





Our REF 2014. M 60% u w u R E F w (REF) u w 18% u
 REF 2021, :

Allied Health Professions, Dentistry, Nursing and Pharmacy

Computer Science and Informatics

Architecture, Built Environment and Planning

Music, Drama, Dance, Performing Arts, Film and Screen Studies

As well as focusing on the nationally-important and internationally-recognised REF outcomes, we take a broad view of research across a spectrum encompassing internationally-leading research outputs; performance-based research; pedagogic research; near-market innovation and technology transfer.

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We also seek to challenge conventional disciplinary boundaries by bringing together diverse teams that can have greater impact than individuals. The research highlighted above is often focused on 'niches', a characteristic of our research we value and wish to maintain.

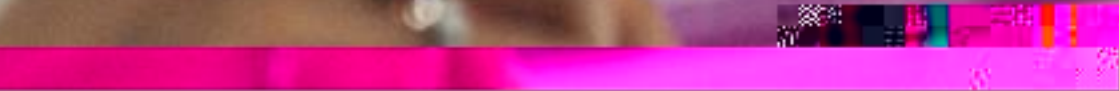
We have invested significantly in our staff in recent years. Our Vice-Chancellor's 2020 (VC2020) lectureship programme has recruited more than 100 research-active early career academics; they are already making a significant contribution to our research outputs and culture. More recently we have recruited more than 40 Early Career Academic Fellows (ECAAF), recent PhD graduates who are appointed to a one-year post which can lead to a full VC2020 lectureship.

Our Future Research Leaders (FRL) programme has identified and mentored our rising research stars and developed their research leadership skills, thereby setting out a path to senior positions which several have already achieved.

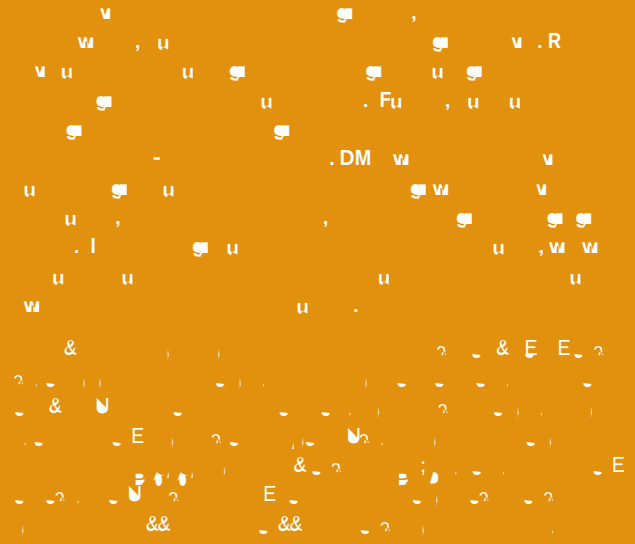
DMU is not unaffected by the external environment, but a clear vision and strategy allows us to remain resilient in the face of reduction and concentration of funding and changes in government funding whether through Brexit or other policies. We are well equipped to exploit the increasing focus on impact, interdisciplinarity and excellence.

PhD student: Hajara Alfa who is looking at plants native to her home in Nigeria.

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To achieve these goals, we will:

Recruit to our highly popular ECAFs with a view to future VC2020 lectureships. Our focus on excellence will be central to this and this recruitment will enhance established strengths and emerging areas. We will support these early career researchers with time and money to ensure we harness their excellence and enthusiasm to the full.

Invest in staff and facilities in key areas. We will keep under review our policies on incentivisation in research and enterprise to encourage and support success. Giving greater autonomy to successful research groups will be a feature of this approach to incentivisation.

Invest in our research infrastructure whether in physical space or through enhanced IT services. We will seek to introduce flexible space in "research hotels" to incubate emerging research, particularly for our early-career researchers.

Give Associate Deans responsibility for implementing faculty research strategies and delivery of devolved targets, with support from PVC/Deans and the PVC Research. The PVC Research and Associate Deans will develop large bids for research funding.

Enhance our management of research data and staff publication data, including making more data and publications available through open access. This will enhance compliance with REF and funder requirements, increase our international profile and lead to new collaborations.

Ensure we have appropriate staffing and software in place to support and manage our grant application, award and management processes. This will ensure we meet funder requirements and increase our success in grant capture through dedicated staff support, bid development and internal peer review.

Ensure that our excellent research and impact maximises our position in the next REF. This will require strong leadership at institutional and school level.

