



# Research and Knowledge Exchange Strategy 2020-2025

## Building Knowledge Together

### Our Vision for Knowledge

Marjon was founded 180 years ago on the basis of underlying beliefs that hold true today; belief in the transformative power of education, belief in social justice and belief in equality. Building on this heritage, and our reputation for excellence in teaching and learning, our knowledge strategy aims to ensure our ambitions for research and knowledge exchange grow in line with the Marjon Growth Plan. The knowledge strategy will support a culture at Marjon that aligns to our values and which ensures research and knowledge exchange are expected, supported, valued and celebrated (figure 1).

The strategy is underpinned by the principles that knowledge is partial, living, co-produced, should have impact and be openly available. We strive to ensure that knowledge is applied to current problems and reflects societal challenges. We engage all our community, including students, staff, alumni, public, key stakeholders and peers to help us co-create this knowledge, to question our knowledge and to ensure it is shared in meaningful ways. We respect our community, and their knowledge, we aim to work with them to support sustainable changes that challenge social injustice and provide more equitable opportunities for all. We strive to maintain the highest standard of integrity in our knowledge practices. We are reflective and developmental in our approach to knowledge production. All of our Marjon community will be curious and engage in questioning knowledge and all of our academic colleagues will engage with knowledge development and dissemination either in terms of research or knowledge exchange.

### Knowledge Strategy Ambitions Aligned to Marjon Values

- Humanity - Building knowledge capacity inclusively across our community, including students and the public, built on trust and integrity.

- **Ambition** - Working in partnership to empower our community to be the best we can be, enhance decision-making and promote our knowledge capacity.
- **Curiosity** - Stimulating debate and discussion to develop questions, establish new insights and encourage innovation.
- **Independence** - Exploring what we can contribute individually and in partnership appreciating we can all make a difference in the world.

## Definitions

**Civic university:** *A true civic university has a clear strategy, rooted in analysis, which explains what, why and how its activity adds up to a civic role<sup>1</sup>.*

**Impact:** *An effect on, change or benefit to the economy, society, culture, public policy or services, health, the environment or quality of life, beyond academia<sup>2</sup>.*

**Knowledge Exchange:** *A set of activities, processes and skills that enable close collaboration between universities and partners to deliver commercial, environmental, cultural and societal benefits, opportunities for students and economic growth<sup>3</sup>.*

**Public engagement:** *Public engagement describes the myriad ways in which the activity and benefits of higher education and research can be shared with the public. Engagement is by definition a two-way process, involving interaction and listening, with the goal of generating mutual benefit<sup>4</sup>.*

**Research:** *A process of investigation leading to new insights, effectively shared<sup>2</sup>.*

**Research integrity:** *Principles and commitments to ensure that research produced by or in collaboration with UK universities, research institutes and others undertaking research is underpinned by the highest standards of rigour and integrity. All those engaged with research have a duty to consider how the work they undertake, host or support impacts on society and on the wider research community<sup>5</sup>.*

<sup>1</sup> UPP Foundation, Truly Civic: Strengthening the connection between universities and their place <https://upp-foundation.org/wp-content/uploads/2019/02/Civic-University-Commission-Final-Report.pdf> accessed 11-10-19

<sup>2</sup> REF2021 Guidance on Submissions January 2019 [https://www.ref.ac.uk/media/1092/ref-2019\\_01-guidance-on-submissions.pdf](https://www.ref.ac.uk/media/1092/ref-2019_01-guidance-on-submissions.pdf) accessed 11-10-19

<sup>3</sup> Draft Knowledge Exchange Concordat <https://www.universitiesuk.ac.uk/policy-and-analysis/reports/Documents/2019/knowledge-exchange-concordat-consultation.pdf>

accessed 11-10-19 <sup>4</sup> National Coordinating Centre for Public Engagement

<https://www.publicengagement.ac.uk/about-engagement/what-public-engagement>

accessed 11-10-19

<sup>5</sup> Draft Revised The Concordat to Support Research Integrity

<https://www.universitiesuk.ac.uk/policy-and-analysis/reports/Documents/2019/revised-concordat-draft.pdf>

accessed 11-10-19

## Our Knowledge Strategy Ambitions

**Humanity:** *Building knowledge capacity inclusively across our community, including students and the public, built on trust and integrity*

