

## Operational Plan, 2021-22 – Research & Knowledge Exchange

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
<b>To create a vibrant research environment which builds on our collective strengths, supports innovation, and creates opportunities for inter-disciplinary activity.</b>					
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 &amp; students actively engaged in research.</p> <p>No. of staff &amp; student research publications / conference presentations.</p> <p>No. of staff accessing CPD opportunities.</p> <p>No. of students/staff participating in mentoring programmes</p>	Research line managers, Heads of Department and CIC Director	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 provided</p> <p>Implemented fortnightly “Shut up and write” sessions for staff working on grant applications and publications.</p>

					Two mentoring arrangements are in place through the UHI research mentoring programme
To assist students and staff in achieving high quality research outputs and having impactful career pathways.	<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 &amp; monitor impact factor of journal publications.</p>	Research staff, line managers, Heads of Department and CIC Director	Budget planning and resource allocation support	<p>Implement annually via performance evaluation and budget review</p> <p>Four research training sessions have been provided including two on REF</p> <p>Two mentoring arrangements are in place through the UHI research mentoring programme</p> <p>Research publications being reviewed prior to publication in context of future REF submission</p>
To strengthen and expand relevant networks.	<p>Support research active staff and students to participate in relevant conferences, symposia and national and international meetings.</p> <p>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>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>	Research staff, line managers, Heads of Department and CIC Director	Budget planning and resource allocation support	<p>Implement annually via performance evaluation and budget review</p> <p>Ongoing</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.	No. and value of collaborative projects that have resulted from staff networks.  No. of publications. No. of PR's and social media outputs.			
<b>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.</b>					
To increase income from research and knowledge exchange including greater engagement in REF.	Meaningful and strategic research and KE collaborations with an increased number of businesses and stakeholders  Awareness of status of existing and new funding schemes.  Supporting a greater number of staff to be submitted to next REF cycle. Improving the quality of outputs available to be submitted to REF	Research & KE income. No. of research-related engagements with stakeholders (meetings, workshops, presentations, etc.) No. of collaborative research projects with stakeholders. No. of stakeholder-relevant research outputs.  Information on funding shared through Research Committee members and dissemination to research staff.  No. of staff submitted to REF. REF performance. Sharing of previous REF experience through training/Info sessions.	Research line managers, Heads of Department and CIC Director	Budget planning and resource allocation support	Ongoing  Additional income of £67230 per annum from REF 2020  Planning and engagement for REF 27 is underway through participation in The UHI REF Steering Group and via individual units of assessment.  Previous REF experience shared via staff training and one to one via paper reviews – completed - 17 Jan 22  REF and Funding standing agenda items at Research committee - Completed  Case studies have been identified (MST 6-12-21) and ongoing engagement with UHI over training opportunities.

	(higher proportion of 3* and 4* outputs) Supporting the production of impact case studies	REF is a standing Agenda item at Research Committee.			
To enhance our profile and engagement, locally, nationally, and internationally.	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.	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.	Research staff, line managers, Heads of Department and CIC Director.	Budget planning and resource allocation support	Ongoing  Hosted International Islands Conference  Hosted Prof Ray Hilborn Visit  Social media training received by relevant staff  1 International research collaboration funded.  2 international visits have been undertaken  1 international research conference has been attended  1 international research visitor has been accommodated
To build recognition of the knowledge production and creative work taking place within Shetland as being of international quality and relevance.	Production of international research outputs. Participation in international research collaborations / partnerships / projects.	No. of international research outputs. No. of international research collaborations / partnerships / projects.	Research line managers, Heads of Department and CIC Director.	Budget planning and resource allocation support	Ongoing  As above

	<p>Staff and students engaging in international research visits / exchanges. Host and attend internationally relevant meetings and events.</p> <p>Research activities appropriately profiled on website and on social media.</p>	<p>No. of staff and students making international visits. No. of international research visitors. No. of international events attended/hosted.</p> <p>Review &amp; update research content on website.</p> <p>Staff training on social media awareness and engagement.</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 staff / Heads of Dept.</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</p> <p>Development of the Centre for Sustainable Seafood – UHI approval and funds totalling £95k committed by industry partners.</p> <p>MoU with Shetland Fishermen’s Association and with Marine Scotland Science - funded</p> <p>Marine Planning Partner Membership with SIC - funded</p>

To develop our postgraduate provision in marine and environmental science, arts, culture and the creative economy, and heritage.					
To have a wider range and greater opportunity for postgraduate training and research within Shetland.	Develop new PhD opportunities. Explore opportunities for MSc research projects to take place in Shetland (UHI and non-UHI MSc's)	No. of new PhDs No. of MSc project opportunities	Research staff / Heads of Dept.	Time allocation, budget resource, external funding	Ongoing Funding secured for three PhD studentships: Imaging flow cytobot PhD SUPER DTP PhD Industry funded aquaculture PhD  Successful approval event for Practice based PhDs  Inclusion of PhD fee waivers in Islands Deal Creative Islands and Wellbeing project  MSc development for Marine modules in MBA and sustainability courses underway
To promote Shetland as an ideal centre in which to engage in postgraduate activities, and to continue to work in following completion of studies.	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.	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	Research staff / Heads of Dept.	Time allocation, budget resource, external funding	Ongoing  Researchers from SAMS working at the Scalloway Campus in September

To achieve greater links between teaching and research.	Explore and develop options for development of guest lectures, contribution to modules with UHI partners	No. of lectures / modules developed.	Research staff / Heads of Dept.	Time allocation, budget resource, external funding	Ongoing
<b>To deliver research that supports sustainable economic development and recovery.</b>					
To uphold Shetland as an exciting place to carry out research, attracting new activity and supporting a critical mass of researchers.	Actively promote our activity where relevant. Encourage research partnerships / collaborations / projects with other research institutes. Make research facilities available to visiting researchers.	No. of promotions/adverts (+ responses). No. of partnerships / collaborations / projects. No. of visiting researchers using facilities. No. of visiting research students.	Research staff / Heads of Dept.	Time allocation, budget resource, external funding	Ongoing
To ensure effective communication of research and knowledge exchange to a wide range of stakeholders.	Communicate our research and KE in multiple formats	No. of peer reviewed papers, No of project reports No of newspaper articles No of press releases No of social media releases	Research staff / Heads of Dept.	Time allocation, budget resource, external funding	Ongoing <a href="#">New Instagram site set up to increase social media posts</a>  <a href="#">Engagement with MSC promotional campaign – highlighting out work to support sustainability</a>