KEY PERFORMANCE INDICATORS

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We will have more research funding to enable research. We will recruit the best and retain them through training and mentorship while also offering rewards for strong performance. To create an environment in which research will thrive, we will intensify our efforts to ensure that our researchers feel that their contribution to research excellence is valued and recognised.

We will invest in the research excellence potential of our staff, providing them with the time, personal development support and resources they need to undertake ambitious and rigorous research. Our research will challenge convention. We will ensure that we celebrate the success of our staff.

We will seek to maintain and develop the highest calibre of staff and research students using our reputation for excellent researcher development and research support. Research students are central to our focus on excellence.

We will deliver the infrastructure required to create a dynamic and pervasive culture of excellence in research, and foster conditions of support and motivation that allow staff and post-doctoral researchers to flourish. We will continually review processes to ensure none are unnecessarily burdensome.

To achieve our Staff Development goals, we will:

Further develop programmes that support ECAFs, VC2020 lecturers and our highly successful FRL programme.

Enhance the training and mentoring network for all research staff, including ECAFs, VC2020, mid-career and senior staff, along with our PhD students. This programme will encourage greater interaction, promote teamwork and empower our researchers. We will support early career researchers in collaborations with other institutions.

Retain the HR Excellence in Research Award.

In postgraduate study, we will:

Ensure that our Doctoral Training Programmes (DTPs) are proactive and adding value to our research and student experience. We will further embed #DMUglobal, #DMUlocal and employability through placement opportunities within the DTPs.

Ensure we have the systems and processes in place to enable streamlined progression through the PhD student life-cycle.

Ensure seamless and timely recruitment processes across faculties, the Graduate School and International Office. Our recruitment will focus on quality and on supporting students in making the transition to a research environment.

Deliver a consistently high PhD student experience across faculties.

- Provide greater support and training to supervisors and address areas where a lack of supervisory capacity is constraining recruitment.

Through resourcing, we will:

Support staff in finding good, quality time to focus on research through timetabling and an enhanced and proactive research leave scheme, 0 0 80.8 upo(ufCFEFF0009T1_k0009T1oss r1c)20(k o areas)- T0 --(off)20.29 r will confitupo(ufCFEFF0009sup 837 me, evelopmee will deT(are unnecessarily burdensome.) Tj0.85h resourcing, we will:))T118 1 Tf0 Tc10 0 0 10 29.24

In recruitment and retention, we will

Offer a professional infrastructure for research, as expected by funders, partners and prospective research staff and students; this will include research development/project management, research data management and research infrastructure.

Create a clear career pathway for academics, including the new grade of Associate Professor and development of VC2020 staff with a focus on ultimate promotion to Reader and Professor.

Recruit research leaders to strengthen leadership in key areas.

Develop PhD Graduate Teaching Assistant roles, to support the transition from PhD into a sustainable academic career.

Develop enhanced communication mechanisms for celebrating and sharing success across the institution.

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KEY PERFORMANCE TARGETS

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DM Further work with
universities, research
institutions, industry
and business, to
develop a first-class presence for research on our website.

We will further enhance our reputation for using our research in our teaching and learning to help provide students with the intellectual and practical skills (including research and enterprise skills) to assist them in gaining employment in an increasingly competitive and global job market. Our focus areas provide excellent opportunities for industrial placements, internships and teaching by practitioners. Through this our students will develop key skills in the critiquing and testing of ideas.

We will undertake extensive and targeted external marketing, public engagement and media activity, thus enhancing the visibility of our research and reinforcing our reputation as a university with which to do business. We will have a first-class presence for research on our website.

To successfully engage, we will:

- Further develop links between #DMUlocal and research, to ensure our research brings benefits within Leicester and Leicestershire.
- Support staff in developing public engagement initiatives and engagement in learned societies, NGOs, journals and professional bodies.
- Develop a scheme to support undergraduate research through summer research internships.

To promote our work, we will:

- Link our research with city issues to become a partner of choice, and increase brand recognition across Leicester and Leicestershire.
- Raise the profile of research students' contribution to the university and improve our Graduate School marketing strategy to increase the visibility of students' research to potential applicants.
- Implement social media and traditional media training, and promote the use of collaboration tools.

To promote collaboration, we will:

- Establish inter-disciplinary themes addressing key societal challenges such as urban living, lifelong well-being, creativity in the digital age and social value; bringing together inter-disciplinary teams will allow us to better highlight and promote the uniqueness of our research.
- Support our staff to collaborate and to realise their own visions for research.
- Use open access and open data to collaborate with partners globally.

KEY PERFORMANCE INDICATORS

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