- As our community grows, in line with our people strategy and values, we will recruit skilled and knowledgeable colleagues alongside supporting existing colleagues to develop, be curious, and to grow in confidence to share knowledge. We will be known as an excellent place for early career researchers to develop their academic career, including recent PhD graduates and those who are experienced practitioners entering higher Education. [KS1](#), [KS2](#), [KS3](#)
- Marjon community will contribute to a research informed curriculum, underpinned by the highest standards of integrity, preparing critical and skilled graduates for modern society. [KS4](#) and [KS5](#)

**Ambition:** *Working in partnership to empower our community to be the best we can be, enhance decision-making and promote our knowledge capacity*

- Our first submission to a national research evaluation exercise REF2021 will confirm we have areas of research that are Internationally recognised, and we will continue to grow this

research excellence across all our curriculum discipline areas. [KS6](#)

- 2020/21 will see our first graduation ceremonies with PhDs awarded through our partnership with the University of Chichester, by 2025/26 PhDs will be awarded by Marjon as we will have obtained Research Degree Awarding Powers. [KS7](#), [KS8](#), [KS9](#), [KS10](#) and [KS11](#)

**Curiosity:** *Stimulating debate and discussion to develop questions, establish new insights and encourage innovation*

- As an engaged university Marjon will involve the public in all its knowledge activities, opening access to knowledge and fostering social responsibility [KS12](#) and [KS13](#)
- 2022/23 will be a pivotal moment as Marjon will benefit from Higher Education Innovation Funding to strengthen its infrastructure for knowledge exchange and this will be reflected in the Knowledge Exchange Framework [KS14](#) and [KS15](#)

**Independence:** *Exploring what we can contribute individually and in partnership appreciating we can all make a difference in the world*

- Our research groups will be known regionally and Nationally for the positive impact they have on individuals and society and our reputation will make us the partner of choice for significant funding bids aligned to our expertise [KS16](#), [KS17](#) and [KS18](#)
- Our civic agreement will have established Marjon as the community venue for the Northern quarter of Plymouth for sport, wellbeing, culture and education. [KS19](#)

### Knowledge Strategy Performance Indicators

<b>Humanity:</b> <i>Building knowledge capacity inclusively across our community, including students and the public, built on trust and integrity</i>		
<a href="#">KS1</a>	Establish the researcher development series and brown bag sessions and increase engagement with these activities	Annually monitor
<a href="#">KS2</a>	Develop a relevant and challenging early career researcher offer in line with the revised 2019 researcher development concordat including an offer for recent PhD graduates and experienced practitioners entering higher education	2020-2021
<a href="#">KS3</a>	Embed research informed teaching across all programmes and identify ways of engaging students with our research	Annually monitor

<b>KS4</b>	Review current practices and implement any requirements of the revised 2019 concordat to support research integrity	2020
<b>KS5</b>	Celebrate the successes and achievements of all members of our community in relation to research and knowledge exchange	Annually monitored
<b>Ambition:</b> <i>Working in partnership to empower our community to be the best we can be, enhance decision-making and promote our knowledge capacity</i>		
<b>KS6</b>	Submit in at least two units of assessment to REF2021 aiming for all outputs and impact to be a minimum of 2*. As a consequence, begin to attract QR funding from Research England to support research infrastructure	2020-2022
<b>KS7</b>	Grow our postgraduate community, including postgraduate research students, in line with our developing supervision capacity and aligned to our research groups to ensure an appropriate high-quality research environment.	Annually monitor
<b>KS8</b>	Ensure at least half of full-time academic colleagues are active and recognised contributors to subject associations, learned societies and relevant professional bodies.	2021
<b>KS9</b>	Ensure at least a third of academic colleagues have recent (within the past three years) personal experience of research activity in other UK or international university institutions, for example, by acting as external examiners for research degrees, serving as validation/review panel members, or contributing to collaborative research projects with other organisations.	2021
<b>KS10</b>	Ensure at least a third of academic staff are engaged in research or other forms of advanced scholarship and be able to demonstrate achievements that are recognised by the wider academic community to be of national and/or international standing.	2021
<b>KS11</b>	Submit an application for Research Degree Awarding Powers	2022

