENCE AND SOCIAL INNOVATION**

Following extensive consultation, a new and ambitious Strategic Plan 2019-2024 has been agreed for the Centre for Evidence and Social Innovation (CESI). CESI specialises in working with a wide range of external partners to develop innovative interventions aimed at addressing some of our most entrenched social problems. Through the new Strategic Plan, the centre will consolidate and grow its work in relation to the following three global challenges:

- Good health and wellbeing
- Quality education
- Sustainable cities and communities

CESI is a large, interdisciplinary centre that has attracted external research awards of just under £7m annually for each of the last five years. It currently draws together the research activities of 80 academic staff from across all three Faculties and directly employs around 50 contract research and support staff. Research and support staff are co-located in a newly refurbished building (2-8 Fitzwilliam Street) that provides a central hub on campus.

The new Strategic Plan sets out a vision for CESI that will work with a number of existing research groups and centres across Queen's to build capacity to significantly enhance social innovation. This work will be driven forward by a responsive and flexible leadership structure that has been designed to optimise innovation within Queen's and with our external partners. Applications are now invited for the following key positions:

- Deputy Director
- Health and Wellbeing Thematic Lead
- Education Thematic Lead
- Sustainable Cities and Communities Thematic Lead
- Methods Hub Lead
- Public Engagement Lead

Job descriptions for each of the above positions are set out in this document. **The deadline for applications has been extended to 4.00pm on Friday 16<sup>th</sup> August 2019**. Applications should consist of:

- A letter of application of no more than two pages summarising your relevant experience and achievements to date and how this aligns to the requirements for the post you are applying for;
- A summary Curriculum Vitae of no more than three pages summarising your career history, relevant outputs, grant income and other key achievements relevant to the post.

Completed applications should be emailed to [d.piekaar@qub.ac.uk](mailto:d.piekaar@qub.ac.uk)

Key elements of the new Strategic Plan for CESI are provided as an appendix for reference. If you would like an informal discussion regarding any of the posts, please contact Professor Paul Connolly, the Acting Director of CESI, at: [paul.connolly@qub.ac.uk](mailto:paul.connolly@qub.ac.uk)

<b>Position</b>	<b>Deputy Director</b>
<b>Main Duties</b>	<p>The Deputy Director will support the Director in providing strategic leadership and managing the Centre. Her/his duties will include:</p> <ol style="list-style-type: none"> <li>1. To support the Director in driving forward the Centre's Strategic Plan, developing research and raising research capacity.</li> <li>2. To support the Director in keeping the Strategic Plan under review and in preparing and monitoring associated annual Action Plans.</li> <li>3. To support the Director in developing the profile of the Centre within the university, regionally and internationally.</li> <li>4. To deputise for the Director as required.</li> <li>5. To be an active member of and contributor to the Centre's Senior Management Team.</li> <li>6. To oversee and manage the work of the Methods Hub Lead and the Public Engagement Lead.</li> <li>7. To oversee the development and implementation of processes and procedures for mentoring and supporting the career development of Centre members.</li> </ol>
<b>Eligibility</b>	<p>Applicants must:</p> <ul style="list-style-type: none"> <li>• Hold an academic position at Queen's at Senior Lecturer level or above and be on a contract that runs for at least the duration of this position.</li> <li>• Have a strong and sustained track record of high-quality, peer-reviewed research outputs in at least one of the following three thematic areas: health and wellbeing; education; sustainable cities and communities.</li> <li>• Have a strong and sustained track record of successfully securing external research income and leading to completion externally-funded research grants as principal investigator.</li> <li>• Have clear evidence of undertaking research and related activities that have contributed to evidence-based practice and/or social innovation in their area of expertise.</li> <li>• Have a strong track record of undertaking interdisciplinary research and working successfully with external partners.</li> </ul>
<b>Indicative Workload</b>	0.4 FTE (equivalent to 654 327 hours per annum). This is subject to agreement with Heads of School.
<b>Duration</b>	Three years, with the possibility of extension for one further year.

