

Research Impact Strategic Delivery Plan: Overview

Context

Our commitment to research at Warwick is that it will be internationally leading, impactful and provocative, it will change the world to make lives healthier, safer, more resilient, more just and fulfilled. We aim to find transformative and lasting solutions to the interdisciplinary global challenges of today - and the future. The Research Impact Strategic Delivery Plan provides a framework for achieving our ambitions for research impact, enabling us to deliver on priorities within our [research strategy](#) on a local, national and international scale.

Aims and Objectives

The overarching aim of the Institutional Research Impact Strategic Delivery Plan is to grow the economic and societal impact arising from Warwick's excellent research, across all disciplines. Its success will be measured by a growth in translational activity across the University, an increase in the economic and societal impact generated by Warwick research and an improved impact performance in REF2028. The strategic plan identifies five work strands which support this endeavour:

1. To **increase and enhance our partnerships** with stakeholders across all sectors and disciplines, taking a strategic approach to the further development of collaborations, identifying approaches used in areas where Warwick already excels. *Measures include: number of collaborative projects with partners from business and industry, NHS, and the public, cultural and third sectors; volume and quality of impact case studies involving non-academic organisations; £value of support received for collaborative work from key funders such as Innovate UK.*
2. To **enhance innovation and commercialisation** through considered decisions on the protection and exploitation of intellectual property arising from Warwick research; maximising impact from and increasing the number of spin-outs which progress to financial sustainability or buy-out. *Measures include: number of researchers engaged in commercialisation activity; number of licences, spin-outs and IP and the £value of income derived from these.*
3. To **accelerate research impact** through the strategic growth in and utilisation of translational funds and by supporting researchers to build robust impact pathways into projects from inception. *Measures include: breadth and quality of the impact case study pipeline, £value of research funding awarded; number of researchers engaged in translational activity.*
4. To **invest in our researchers**, giving them the time and skills to needed to maximise the impact of their research, and building an academic research culture in which impact is valued and respected. *Measures include: proportion of academic time devoted to impact activity in workload and study leave models; number of researchers engaged in translational activity; level of researcher skill and capacity for impact activity; breadth and quality of impact case study pipeline.*
5. To **grow our reputation** for world-leading impact by communicating our successes internally and externally and ensuring preparedness for future research and knowledge-exchange

assessment frameworks. *Measures include: profile of Warwick research amongst key groups including government, funders, industry and the wider public; breadth and quality of impact case study pipeline.*

Governance and Oversight

Personnel

- Research impact at Warwick is led by the Pro-Vice-Chancellor Research, supported by **Deputy Pro-Vice-Chancellors for Research** with specific responsibility for developing and driving forward the institutional strategy for Research Impact.
- **Research Impact Directors**, based in departments, play a critical role in supporting the development of research impact at Warwick. Research impact varies considerably in form and scope across disciplines and Impact Directors are an important institutional source of disciplinary expertise. They champion research impact among their disciplinary peers, support colleagues to develop strong pathways to impact, help their departments to win funding for impact activities and are the authors of departmental impact strategies.
- Impact Directors are supported by a designated **R&IS Research Impact Manager**, together forming a community of practice which shares advice and best practice. The R&IS team operates a hub-and-spoke organisational model, benefitting from being a coordinated and centrally managed team. They work in close collaboration with the Grants & Contracts, Research Strategy, Research Ethics, Research Systems, REF and KEF Teams within R&IS. The Team supports securing and manages a multi-million-pound portfolio of institutional impact awards, ensuring that research with potential is supported to achieve demonstrable impact.
- Alongside R&IS support, **professional services teams from across the University** contribute to the development of research impact by supporting many forms of engagement including knowledge exchange, commercialisation, regional, public, community and policy engagement.

Committees

- The delivery of the Research Impact Strategic Plan will be overseen by an **Institutional Research Impact Steering Group (IRISG)**, which will report directly to Research Committee, with updates provided to the Research Executive and Knowledge Exchange Group. IRISG will be jointly chaired by the PVC Research (or designated nominee from the Research Executive) and the R&IS Head of Research Impact, and will bring together representatives from relevant professional service departments, alongside programme leads for the STEM and Social Sciences Grand Challenges, senior academic leaders and Faculty representatives.
- A **Research Impact Advisory Board** will support Warwick to develop its research impact strategy, providing an external lens through which to examine our activities and approach, challenging us to view our research impact and collaboration in new ways, stimulating original ideas and direction. Comprised of external entrepreneurs, representatives of business and industry, policymakers and the third sector, the Advisory Board is designed to ensure that our strategy evolves constantly to meet the needs of multiple stakeholders and communities and takes the wider political, economic and cultural landscape into account.

Delivery

Delivery is supported by a detailed implementation plan which is managed by Research and Impact Services. This sets out the actions to be taken against each of the five workstrands, the team(s) responsible for taking these forward, measures of success, and the department responsible for reporting on progress to the Institutional Research Impact Steering Group.