<b>Curiosity:</b> <i>Stimulating debate and discussion to develop questions, establish new insights and encourage innovation</i>		
<b>KS12</b>	Utilise the National Coordinating Centre for Public Engagement (NCCPE) edge tool to self-assess Marjons current public engagement and deliver annual improvements working towards the NCCPE engage watermark	2021-22
<b>KS13</b>	Ensure all of our research and knowledge exchange is open access, continuing to support our repository and in line with sector developments	Annually monitor
<b>KS14</b>	Annually improve our Higher Education and Business Community Interaction return, ensuring it reflects our delivery	Annually monitor
<b>KS15</b>	Submit to the Knowledge Exchange Framework and benchmark against comparator HEIs ensuring our consultancy, exploitation of facilities, public and community engagement and regeneration and development metrics reflect as priorities	2020-21
<b>Independence:</b> <i>Exploring what we can contribute individually and in partnership appreciating we can all make a difference in the world</i>		
<b>KS16</b>	Review existing research clusters and establish a revised process for the formation of research groups	2019-2020
<b>KS17</b>	Establish interdisciplinary research groups that address global and national issues underpinned by a critical mass of interest and existing expertise to support growth and that engage our broader community.	2020
<b>KS18</b>	Increase grant funding income including collaborative bids as a funded partner with organisations aligned to Marjon values from major grant funding bodies	Annually monitor
<b>KS19</b>	Develop a civic university agreement with partners in line with UPP Foundation guidance and in partnership with Plymouth City Council and other local organisations	2020

## How will this strategy be implemented and monitored?

1. The knowledge strategy will be formally monitored and supported through Marjon formal committee structure which aspires to have wide representation across the Marjon community to support collective leadership. When Marjon receives QR and or HEIF funding proposals for how it is utilised to support research and knowledge exchange will be discussed via the formal committee structure and then submitted to the senior management team for consideration. The relevant committees include;
  - a) Research and knowledge exchange committee which in line with the terms of reference is i) Responsible for the development of research and knowledge exchange strategy providing regular monitoring reports and updates, including on relevant key performance indicators and ii) To debate, review and recommend approaches to improve the research and knowledge exchange culture and performance within the University and make recommendations for action to the University's Senior Management Team and/or Senate.
  - b) REF2021 working group which is responsible for making recommendations to the Research and Knowledge Exchange Committee on the REF2021 submission in line with the Marjon Growth Plan and with an emphasis on maximising the benefit of REF2021 to Plymouth Marjon University. Following submission to REF2021 this working group will evaluate approaches and propose how progress should continue to be made towards the subsequent national research evaluation exercise.
  - c) The Research Degrees Scrutiny Panel will assure quality of and research environment for delivery of post-graduate research degrees.
  - d) The research ethics panel will promote and monitor good practice within the institution in respect of the management of ethical issues.
  
2. The implementation will be supported by a broad research and knowledge infrastructure including;
  - a) The Deputy Vice-Chancellor will take responsibility for ensuring delivery of the knowledge strategy ensuring development is always in line with Marjon values and empowers colleagues to contribute and be the best they can be.
  - b) Academic leaders will support effective goal setting for colleagues aligned to the knowledge strategy through the PDR system and identify ways of supporting

- colleagues to achieve their ambitions.
- c) The professoriate will support mentorship of colleagues, act as ambassadors for Marjon working in partnership with our broader community and support the formation of interdisciplinary research groups.
  - d) Post-graduate research coordinators will enhance the applicant and student experience of our post-graduate research community supporting the development of a strong research development programme.
  - e) Research groups will be empowered to grow the research and knowledge exchange community and embed support and delivery strategies. They will develop an annual plan and identify funding requests to support their activities.
  - f) The research and knowledge exchange office will support the effective administration of all research and knowledge exchange activities including PGR student administration, research ethics, REF submission, HEBCI return, research events and bids and funding.
  - g) University board of studies will ensure our student community benefit and contribute to our research and identify ways of maximising research informed learning.

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