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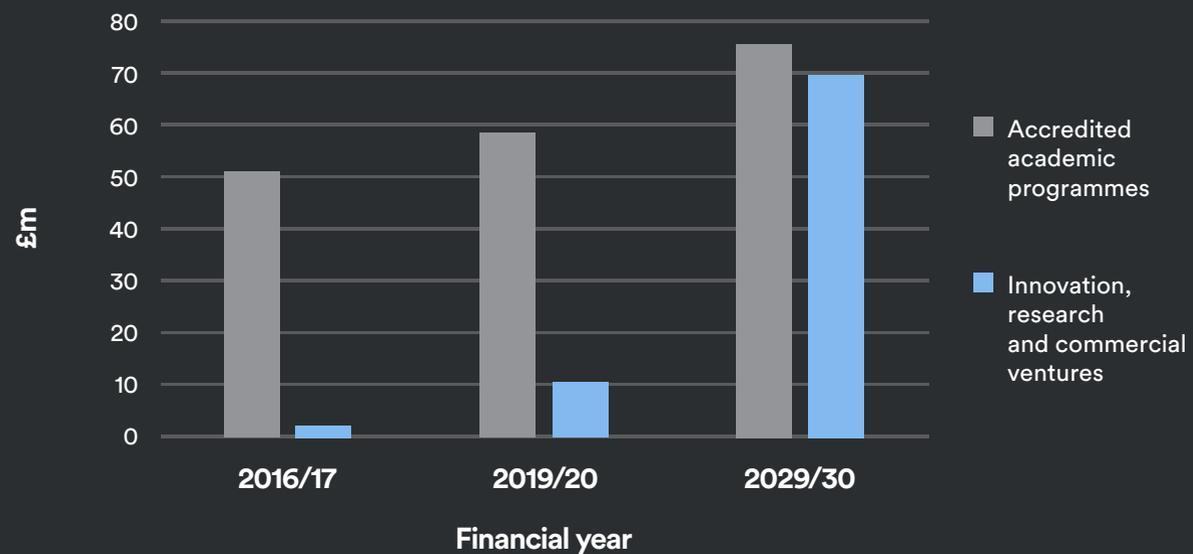
RESEARCH &  
INNOVATION  
STRATEGY

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DOING IT  
FOR REAL

**FALMOUTH**  
UNIVERSITY

REBALANCING  
INCOME SOURCES



# TOWARDS 2030

Research and innovation increasingly define Falmouth. The University's 2030 Strategy sets out two major objectives, one of which is to grow our research, innovation and commercial ventures so that these areas contribute at least 48% of the University's total income by 2030. Therefore, from the outset, this strategy - a sub-strategy of the overarching 2030 Strategy - establishes that research and innovation are as important to Falmouth as teaching and the student experience, and that external support and demand for initiatives in both areas is equally strong.

As one would expect this strategy looks to international, national and regional contexts and drivers. It therefore deliberately directs our research and innovation activities towards the 'grand challenges of our age' and recognises that some of the greatest impacts from the Creative Industries are being experienced in sectors such as e-health and wellbeing. We are also mindful of our Cornwall context and how this region provides an excellent test-bed for innovative research programmes, which can have global application and impact.

Meeting the ambitious targets set out in our 2030 Strategy requires a step-change in the way that we work and 'Open Innovation' is the defining cultural approach that we are using to achieve this.

Open Innovation encourages us to operate across disciplines, share ideas, stimulate invention and engage in entrepreneurial activities. It recognises that good ideas come from many different sources and that we need to co-operate with partners outside our sector, with other businesses, other markets and end-users.

Our Research & Innovation Strategy is underpinned by dedicated Research and Innovation teams who support the development of research and innovation across the whole University. A set of toolkits can also be found at the back of the strategy, providing information and guidance around routes to funding, accountability for investment, as well as mechanisms to recognise and reward tangible leadership, contributions and results.

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**“The growth of the Creative Industries is being driven by the need for the ‘Creative Bridge’.**

**Today, every other sector realises it needs a Creative Bridge to variously attract, engage, delight, explain, inform and improve usability for the people on the other side.”**

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*Professor Anne Carlisle*

## CONTEXT & DRIVERS

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Falmouth is fortunate to be working in a high growth sector where the UK’s creative products and services are in great demand both at home and overseas. However, the reach of the creative sector is no longer confined to the arts and humanities and there is increasing appetite amongst science and technology sectors to invite creatives to sit at their table to partner on projects. It is therefore essential that this strategy enables a trans-disciplinary approach that supports the growth of the Creative Industries, but which also provides a ‘Creative Bridge’ into other industries.