<b>Positions</b>	<b>Health and Wellbeing Thematic Lead</b> <b>Education Thematic Lead</b> <b>Sustainable Cities and Communities Thematic Lead</b>
<b>Main Duties</b>	<p>Each Thematic Lead will oversee and provide strategic leadership across the Centre for their thematic area. Her/his main duties will include:</p> <ol style="list-style-type: none"> <li>1. To be the main initial point of contact and to represent the Centre in relation to their thematic area internally and externally.</li> <li>2. To be proactive in working with Research and Enterprise to identify future funding opportunities and to promote these across the Centre.</li> <li>3. To facilitate the development of research teams and to work with Research and Enterprise to support these teams in applying for external funding.</li> <li>4. To develop and sustain relationships with a range of external partners in relation to their thematic area.</li> <li>5. To promote research opportunities and enhance engagement with academic and research staff across the university in relation to their thematic area.</li> <li>6. To be an active member of and contributor to the Centre's Senior Management Team.</li> </ol>
<b>Eligibility</b>	<p>Applicants must:</p> <ul style="list-style-type: none"> <li>• Hold an academic position at Queen's at Senior Lecturer level or above and be on a contract that runs for at least the duration of this position.</li> <li>• Have a strong track record of high-quality, peer-reviewed research outputs in at least one of the following three thematic areas: health and wellbeing; education; sustainable cities and communities.</li> <li>• Have a strong track record of successfully securing external research income and leading to completion externally-funded research grants as principal investigator.</li> <li>• Have clear evidence of undertaking research and related activities that have contributed to evidence-based practice and/or social innovation in their area of expertise.</li> <li>• Have a strong track record of undertaking interdisciplinary research and working successfully with external partners.</li> </ul>
<b>Indicative Workload</b>	<p>0.2 FTE (equivalent to 327 hours per annum). This is subject to agreement with Heads of School.</p>
<b>Duration</b>	<p>Three years, with the possibility of extension for one further year.</p>

<b>Position</b>	<b>Methods Hub Lead</b>
<b>Main Duties</b>	<p>Reporting to the Deputy Director, the Methods Hub Lead will facilitate and coordinate the development and successful delivery of a suite of activities to support research capacity building across the Centre. Her/his main duties will include:</p> <ol style="list-style-type: none"> <li>1. To consult with Centre members to identify capacity building and training needs.</li> <li>2. To prepare and maintain a programme of capacity building and training activities that covers the three core areas of Centre work in relation to: service design and implementation; analysis and evaluation; and evidence synthesis.</li> <li>3. To promoting the programme of activities amongst Centre members and the wider academic and research staff across Queen's and to encourage their active engagement.</li> <li>4. Working with Centre members to facilitate the provision of capacity building events and training sessions.</li> <li>5. Working with Centre members to facilitate the provision of ongoing advice clinics for areas of specialist methodological need, as may be required.</li> <li>6. To encourage and facilitate activities where Centre members share and develop methodological expertise and seek to raise the profile of the Centre in these areas through research outputs and other dissemination activities.</li> </ol>
<b>Eligibility</b>	<p>Applicants must:</p> <ul style="list-style-type: none"> <li>• Hold an academic position at Queen's at Lecturer level or above and on a contract that runs for at least the duration of this position.</li> <li>• Have a record of high-quality, peer-reviewed research outputs in at least one of the following three thematic areas: health and wellbeing; education; sustainable cities and communities.</li> <li>• Have a record of successfully securing external research income and contributing to the successful completion of externally-funded projects as either principal investigator or co-investigator.</li> <li>• Have clear evidence of undertaking research and related activities that have contributed to evidence-based practice and social innovation in their area of expertise.</li> <li>• Have a track record of undertaking interdisciplinary research and working successfully with external partners.</li> </ul>
<b>Indicative Workload</b>	0.2 FTE (equivalent to 327 hours per annum). This is subject to agreement with Heads of School.
<b>Duration</b>	Three years, with the possibility of extension for one further year.

<b>Position</b>	<b>Public Engagement Lead</b>
<b>Main Duties</b>	<p>Reporting to the Deputy Director, the Public Engagement Lead will actively promote the work of the Centre and increase its profile and impact. Her/his main duties will include:</p> <ol style="list-style-type: none"> <li>1. To work with support staff within the Centre to optimise the look and feel and overall impact of the Centre's website.</li> <li>2. To actively maintain news items on the Centre's website.</li> <li>3. To establish and actively maintain social media accounts for the Centre.</li> <li>4. To work with Centre members to produce regular content for the Centre's social media accounts and news section of its website.</li> <li>5. To work with the three Thematic Leads and relevant professional support services at Queen's to develop and maintain a programme of public engagement events and activities for the Centre.</li> <li>6. To work with the University's Media Relations team to arrange capacity building and training events for Centre members regarding promoting and enhancing the profile of their research activities.</li> </ol>
<b>Eligibility</b>	<p>Applicants must:</p> <ul style="list-style-type: none"> <li>• Hold an academic position at Queen's at Lecturer level or above and on a contract that runs for at least the duration of this position.</li> <li>• Have a record of high-quality research and/or scholarly activity in at least one of the following three thematic areas: health and wellbeing; education; sustainable cities and communities.</li> <li>• Have clear evidence of supporting evidence-based practice and/or social innovation in their area of expertise.</li> <li>• Have good knowledge of social media and preferably experience of managing social media accounts for a research group or centre or other organisation.</li> <li>• Have a strong track record of working successfully with a range of external partners.</li> </ul>
<b>Indicative Workload</b>	0.2 FTE (equivalent to 327 hours per annum). This is subject to agreement with Heads of School.
<b>Duration</b>	Three years, with the possibility of extension for one further year.

