

Operational Plan, 2022/23 – Research, Enterprise & Knowledge Transfer

The research operational plan will be combined with the Teaching operational plan as we implement section restructuring. This will provide an opportunity to better articulate the Research & Enterprise elements with staff in each section as part of our move to tertiary operation. This process will operationalise our research strategy with specific research and enterprise targets for each section specific to their current operation and aspirations for development.

Note – changes to the project management system are being developed and implemented to facilitate reporting around our strategic objectives and operational outcomes.

Outcome (What we want to achieve)	Method/Action (How we will achieve outcomes)	Performance Indicator (How we will measure our performance)	Responsibility	Resources	Timeframe
To create a vibrant research environment which builds on our collective strengths, supports innovation, and creates opportunities for inter-disciplinary activity.					
To develop a research culture that supports confident and productive research students and staff.	<p>Career development plans and associated budget planning and allocation</p> <p>Increased opportunities for productive collaboration and sharing of knowledge (e.g. writing retreats, grant writing workshops, engagement with local research associates)</p> <p>A higher number of staff and postgraduate students engaged in the mentoring programme</p> <p>Greater postgraduate integration in HISA at the local level</p>	<p>No. of staff & students actively engaged in research.</p> <p>No. of staff & student research publications / conference presentations.</p> <p>No. of staff accessing CPD opportunities.</p> <p>No. of students/staff participating in mentoring programmes</p>	<p>Research line managers, Section Heads, Centre Directors.</p> <p>Director of Research Innovation and Impact</p>	Budget planning and resource allocation support	<p>Implement annually via performance evaluation and budget review</p> <p>CPD and Career Development to be discussed at PDRs</p> <p>Staff training on the route to Professor provided and one to one support available.</p> <p>Implemented fortnightly “Shut up and write” sessions for staff working on grant applications and publications.</p>

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					<p>Quarterly Research Forum for UHI Shetland staff CPD</p> <p>Promotion of the UHI research mentoring programme</p> <p>Respond to feedback from Research Student survey results</p> <p>Ensure alignment with development of UHI Research Environment</p>
<p>To assist students and staff in achieving high quality research outputs and having impactful career pathways.</p>	<p>Target setting and discussion of career aspirations during annual performance evaluation.</p> <p>Mentoring available for research staff, ECR's and post-graduate research students.</p> <p>Improving the quality of outputs available to be submitted to REF (higher proportion of 3* and 4* outputs)</p> <p>Publish in Journals with high impact factors.</p>	<p>Review career aspirations during annual performance evaluation.</p> <p>No. of staff signed up for UHI mentoring scheme.</p> <p>No. of training events/courses undertaken.</p> <p>Staff training/ awareness of REF * system for peer reviewed publications</p> <p>Record & monitor impact factor of journal publications.</p>	<p>Research staff, line managers, Section Heads and Centre Directors.</p> <p>Director of Research Innovation and Impact</p>	<p>Budget planning and resource allocation support</p>	<p>Implement annually via performance evaluation and budget review</p> <p>Incorporation of Research relevant training sessions at Staff training days</p> <p>Mentoring opportunities offered via Research Forum</p> <p>Research publications being reviewed prior to publication in context of future REF submission</p>

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<p>To strengthen and expand relevant networks.</p>	<p>Support research active staff and students to participate in relevant conferences, symposia and national and international meetings. Support research staff who are invited to be members of relevant research networks, forums and working groups.</p> <p>Support staff in the development of new and existing collaborative projects or activities.</p> <p>Disseminate and promote our research activities and the staff involved through timely and appropriate publication of research outputs and their promotion through relevant comms and media routes.</p>	<p>No. of conferences attended, presentations given and resulting new and strengthened networks to be documented at annual performance evaluations.</p> <p>Record of staff membership of research networks, forums and WGs.</p> <p>No. and value of collaborative projects that have resulted from staff networks.</p> <p>No. of publications. No. of PR's and social media outputs.</p>	<p>Research & KE staff, line managers, Section Heads and Centre Directors.</p> <p>Director of Research Innovation and Impact</p>	<p>Budget planning and resource allocation support</p>	<p>Implement annually via performance evaluation and budget review</p> <p>Staff attendance at UHI Research Conference and MASTS Annual Science Meeting.</p> <p>Participation in MAST thematic groups</p>
<p>To use our island centred expertise to create research opportunities locally and internationally in the fields of sustainable development, marine resources, governance, and creative practice.</p>					
<p>To increase income from research and knowledge exchange including greater engagement in REF.</p>	<p>Meaningful and strategic research and KE collaborations with an increased number of businesses and stakeholders</p> <p>Awareness of status of existing and new funding schemes.</p>	<p>Research & KE income.</p> <p>No. of research-related engagements with stakeholders (meetings, workshops, presentations, etc.)</p> <p>No. of collaborative research projects with stakeholders.</p> <p>No. of stakeholder-relevant research outputs.</p>	<p>Research and KE staff, Research line managers, Business Development Manager, Section Heads and Centre Directors.</p>	<p>Budget planning and resource allocation support</p>	<p>Ongoing</p> <p>Additional income of £67230 per annum from REF 2020 – implement appropriate allocation to support research – further funding from INS to be added to reflect staff location.</p>