Successive UK Governments have underlined the value of UK university research and innovation to the Knowledge Economy and in driving regional socio-economic growth. The critical mass created in Cornwall through the University’s rapid expansion in the Creative Industries is now regarded as a major asset for the region, which we must build upon.

As Cornwall’s anchor University, a key objective of our 2030 Strategy is ‘Taking Cornwall Global’. Through our research and innovation activities we aim to help address the social and economic challenges facing Cornwall.

One of our key priorities is our role in developing new high growth start-up companies, and enabling innovative Cornish firms to achieve their potential. We are doing this by developing new products and services, new routes to market and ready access to investors and suppliers locally, across the UK and beyond.

Fundamental to our approach is our focus on real markets and needs. If our endeavour is aligned to national and international research and innovation frameworks and drivers, our knowledge, innovation and research will be in high demand and will deliver real impact.

Over recent years Falmouth has been able to secure major investment to develop our research and innovation base. The increasing scale of awards achieved demonstrates the level of research and innovation funds that Falmouth can bring to Cornwall and sets a high bar for our future ambitions.



# CORE PRINCIPLES

## STRATEGIC ALIGNMENT

Falmouth's course portfolio responds to global market demand and opportunity. The same approach is being used to grow our research and innovation portfolio to ensure it is connected to the big challenges and questions of our age.

## EMBEDDEDNESS

Falmouth's academic departments are home to our academic disciplines. Therefore it is important that our research and innovation effort is embedded both within and across all our academic departments.

## CRITICAL MASS

Creating a viable research and innovation culture requires critical mass. Our three key themes are designed to encourage, enable and reward trans-disciplinary research and innovation.

## SUSTAINABILITY

Delivering impact is key to sustainability. We are achieving this by engaging staff in our growing research and innovation activity and we are measuring our success through our involvement in high-profile networks, our outputs, our return on investment and the successful commercialisation of our ideas.

## Yoshi Pakalkaite

PhD Student

# KEY THEMES

## CREATIVE CONNECTED COMMUNITIES

Explores how the creative arts can bring communities together in order to deliver tangible benefits to health and wellbeing, education, the environment, society and the economy.

## DIGITAL ECONOMY

Focuses on the opportunities that digital technologies present in the Creative Industries and in other sectors such as e-health and wellbeing, space and aerospace, marine and agri-tech.

## DESIGN THINKING

Considers how creative workflows can help to resolve societal and economic grand challenges, particularly when applied to complex technological and process problems.



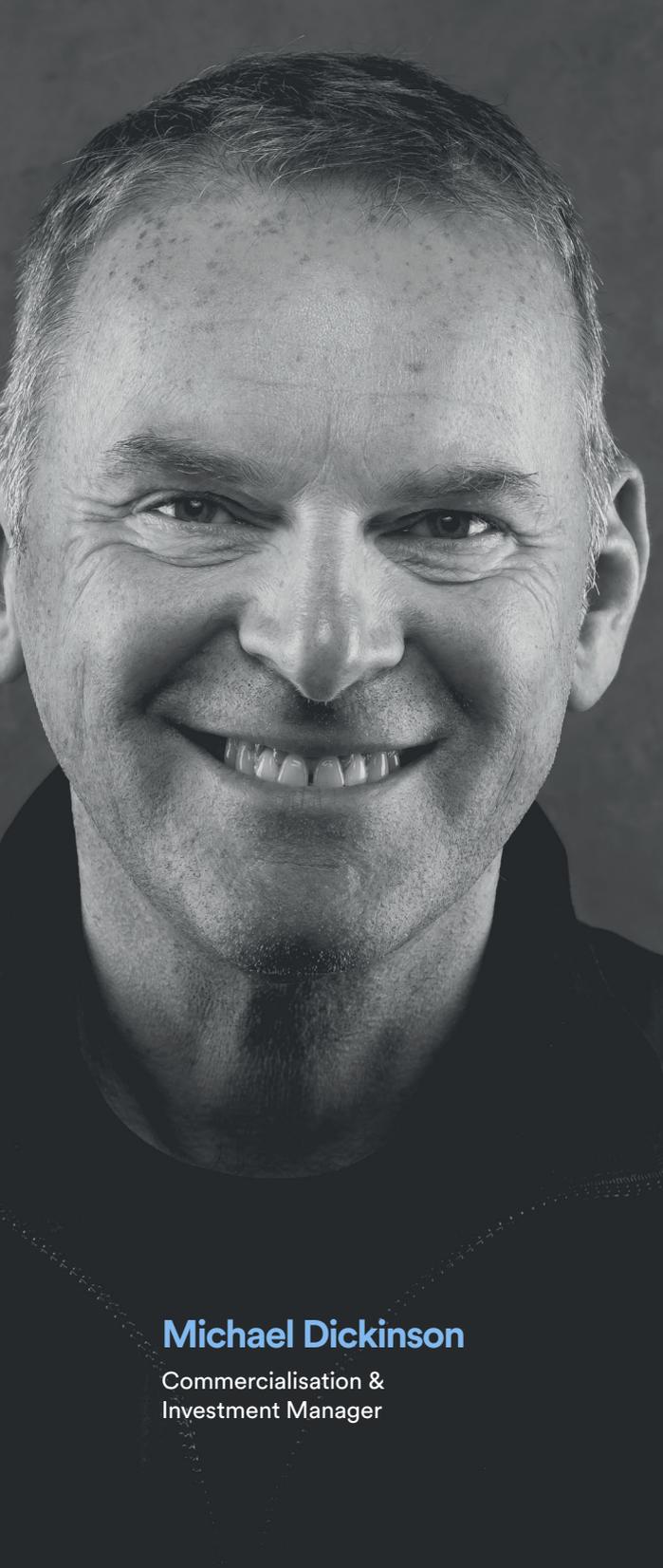
Professor David Prior  
Chair of Creative Connected Communities



