



[ii] To enable agile collective research groupings to develop quickly in response to changing imperatives and opportunities we will also facilitate the rapid establishment of These will use virtual resources to quickly link and mobilise researchers where we enjoy critical mass in thematic areas across our campuses and Colleges. Research Networks will be challenge-led, and will realise the benefits of collective strength to deliver at scale, longer-larger research grants and associated outputs.

[iii] More defined will continue to develop based on inter-disciplinary and cross-disciplinary foci and partnerships. Recognising the wide diversity of well over 100 existing Research Centres at the UoE, we will promote a review and rationalisation of existing groupings to create maximum coherence and opportunity for collaborative interaction.

These three levels of research grouping, along with our wider research community of individual scholars and their associated networks, will be supported by Professional Services teams who will share best practice, offer advice and training, promote impact development, gather evidence and undertake evaluations. This support will apply across the full research project lifecycle via the development of academic, commercial, and community partnerships across local, regional, national and global networks.

We will continue to invest in capital, equipment and digital infrastructure and will implement mechanisms to optimise co-creation, innovation and cost-recovery. We will support open research, including open access to research publications and data. We remain focused on the underpinning of our research base with major investments and we will put mechanisms in place to identify future areas and opportunities where we can make a major contribution. These investments will achieve net sustainable growth in our research power that will be benchmarked against ambitious targets in research income, national and global league tables, industrial investments, spin-out activity, research incubation and acceleration activity.

[ii] Inspiring people and ideas

This is a strategy for researchers as well as for research. We believe that investing in our research environment and culture enables our researchers to thrive, make outstanding contributions and build sustained and successful careers at the University. Our core values<sup>1</sup> of openness and transparency underline our ethos that we will enforce the highest standards and principles of research integrity and responsibility, and reward effort, collaboration and collegiality as well as individual success. Independent audits provide clear evidence that the University of Exeter delivers world-class research of global significance and that many of our researchers are amongst the most cited in their fields. We support a continuum of activity from discovery-based to problem-focused research. We recognise that the authority and subject-specific expertise of individual researchers is vital in assembling the complementary teams of interdisciplinary researchers that can unlock new knowledge and address complex problems.

We will therefore commit resources to develop a nurturing, inclusive and sustainable environment for all of our researchers. This will be framed in the context of new ways of working that have emerged though the Covid-19 pandemic, accelerating our capabilities for virtual research working whilst underlining the importance of protecting the well-being and health of our staff and the value of

opportunities for the creative exchange of ideas and mechanisms to establish and promote partnerships. We will also encourage and enable engagement between our researchers and funders to help inform funder strategies and to support intelligence and experience-gathering for future opportunities that will enable us to capture the resources we need to support our research programmes.

A major commitment is to support our Education Strategy to encourage students to become active researchers and agents for change enabling them to use their research skills and capabilities in every aspect of their future working life. We aim to establish an ecosystem in which students co-create research ideas, innovative research-inspired learning and practices.

[iii] Transformation through collaboration and partnership:

We recognize we have a distinctive range of established strength areas that span STEM subjects as well as the humanities, business and the social sciences. Critical to our success as a research-intensive university is our ability to define problems and find creative solutions through proactive working partnerships with diverse organisations. We will continue to build transformative partnerships that build on our traditional strengths but also explore new domains and translational opportunities at the boundaries of our current areas of expertise. This will entail facilitating and rewarding interdisciplinary and collaborative research at all scales and working with industry and a wide range of other non-academic organisations at regional, national, and international levels. Our research will be outward-facing and integrated with opportunities emerging from our Global Strategy, including international networks and new funding opportunities to address the UN's Sustainable Development Goals. We will interact with a range of stakeholders in our research activity, demonstrating the transformative benefits of our research in technological advances, healthcare, environmental sustainability and intelligence, security, arts, culture, politics and policymaking. Our commitment to public engagement and engaged research brings our research outputs to a wide non-academic audience and works with our local communities in its delivery.

Looking forward:

This Research and Impact strategy sets out an approach to enable all staff and students to fulfil their research potential in conducting research of the highest quality for the greatest societal benefit and academic impact. Successful delivery on our ambitions will require us to be agile in a changing geopolitical landscape. In order to reach the widest possible range of global beneficiaries we will form truly world-class competitive research teams that can take advantage of new funding opportunities and shape national research agendas. This will ensure that research conducted at Exeter is held in high esteem internationally and is visible and accessible to all. Our Strategy promotes effective teamwork and connections, to build partnerships, and to adapt our ways of working to enable staff and students to flourish in a rich, well-managed, environmentally sustainable, diverse and nurturing research environment.