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	<p>Supporting a greater number of staff to be submitted to next REF cycle.</p> <p>Improving the quality of outputs available to be submitted to REF (higher proportion of 3* and 4* outputs)</p> <p>Supporting the production of impact case studies</p>	<p>Information on funding shared through Research Committee members and dissemination to research staff.</p> <p>No. of staff submitted to REF.</p> <p>REF performance.</p> <p>Sharing of previous REF experience through training/Info sessions.</p> <p>REF is a standing Agenda item at Research Committee.</p>	<p>Director of Research Innovation and Impact</p>		<p>Put in place effective mechanisms for reporting on research and KE project development and income.</p> <p>Planning and engagement for REF 27 is underway through participation in The UHI REF Steering Group and via individual units of assessment.</p> <p>Case studies have been identified and ongoing engagement with UHI over training opportunities.</p>
<p>To enhance our profile and engagement, locally, nationally, and internationally.</p>	<p>Production of international research outputs.</p> <p>Participation in international research collaborations / partnerships / projects.</p> <p>Staff and students engaging in international research visits / exchanges.</p> <p>Host and attend internationally relevant meetings and events.</p> <p>Research activities appropriately profiled on website and on social media.</p>	<p>No. of international research outputs.</p> <p>No. of international research collaborations / partnerships / projects.</p> <p>No. of staff and students making international visits.</p> <p>No. of international research visitors.</p> <p>No. of international events attended/hosted.</p> <p>Review & update research content on website.</p> <p>Staff training on social media awareness and engagement.</p>	<p>Research & KE staff, line managers, Section Heads and Centre Directors.</p> <p>Director of Research Innovation and Impact</p>	<p>Budget planning and resource allocation support</p>	<p>Ongoing</p> <p>UHI Shetland lead in UoA Islands Studies Research Thematic network through Institute for Northern Studies.</p>

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<p>To build recognition of the knowledge production and creative work taking place within Shetland as being of international quality and relevance.</p>	<p>Production of international research outputs. Participation in international research collaborations / partnerships / projects. Staff and students engaging in international research visits / exchanges. Host and attend internationally relevant meetings and events. Research activities appropriately profiled on website and on social media.</p>	<p>No. of international research outputs. No. of international research collaborations / partnerships / projects. No. of staff and students making international visits. No. of international research visitors. No. of international events attended/hosted. Review & update research content on website. Staff training on social media awareness and engagement.</p>	<p>Research and KE staff, Business Development Manager, Research line managers, Section Heads and CIC Director. Director of Research Innovation and Impact</p>	<p>Budget planning and resource allocation support</p>	<p>Ongoing International research collaboration undertaken and promoted via social media</p>
<p>To conduct research activity that is responsive to industry needs and outward looking, and that draws from our unique context and culture.</p>	<p>Routine engagement with industry and their representatives at local and national levels.</p>	<p>No. of collaborative projects developed. No. of MoUs or Strategic agreements with industry. No. of routine planning and scoping meetings.</p>	<p>Research &KE staff, Research line managers, Business Development Manager, Section Heads and CIC Director. Director of Research</p>	<p>Time allocation, budget resource, external funding.</p>	<p>Ongoing 2 shellfish collaborative funded projects 2 finfish collaborative projects funded 2 marine community collaborative projects funded 2 Aquaculture collaborative projects funded 3 CIC projects under development</p>