Professor Tanya Krzywinska  
Chair of Digital Economy



Professor Chris Archer-Brown  
Chair of Design Thinking



**Michael Dickinson**

Commercialisation & Investment Manager

## 2030 TARGETS

Number of events to engage the public in research and innovation activity

**BASELINE 2018:** 20 / **TARGET 2030:** 75

Number of new companies / start-ups (cumulative since 2015)

**BASELINE 2018:** 11 / **TARGET 2030:** 111

Number of enterprises assisted (cumulative since 2017)

**BASELINE 2018:** 3 / **TARGET 2030:** 222

Number of new-to-market products

**BASELINE 2018:** 7 / **TARGET 2030:** 111

## GROWING RESEARCH & INNOVATION

### WORK ACROSS OUR KEY THEMES

Our outputs will be stronger and the narrative behind our impact clearer if we recognise that we are a small academic community, with the advantage of operating across a number of high growth sectors. We cannot afford to dissipate our efforts by pursuing individualistic interests when the majority of opportunities require a consortium approach, as well as trans-disciplinary inputs and outputs. For this reason, our research and innovation is focused on the University's three key themes - Digital Economy, Creative Connected Communities and Design Thinking - each led by a Chair who provides strategic leadership.

### ENHANCE THE IMPACT OF OUR RESEARCH & INNOVATION PROGRAMMES

We are engaging with our partners, investors and the public to co-create the research and innovation programmes under our three overarching themes. Each programme is led by a staff member located in an academic department who prioritises research and innovation initiatives that help build the Cornish economy and lead to global export and impact.

### TAKE OUR CREATIVITY INTO OTHER SECTORS

The significant growth of the UK Creative Industries is being driven by the scaling of the sector itself, but also by the way the Creative Industries are penetrating, influencing and shaping other industries. It is therefore essential that our research and innovation endeavour reflects these trends and brings our creative core to the 'top table' of other high growth markets.

### FOCUS OUR BUSINESS SUPPORT

We have built a strong reputation for graduate employability and incubating new high growth companies. Our asset value to Cornwall will be fully realised through retention of our graduate talent in the region and our knowledge exchange with businesses. We are targeting our business support activities by prioritising the incubation, acceleration and ongoing support of innovative high growth companies, for instance, via our postgraduate Launchpad Programme and outreach work with local SMEs. Our relationships with these businesses are designed to be long-term and include the provision of information, advice and guidance; contract research and consultancy; and access to equipment and collaborative workspace.



## 2030 TARGETS

Proportion of staff engaging in collaborative research-related activities with other HEIs

BASELINE 2014: **33%** / TARGET 2030: **52%**

Proportion of staff who are active and recognised contributors to subject associations, learned societies and relevant professional bodies

BASELINE 2018: **50%** / TARGET 2030: **70%**

Number of enterprises assisted (cumulative since 2017)

BASELINE 2018: **32%** / TARGET 2030: **40%**

**Mhairi Ambler**

Research & Development  
Projects Officer

## BUILDING STAFF CAPACITY & CAPABILITY

### ENCOURAGE TRANS-DISCIPLINARY RESEARCH & INNOVATION

‘Open Innovation’, which lies at the centre of the University’s 2030 Strategy, defines Falmouth’s new work culture. Our ‘Open AIR’ facility embodies this approach and provides a dedicated space for staff to participate in cross-departmental collaborations and the exchange of ideas. We are building peer communities with other educational providers and industry partners and encourage resource-sharing and knowledge exchange wherever possible.