## **Appendix – Summary of CESI Strategic Plan 2019-2024**

### Our Vision and Focus

We are committed to achieving positive social change and real improvements in people's lives by working collaboratively to develop innovative and evidence-based interventions to tackle some of our most intractable societal challenges.

Our work falls under three core themes and is underpinned by a commitment to promoting equality of opportunity and social justice for all:

- Good health and wellbeing: promoting good health and ensuring the highest quality of life and wellbeing for all and across the life course.
- Quality education: Ensuring inclusive and quality education so that everyone reaches their full potential.
- Sustainable cities and communities: Ensuring that communities and cities are inclusive, safe, resilient and sustainable.

### Our Approach

#### *Strategic Drivers*

We have identified four strategic drivers that are essential for creating the conditions for genuine social innovation to occur. These shape and guide all our efforts as a Centre.

<p>Generating and applying robust <b>evidence</b></p>	<p>Without robust evidence, social innovations tend to take place in a vacuum with the risk that we continue to make the same mistakes. High quality evidence, drawing upon a wide range of methods and methodologies, is essential to help us better understand: the nature of the societal challenges we face; where best to intervene to make a difference; and whether or not the interventions we develop are having a positive effect, and why.</p>
<p>Promoting <b>interdisciplinarity</b></p>	<p>Social innovations arise when we create opportunities to challenge our existing understandings and to think differently. A key way of achieving this is to expose ourselves to different disciplinary approaches. Moreover, most societal challenges are complex and multi-dimensional. As such, we need to draw upon a range of disciplines to better understand these and also to begin to challenge existing thinking and perceived wisdom and to find innovative solutions to addressing them.</p>
<p>Working in <b>partnership</b> with key stakeholders</p>	<p>As academics, we also need to challenge our current understandings and ways of working through meaningful engagements with a wide-range of external partners. Working in genuine partnership with external stakeholders to co-design and co-produce our research is essential if we are to ensure that: our work is relevant and addresses genuine needs; we develop a better understanding of the nature of social needs and problems and what interventions will best address these; and our work achieves maximum impact and change.</p>

<p><b>Connecting</b> our work locally and globally</p>	<p>Real social innovation occurs when we intentionally challenge ourselves by looking at how particular global challenges are manifest and addressed in differing places and contexts. This will encourage an emphasis on connecting what we do locally and globally. As a civic university, we will continue to value and support high quality research with a local and regional focus. However, we will intentionally seek inspiration from elsewhere for this work and to consider and promote its wider relevance. We will also use the expertise we have developed locally to contribute to addressing challenges globally.</p>
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### Core Values

Genuine innovation also requires a working environment that is supportive, nurturing and where there is trust. Our five core values reflect those of the University and set out clearly and explicitly the behaviour expected of those working within CESI. They provide a framework for driving forward the development of a positive and inclusive culture.

CESI members will be encouraged to own and develop these values further; to identify and agree their implications for practice (some of which are listed below) and the mechanisms that need to be put in place to ensure that these values are realised across the Centre.