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			Innovation and Impact		<p>Development of the Centre for Sustainable Seafood – ongoing stake holder engagement meetings and appointment of Professorial Chair/Director</p> <p>MoU with Shetland Fishermen’s Association and with Marine Scotland Science – funded MoU with I Hear Dee</p> <p>Marine Planning Partner Membership with SIC - funded</p>
<p>To develop our postgraduate provision in marine and environmental science, arts, culture and the creative economy, and heritage.</p>					
<p>To have a wider range and greater opportunity for postgraduate training and research within Shetland.</p>	<p>Develop new PhD opportunities. Explore opportunities for MSc research projects to take place in Shetland (UHI and non-UHI MSc’s)</p>	<p>No. of new PhDs No. of MSc project opportunities</p>	<p>Research staff, Research line managers, Section Heads and CIC Director.</p> <p>Director of Research Innovation and Impact</p>	<p>Time allocation, budget resource, external funding</p>	<p>Ongoing</p> <p>Two SUPER DTP applications approved by MESE Research cluster</p> <p>Successful approval event for Practice based PhDs with 24 notes of interest</p> <p>Inclusion of PhD fee waivers in Islands Deal Creative Islands and Wellbeing project</p> <p>MSC development for Marine modules in MBA and sustainability courses underway</p>

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<p>To promote Shetland as an ideal centre in which to engage in postgraduate activities, and to continue to work in following completion of studies.</p>	<p>Actively promote our activity where relevant. Encourage research partnerships / collaborations / projects with other research institutes. Make research facilities available to visiting researchers. Develop and run field courses / summer schools, etc. Reciprocal visits to other institutes.</p>	<p>No. of promotions/adverts (+ responses). No. of partnerships / collaborations / projects. No. of visiting researchers using facilities. No. of visiting research students. No. of field course / summer school type events</p>	<p>Comms Team, Research & KE staff, Research line managers, Section Heads and CIC Director. Director of Research Innovation and Impact</p>	<p>Time allocation, budget resource, external funding</p>	<p>Ongoing Researchers from SAMS working at the Scalloway Campus in September. Alumni stories collected for use on website and social media</p>
<p>To achieve greater links between teaching and research.</p>	<p>Explore and develop options for development of guest lectures, contribution to modules with UHI partners</p>	<p>No. of lectures / modules developed.</p>	<p>Research & KE staff, Research line managers, Section Heads and CIC Director. Director of Research Innovation and Impact</p>	<p>Time allocation, budget resource, external funding</p>	<p>Ongoing Discussions with module and programme leaders in Sustainability and Net Zero masters courses.</p>
<p>To deliver research that supports sustainable economic development and recovery.</p>					
<p>To uphold Shetland as an exciting place to carry out research, attracting new activity</p>	<p>Actively promote our activity where relevant.</p>	<p>No. of promotions/adverts (+ responses). No. of partnerships / collaborations / projects.</p>	<p>Comms Team, Business Development Manager, Research &</p>	<p>Time allocation, budget resource,</p>	<p>Ongoing</p>

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<p>and supporting a critical mass of researchers.</p>	<p>Encourage research partnerships / collaborations / projects with other research institutes. Make research facilities available to visiting researchers.</p>	<p>No. of visiting researchers using facilities. No. of visiting research students.</p>	<p>KE staff, Research line managers, Section Heads and CIC Director. Director of Research Innovation and Impact</p>	<p>external funding</p>	
<p>To ensure effective communication of research and knowledge exchange to a wide range of stakeholders.</p>	<p>Communicate our research and KE in multiple formats</p>	<p>No. of peer reviewed papers, No of project reports No of newspaper articles No of press releases No of social media releases</p>	<p>Research & KE staff, Research line managers, Business Development Manager, Section Heads and CIC Director. Director of Research Innovation and Impact</p>	<p>Time allocation, budget resource, external funding</p>	<p>Ongoing</p> <p>Two peer reviewed journal articles published</p> <p>Three project reports produced</p> <p>Several teams participating in SIC sustainability week and offer for UHI Shetland to Host.</p> <p>Shaelan Language plan launch planned at collaborative event with I Hear De and Shetland for Wirds</p>