### APPOINT HIGH PERFORMING STAFF

Our students should be taught by experts who are pushing boundaries at the forefront of their disciplines, whether it leads to traditional academic research, innovative new products or commercial solutions. Accordingly, we are prioritising research and innovation and PhD completion experience, as well as teaching capability, when we recruit our academic staff. We are ensuring that all staff have output based performance objectives that contribute to the delivery of the University’s ambitions and we are also developing new ways of acknowledging and rewarding the contributions that staff make to our research and innovation successes.

### IMPLEMENT THE INDIVIDUAL RESEARCH & INNOVATION PLAN

At Falmouth, every academic has the opportunity to discuss their plans for research, innovation and scholarly activity and establish personal trajectories that are in line with the three research and innovation themes. As our research is built on the back of our innovation and commercialisation opportunities, as well as the other way round, there are a number of different ways in which our staff, partners and investors can engage with our research and innovation eco-system.

### INVEST IN OUR EXISTING STAFF

Our staff are our greatest asset so it is important that we develop their individual capabilities across the full spectrum of teaching, innovation and research. We have launched a revised Researcher Development Programme supported by a suite of Research & Innovation Toolkits so that staff understand the important role they have to play in our research and innovation. Our 2030 Portfolio Strategy and 2030 People Strategy provide further detail on the support available to staff.



## 2030 TARGETS

Research income

BASELINE 2017:

£1.4m

TARGET 2030:

£2.7m

Commercialisation income / asset valuation

BASELINE 2017:

£1.4m

TARGET 2030:

£67.5m

**Ciaran Clarke**

PhD Student

## CAPITALISING ON OUR RESOURCES

### BUILD TO MARKET OPPORTUNITIES

It is essential that we build our research and innovation portfolio to meet real market opportunities, which address a range of sectoral needs. This not only extends the opportunities available to us, but brings us into new forms of external partnership. We are prioritising projects that maximise the impact on economic growth and societal wellbeing.

### EXPAND OUR HORIZONS

We are supporting staff to pursue a wide range of funding opportunities from the Research Councils, Innovate UK, government and charitable organisations. We are working actively with industry partners to gain support and investment where appropriate. Our research and innovation programmes are actively 'curated' so that they align to both internal and external funding priorities.

### UTILISE OUR ASSETS

As an anchor institution we recognise the contribution that we can make to local economic regeneration. We are working with partners, both locally and further afield, to maximise our physical and intellectual assets and create tangible benefits for our communities.

### BUILD OUR INVESTOR NETWORKS

Our approach to innovation is proving attractive to investors, who come into Cornwall seeking early stage investment opportunities in high growth sectors. This type of funding further extends our financial resources and improves the sustainability of our programmes. We are therefore developing our international investor and angel networks to support our Launchpad incubation programme, as well as our other innovation and commercialisation initiatives.

### MAXIMISE EXISTING SUPPORT SYSTEMS

Our Research and Innovation teams are available to assist staff with their research and innovation activities. This includes advice and guidance, horizon scanning and pre and post award support. We are developing our academic business planning processes to include research and innovation as part of the departmental business plan and regularly monitor and report on our performance, benchmarking ourselves both against and outside of the sector. We are continuing to develop our policies and processes for scrutinising all external funding applications.



# 2030 TARGETS

Number of PhD completions since 2010 (cumulative)

**BASELINE 2018:** 82 / **TARGET 2030:** 127

Number of Professors

**BASELINE 2018:** 10 / **TARGET 2030:** 35

**Nolwenn Baot**  
External Funding Officer

# ACHIEVING RDAP

## ACHIEVE RESEARCH DEGREE AWARDING POWERS

The University has held Taught Degree Awarding Powers since 2005. Attainment of Research Degree Awarding Powers (RDAP) would reflect the University's achievements over the past decade and the way research and innovation is being embedded across the institution as a whole. Achievement of RDAP will enhance our curriculum at both undergraduate and postgraduate level, increase opportunities to work with partners and allow us to support and validate research degrees with some of our partner institutions, who already deliver Falmouth taught programmes. RDAP will advance our ability to attract high performing staff and research students both from home and overseas.

## INCREASE PhD COMPLETIONS

Falmouth exceeded the required number of PhD completions for RDAP some time ago. However, we recognise that a vibrant research student community is essential to maintaining a sustainable research community. We are therefore focusing our MPhil/PhD admission processes by recruiting students whose activities are clearly linked to our three research and innovation themes.