Value	Description	Implications for Practice
Integrity	Being honest and ethical and guided by strong moral principles; being open and fair and operating with transparent systems.	<ul style="list-style-type: none"> <li>• Strong emphasis on achieving the highest standards in relation to research ethics.</li> <li>• Making minutes of internal meetings and reports available.</li> <li>• All opportunities openly advertised and made available internally.</li> </ul>
Connected	An agile and responsive organisational structure; providing opportunities open for all; working closely with external partners and linking our local and global work.	<ul style="list-style-type: none"> <li>• Avoidance of static research clusters.</li> <li>• New funding opportunities widely advertised.</li> <li>• Development of inclusive publications plans.</li> <li>• Proactive approach to reaching out to and including CESI members in existing and new activities.</li> <li>• Actively supporting and valuing external partnerships.</li> </ul>
Ambition	Setting aspirational and pioneering goals for the Centre, creating a strong nurturing environment with a clear focus on career development for individuals.	<ul style="list-style-type: none"> <li>• Comprehensive and meaningful mentoring systems.</li> <li>• Provision of practical support (time, funding) for career development opportunities.</li> </ul>
Respect	Being courteous, professional and acknowledging expertise; valuing diversity, being family-friendly and actively promoting a good work/life balance.	<ul style="list-style-type: none"> <li>• Explicit expectations in relation to behaviour.</li> <li>• Clear mechanisms for challenging negative behaviour or practices in a constructive manner.</li> <li>• Flexibility in relation to working patterns and expectations.</li> </ul>

Excellence	Striving to be distinctive and ensuring all of our work is of the highest quality; pursuing cutting-edge solutions to addressing social problems.	<ul style="list-style-type: none"> <li>• Actively seeking and facilitating opportunities to be innovative (e.g. actions associated with the four strategic drivers above).</li> <li>• Being ambitious in targeting leading international journals and conferences/events.</li> </ul>
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### Core Objectives and Actions

Our four Strategic Drivers and five Core Values provide the framework for the identification of our Core Objectives and associated sets of Actions that will guide our work as a Centre over the coming five years.

All the Core Objectives set align directly with our four Strategic Drivers. The specific Actions required to achieve each of these Core Objectives have also been identified. Collectively, these Core Objectives and their associated Actions have been designed to realise our five Core Values.

<b>(1) Generating and applying robust evidence</b>	
<i>Core Objectives</i>	<i>Actions</i>
(a) To extend our research capacity.	(i) Development of a range of events to share expertise and build capacity across the three core methodological areas of: Service Design and Implementation; Analysis and Evaluation; and Evidence Synthesis.  (ii) Creation of a Methods Lab to coordinate technical support to CESI teams developing grant applications and also ongoing support delivering funded research projects.  (iii) Establishment of a mentoring scheme for CESI members at all stages of their career.
(b) To increase the level of external research grants secured.	(i) Targeting specific funders (UKRI research councils, NIHR and equivalent) and funding schemes (especially GCRF).  (ii) Working closely with other GRIs and PRPs to identify opportunities for collaboration to support their bids to schemes such as the Industrial Strategy Challenge Fund and their work with the Belfast Region City Deal.  (iii) Provision of training on grant writing, particularly geared to funders and schemes that we are targeting with the support of Research & Enterprise.  (iv) Extensive and mandatory internal peer-review of draft research proposals with the support of Research & Enterprise.
(c) To increase the number of high-quality research outputs published.	(i) Publication plans to be drawn up for all funded projects, targeting leading international journals.  (ii) Publication plans to provide opportunities for all involved researchers to be co-authors and, where possible and appropriate, lead authors.  (iii) Creating opportunities and dedicated time to write up outputs for

	<p>publication.</p> <p>(iv) Provision of internal peer review of draft outputs.</p>
<p>(d) To increase external stakeholders' access to and take up of our research outputs.</p>	<p>(i) Knowledge exchange and dissemination plans to be drawn up for all funded projects.</p> <p>(ii) All publications plans to include production and dissemination of non-technical and user-friendly research summaries.</p>

