
Researcher Development Strategy 2016-2020

The strategic vision of the University of Huddersfield is to be “an inspiring, innovative university of international renown”. The Researcher Development Strategy complements this vision by providing institutional objectives for the development of core competencies in international research leadership, open innovation and research impact. These skills enable our researchers to produce world-leading research across a wide range of disciplines and to engage with the research priorities and fundamental needs of a globalised world.

To embed international research leadership as a goal for all research staff we will:

- support researchers to exercise international influence on their disciplines/research areas and to achieve sustained leadership of international multidisciplinary teams;
- encourage researchers to develop long-term strategic vision through an appreciation of global grand challenges and demand-led, user-inspired research;
- inspire researchers to contribute to a culture of continuing professional development and to cultivate collegiality within their research areas nationally and internationally;
- assist researchers to develop international networking skills; to contribute to significant and influential academic and non-academic bodies and to shape their policies and procedures;
- support researchers to work collaboratively with a wide range of international organisations to produce outputs and outcomes showing rigour, originality and significance.

To embed open innovation as a goal for all research staff we will:

- support researchers to embrace the broadest definition of “innovation” through multidisciplinary, interdisciplinary and transdisciplinary research and impact programmes in collaboration with academia, civil society, government and business – sometimes known as the “[quadruple helix model](#)”;
- empower researchers to form collaborations across the University and with a diverse range of external partners nationally and internationally;
- apprise researchers of external goals, policies and programmes that could have implications for, or a direct impact on, their opportunities for research and innovation;
- assist researchers to realise the value of their research, life experience or professional expertise through intrapreneurship and entrepreneurship.

To embed research impact as a goal for all research staff we will:

- support researchers to explore how their research might change, benefit or have an effect on economic performance, competitiveness, quality of life, health, creative output, public services, public policy, or public understanding and participation;
- encourage researchers to achieve the maximum reach and significance from their research;
- provide training and development opportunities on evaluation processes applicable to progress, impact and outcomes for national and international programmes and projects;
- enable researchers to pursue local, national and international public engagement activities consistent with our commitment to open innovation and research excellence with impact.

To establish the University of Huddersfield as a recognised leader in researcher development we will:

- ensure that researcher development is closely aligned to institutional strategy and compatible with best practice as defined by the Researcher Development Framework;
- monitor and evaluate the impact of our researcher development programme using ambitious KPIs benchmarked externally;
- provide an innovative professional development programme for researchers at every career stage;
- help to attract and retain researchers of the highest international calibre.

A note on evaluation

All programmes will be evaluated using *The Impact Framework 2012* published by the Vitae Impact and Evaluation Group for Researcher Skills and Careers (example below).

Evaluation Map – The Concordat to Support the Career Development of Researchers							
	Issue	Drivers for change	Key stakeholders	Input(s)	Key implementation steps	Expected outcomes	
Logic Diagram	The need to: 1. Increase the attractiveness and sustainability of research careers in the UK 2. Improve the quantity, quality and impact of research for the benefit of UK society and the economy	Carrots Why is change needed? To increase sustainability, attractiveness of careers and impact of research	Sticks What happens if I/we don't change? Loss of attractiveness and sustainability of researcher careers in the UK	Research staff Principal investigators/supervisors Research funders UK Government Institutions Non-HE employers	Concordat signed by key stakeholders Establish baseline	Launch event June 2008 Concordat Strategy Group set up Implementation Coordinator recruited Vitae lead for implementation	1. Increased attractiveness and sustainability of research careers in the UK 2. Improvement to the quantity, quality and impact of research for the benefit of UK society and the economy
	Logic steps to achieve outcomes		Foundation 0: Stakeholders will be aware of the Concordat	Reaction 1: Stakeholders' reactions to the Concordat (e.g. positive/negative views)	Learning 2: Stakeholders consider implications and plan change	Behaviour 3: Stakeholders implement change	Outcomes 4: There will be: 1. Increased attractiveness and sustainability of research careers in the UK 2. Improvement to the quantity, quality and impact of research for the benefit of UK society and the economy
Evaluation	Evaluation questions/Logic step		Is each stakeholder group aware of the Concordat?	What are the reactions of each stakeholder group to the Concordat?	Have stakeholders developed any plans for change?	Have stakeholders implemented any plans for change?	Are there any indicators that a research career is more attractive? Are there any indicators that a research career is more sustainable? Has the quality, quantity and impact of research improved?
	Evidence		0	1	2	3	4
	Potential sources of evidence (✓) to answer evaluation questions/ key stakeholder at each level	CROS/researchers	✓	✓	✓	✓	✓
	PIRLS /principal investigators	✓	✓	✓	✓	✓	
	HR Excellence/ institutions	✓	✓	✓ (Action plans)	✓ (Monitoring report)		
	Other, etc...	✓	✓	✓	✓	✓	

■ Yellow shaded areas link together in terms of content.

Table 1 An Evaluation Map for evaluating the impact of the Concordat (example illustration). The Evaluation Map embodies key methodological points in using the Impact Framework approach. The text in bold is common for all impact evaluations. The logic diagram should be appropriate for the context in which the impact evaluation is being made (for further information see the section 'Additional theoretical understanding of the Impact Framework')