## EMBED OUR RESEARCH STUDENT COMMUNITY IN ACADEMIC DEPARTMENTS

We recognise the value that can be achieved by sharing our research students' knowledge throughout the institution. We are therefore engaging our research students in undergraduate teaching both as part of their development and also to improve overall PhD sustainability. Research students are enrolled into the academic department from which their lead supervisor is drawn, and receive dedicated support from our Research and Innovation teams.

## ENGAGE AND DEVELOP STAFF

Our staff are central to the achievement of RDAP, both in terms of the quality of their research outputs as well as peer standing and influence in national and international bodies. We are encouraging staff to engage in national and international bodies at a director, policy and key influencer level and to bring their experience back for the benefit of other staff. We are raising awareness amongst staff of the need for focus on research outputs and impact.



# 2030 TARGETS

Proportion of outputs returned to the REF as 3\* or above

**BASELINE 2014:** 21% / **TARGET 2030:** 60%

Proportion of impact case studies rated 3\* or above

**BASELINE 2014:** 30% / **TARGET 2030:** 90%

Level of investment in research and innovation infrastructure (cumulative since 2009)

**BASELINE 2016:** £26.9m / **TARGET 2030:** £55.1m

**Richard Brown**

Research Fellow

# ENHANCING OUR REF PERFORMANCE

## ENHANCE OUR PERFORMANCE IN THE REF

Improving our performance in the next Research Excellence Framework (REF) is important as it will reflect the significant investments that we have made into research and innovation at Falmouth. Individual institutional performance in the REF is a key performance indicator for research benchmarking in the UK and helps to attract quality staff, research students and investors, igniting a virtuous circle. In turn, good performance in the REF will support our application for Research Degree Awarding Powers.

## ALIGN OUR RESEARCH & INNOVATION WITH REF

We are aligning our REF approach to our three key research and innovation themes as well as our suite of trans-disciplinary research programmes. At the same time, we are ensuring our research and innovation outputs are targeted towards REF and the Knowledge Exchange Framework, including appropriate peer review of outputs. To do this we are ensuring that the underpinning research and new knowledge gained from our innovations and new to market products and solutions are also capitalised and disseminated.

## ENSURE IMPACT IS AT THE HEART OF OUR RESEARCH

We are ensuring the impact of our research is fully demonstrated. Not only within the Creative Industries, but also through the way our research and innovation impacts a range of other sectors.

## BUILD A VIBRANT RESEARCH ENVIRONMENT

We are using our Researcher Development Programmes and research and innovation programmes to build our research community across all developmental stages, from early career researchers to international research excellence.

## MONITOR PERFORMANCE

We have developed a set of high-level performance indicators, which help us to measure progress against our research and innovation objectives. The information gathered is used to refine our strategies and communicate the resulting achievements and outcomes. The Research & Innovation Committee is responsible for monitoring progress against this strategy, which is fed upwards to the Academic Board, Vice-Chancellor's Executive Group and the Board of Governors.

# RESEARCH & INNOVATION TOOLKITS

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These toolkits are designed to provide our staff and research students with key information and guidance to help them effectively engage in Research & Innovation at Falmouth University. The toolkits will be regularly reviewed and updated and the most up-to-date versions can be accessed at [falmouth.ac.uk/corporate/strategicplan](http://falmouth.ac.uk/corporate/strategicplan).

## OVERVIEW OF RESEARCH AND INNOVATION

How does the UK HE sector define 'research' and 'innovation'?

Is 'practice' a form of research?

What is an 'output'?

What is 'smart specialisation'?

What is 'Launchpad'?

What is the 'REF' and what do I need to do?

How can I contribute towards Research Degree Awarding Powers?

How do I request an addition to Falmouth's Research & Innovation Toolkits?

## IMPACT AND OPEN ACCESS

What is impact and why is it significant?

What is 'Open Access'?

What is the Falmouth University Research Repository (FURR)?

How do I deposit an output onto FURR?

## FUNDING OPPORTUNITIES

How does research and innovation funding work in HEIs?

What funding is available?

How do I access investment and work with investors and angels?

Introduction to EU funding

Introduction to UK Research and Innovation (UKRI)

## RESEARCH AND INNOVATION PROJECT DEVELOPMENT

How do I get approval/sign off for a proposal?

How do I write a good funding bid?

How do I use the library and learning resources?

How do I cost a project?

What are research ethics?

What is intellectual property?

What are collaborative agreements?

## POST AWARD ADVICE

Understanding what is meant by 'Post Award'

How to be compliant with funders

## Miriam Richter

PhD Student



**FALMOUTH**  
UNIVERSITY