<b>(2) Promoting interdisciplinarity</b>	
<i>Core Objectives</i>	<i>Actions</i>
<p>(a) To create and maintain an open and fluid organisational structure for CESI that facilitates and enhances interdisciplinary collaborations.</p>	<p>(i) Creation of a fluid leadership structure with CESI Leads for each of the three global challenge themes.</p> <p>(ii) Proactive and transparent approach by CESI Leads to identifying funding opportunities, putting together research teams and monitoring and supporting activities.</p> <p>(iii) CESI Leads to organise programmes of events for their theme/hub but to ensure that they are inclusive and promoted as Centre-wide events.</p>
<p>(b) To increase engagement with academic colleagues in our current partner Schools (SSESW, Nursing &amp; Midwifery, Psychology, Public Health).</p>	<p>(i) Maintain the CESI Management Board, that includes relevant Heads of Schools and provides an oversight function for the Centre.</p> <p>(ii) Include updates from CESI as a standing item at School Board meetings.</p> <p>(iii) Organisation of CESI events as part of School seminar series.</p> <p>(iv) CESI representation on School Research Committees.</p> <p>(v) CESI and School websites to clearly link to and reference one another.</p> <p>(vi) All CESI members to be actively encouraged to participate in relevant research groups and clusters within Schools.</p> <p>(vii) CESI to actively reach out to academic staff in Schools to support higher levels of engagement around the development of interventions in education, health and social care, where appropriate.</p>
<p>(c) To develop new research engagements and partnerships, and to increase CESI members, from other Schools across the three Faculties.</p>	<p>(i) Expand our areas of expertise by strategically reaching out to other Schools (notably: School of Natural and Built Environment; Queen's Management School, and School of Mathematics and Physics re: statisticians) and other research initiatives (esp. the ADRC and NILS).</p> <p>(ii) CESI to play a full role in the University's GCRF Strategy and the associated work in and through gateway countries (South Africa, Viet Nam and Colombia).</p> <p>(iii) Greater involvement of CESI in supporting Belfast Region City Deal and other future bids to calls associated with the UK Industrial</p>

	Strategy Challenge Fund that have a social element.
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<b>(3) Working in partnership with key external stakeholders</b>	
<i>Core Objectives</i>	<i>Actions</i>
(a) To increase our engagement with key external stakeholders.	(i) Continue to support and strengthen our work in the two Innovation Zones. (ii) Establish an External Stakeholder Advisory Group to guide our work as a Centre.
(b) To build our capacity as a Centre in developing collaborative relationships with external partners.	(i) Development and provision of training events with our external partners. (ii) Focus on organising seminars and events to share and develop new knowledge.
(c) To play a leading role nationally and internationally in promoting innovation in collaborative working and engaged research.	(i) Target key conferences/events in this area. (ii) Our “Methods Lab” to provide an explicit focus on writing up and publishing our methodological and conceptual work associated with collaborative working and engaged research.
(d) To ensure that we work collaboratively to achieve real impact and change.	(i) Ensure that all research projects include external engagement and clear pathways to impact. (ii) Work with our University Impact Team to provide training and support in enhancing research impact. (iii) Work through our Campbell UK & Ireland centre to develop and maintain collaborative engagements with Governments, policy makers and practitioners.

<b>(4) Connecting our work locally and globally</b>	
<i>Core Objectives</i>	<i>Actions</i>
(a) To prioritise efforts to undertake GCRF-related research.	(i) Play a lead role in supporting the university in delivering its GCRF Strategy by working with other GRIs, PRPs and research centres within Queen's. (ii) Proactively reaching out to researchers and teams within CESI to explore how their existing work can be extended to include a GCRF focus. (iii) Providing targeted support to CESI teams applying for GCRF and equivalent funding.
(b) To facilitate and	(i) Develop strong and deep centre-to-centre research collaborations

<p>enhance the engagement of CESI members in global networks.</p>	<p>with two globally-leading research centres/institutes internationally.</p> <p>(ii) Target internal seed-funding (GCRF, Engaged Research Action Plan and other schemes) and externally-funded schemes for networking and knowledge-exchange events.</p> <p>(iii) Strategic use of visiting fellowships and funded fellowship schemes to increase engagement with international researchers.</p> <p>(iv) Encourage all major CESI research projects to establish Expert Advisory Groups and to include at least one academic member of each from outside of the UK and Ireland.</p>
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### Operation of CESI and Relationship with Schools

Core disciplinary research groups and clusters, including specialist research networks and centres, will continue to be maintained and supported within Schools. These will remain be the main “home” for academic and research staff wishing to enhance their disciplinary identity and expertise. All CESI members will therefore be strongly encouraged to join and participate in at least one core School-based research group.

CESI’s work is now more clearly focused on social innovation and, within this, working with external partners to develop social interventions that can address some of our most entrenched social problems. Academic and research staff within Schools who are members of School research groups or centres, would therefore be encouraged to work with CESI if they were interested in applying their expert knowledge to develop and test a social intervention.

Under this new model, CESI would provide added value to academic and research staff that wish to explore applied applications of their research through providing:

- An existing body of strong and experienced researchers (CESI currently employs just under 50 contract research and support staff) to draw upon and that could be deployed flexibly to support grant applications and to begin work on new grants in a timely manner (rather than having to wait months to appoint new staff).
- The ability to connect an academic or researcher with an idea with others, especially across interdisciplinary boundaries, and to build research teams around them.
- Access to external partners across the community and voluntary sectors and NGOs and government agencies and departments.
- Specific expertise in developing high-quality research grant applications.
- Specific expertise in programme design and evaluation and high-level specialist methodological expertise in these areas (e.g. randomised trials, systematic reviews etc.).

It is envisaged that academic and research staff within Schools would continue to lead and/or participate in externally-funded research projects and that these would continue to be credited against and profiled by the relevant School and, where appropriate, the particular research group/cluster or centre within this. However, those projects that are supported by CESI would be tagged as such and would also be profiled and promoted through the CESI website.

Each research group/cluster and research centre hosted by a School would therefore continue to develop its international profile and reputation and actively promote its research activities and achievements. However, and in parallel, CESI would also play a key role in promoting the wider expertise and interdisciplinary research at Queen’s in relation to social innovations.

### Management Structure

### *Senior Management Team*

CESI will be led by a Senior Management Team (SMT) comprising the following positions:

- Director
- Deputy Director
- Health & Wellbeing Thematic Lead
- Education Thematic Lead
- Sustainable Cities and Communities Thematic Lead
- CESI Manager
- Early Career Researcher (ECR) Representative (12-month term)

The Director would have overall responsibility for the leadership and strategic direction for CESI. However, she/he would be outward-focused; developing relationships with other centres, institutes and Schools within Queen's and with external partners. The Deputy Director would deputise for the Director but also be inwardly-focused; overseeing the Methods Lab and associated capacity-building activities as well as overseeing broader relationships within the Centre and career development and mentoring schemes.

The three thematic leads would have the role of "horizon scanning" in their respective areas of responsibility in relation to new calls for funding, key conference and activities. They would be the main contact for anyone internally or externally interested in developing work in their thematic area. They would also be responsible for facilitating and supporting the development of teams (though not necessarily leading or being involved in all teams).

The ECR Representative would be elected by early career researcher members of CESI. ECRs will be defined as those within six years (full-time equivalent) of their appointment to their first academic or research position. S/he would have a role in relation to canvassing and representing the views and perspectives of fellow ECRs. However, s/he would also be a full member of the SMT and contribute their own perspective as an ECR to discussions and decision-making.

With the exception of the CESI Manager, all SMT posts will be time-limited to ensure opportunities for renewal, growth and career development. The Director will serve for five years whilst the Deputy Director and Thematic Leads will serve for three years; all with the option to extend for one further year.

### *Management Board*

To ensure that the work of CESI continues to be aligned with Schools, and to facilitate further interdisciplinary working, it is proposed that the CESI Management Board continues to operate with the following membership:

- Dean of Research (Chair)
- Head of School\*, School of Social Sciences, Education & Social Work
- Head of School\*, School of Nursing & Midwifery
- Head of School\*, School of Psychology
- Director\*, Centre for Public Health
- Head of School\*, Queen's Management School
- Head of School\*, School of Natural and Built Environment

\*(or nominee).

The Management Board would meet twice yearly. It would provide advice on, and approve, the Strategic Plan for CESI and would then monitor progress against the objectives, actions and targets set within the Plan. The CESI Director would provide detailed progress reports to the Management Board.

### Key Performance Indicators and Targets

Work will be undertaken over the summer, with the Support of Research and Enterprise, to develop a meaningful set of KPIs and associated targets. These will be reviewed and agreed by the newly constituted CESI Senior Management Team in September. An indicative set of potential KPIs are set out below:

#### Research Grant Applications and Awards

- An increase in the number of academic staff in partner Schools named as PIs and CIs on external grant applications associated with CESI.
- An increase in the number and total value of external grant applications to UKRI and equivalent peer-reviewed funders associated with CESI.
- An increase in the total value of new awards associated with CESI and, within this, the total value of awards from UKRI and equivalent funders.

#### Research Outputs

- An increase in the number of research outputs associated with CESI published in the top 10% of journals in their field.
- An increase in the number of citations of research outputs associated with CESI.

#### Research Studentships

- An increase in the number of high-quality DfE research studentships awarded that are associated with CESI.
- An increase in the number of externally-funded and international research studentships associated with CESI.

#### Public Engagement and Impact

- An increase in the number of people participating in public engagement events organised (or jointly organised) by CESI.
- An increase in positive media coverage of CESI projects.
- An increase in the number of REF impact case studies for REF2028 that CESI directly contributes to.