



This document outlines the expected operation and performance of new and existing Research and Innovation (R&I) Centres and Institutes at the University of Portsmouth.

Such Centres and Institutes are critical to developing and supporting a broad range of internationally-excellent activities in areas where we have critical mass. They form part of a sustainable environment and serve as vehicles for delivering the University's strategic aims for R&I excellence, income, collaboration and impact.

In order to operate, a Centre or Institute must demonstrate that they conform to the principles and performance expectations outlined herein. Any R&I grouping that does not meet these will not be recognised as a UoP R&I Centre or Institute and cannot be marketed as such, although there may be opportunities to highlight their R&I through other marketing mechanisms. Institutes and Centres will be subject to regular review, which could result in their closure.

## Principles of a Centre or Institute

A University of Portsmouth R&I Centre or Institute will:

1. Bring together a critical mass of scholars for collaborative work over an extended period of time beyond the life of one specific project, and in a clearly defined area that:
  - a) Combine related disciplines that may extend beyond traditional school/department boundaries and contribute to their development.
  - b) Relate to important national and/or international agendas, and/or are of strategic importance to the University.
  - c) Support a cohesive body of academic and research staff and students with a vibrant,

sustainable environment.

2.

An operations plan showing how the finances, workload allocations, and line management of the new Centre will be arranged (especially cross-faculty) and managed. This plan should reference any HR organisational change process required.

An Equality Impact Analysis (EIA<sup>1</sup>) of the plan.

2. The home FRIC will then make a recommendation to the home FEC, who will request URIC to start the process of establishing the new Centre. URIC may seek additional input from associated FRICs if the Centre is cross-faculty.
  
- 3.

Letters of support from the relevant Executive Dean(s) and PVC R&I.

An operations plan showing how the finances, workload allocations, and line management of the new Institute will be arranged and managed. We expect the Institute Director (or their designated proxy) to be a member of the home Faculty Executive board and perform line management duties within the Institute. The institute will possess a dedicated cost centre within the home Faculty budget. This plan should reference any required HR organisational change processes.

An Equality Impact Analysis (EIA) of the plan.

6. The home FRIC will then make a recommendation to the home FEC, who will request URIC to start the process of establishing a new Institute. Before continuing, the chair of URIC will seek initial approval from UEB regarding the strategic importance of the new Institute.
7. URIC will take advice from a visiting panel of external experts. The membership of this panel will be decided by the chair of URIC (PVC R&I) taking advice from members of URIC, Executive Deans and the Institute Director. The visiting panel will provide a report to URIC on the suitability and sustainability of the Institute.
8. URIC will then make a recommendation to UEB (including any peer review report or visiting panel report) who will have the final decision.

If an existing Centre wishes to become an institute, it must follow the same procedure as outlined above for a new Institute. It must demonstrate the key principle of sustainable international excellence as well as its strategic importance to the University.

## Operation of a Centre or Institute

The expectations for the performance and management of Centres and Institutes are presented below.

- Each Centre or Institute should appoint a Director<sup>2</sup> for a renewable five-year term. The Director



this review cycle, Centres and Institutes will be required to refresh their five-year development plan (Annex 1). For Centres, URIC will select a senior UoP academic (e.g. Associate Dean, Institute director, senior Professor) to perform this review (of both the plan and the Centre as a whole) and submit a report. For Institutes, this review will be performed by a visiting panel of suitable external experts selected by the chair of URIC, with input from Executive Deans, members of URIC, and the Institute Director.

The outcome of this URIC review will be passed back to the home FEC/FRIC and could include a range of recommendations (including possible closure) against the principles outlined above, and presented in the refreshed five-year development plan.

Any request to formally close an Institute or Centre should come from the home FEC (with input from FRICs) to URIC. This request should present a business case for closing the Centre or Institute, and contain a plan for mitigating the impact of the closure on the broader R&I environment within the associated Faculties. URIC will consider this request, before making a formal recommendation to UEB for final approval. Closure of an Institute or Centre may need to follow the formal HR organisational change process to understand the impact on any staff directly employed by the Centre or Institute.

### Other R&I Groupings

At present, this guidance only covers Centres and Institutes. In the future, it may be extended to include other types of R&I groupings (e.g., "groups", "clusters", "networks", "hubs", etc) but for now, such R&I groupings can be formed as needed on an informal basis. Such R&I groupings should avoid confusion with the established titles of approved Centres, Institutes or Thematic Areas at UoP.

At a University level, there will be no formal obligation to reflect such R&I groupings in our procedures and management structures, although they can be supported on an informal *ad hoc* basis. There is no requirement for such informal groupings to progress to established Centres or Institutes (outlined herein), although aspirations for such progression are encouraged.

## ANNEX 1

### Five-year Development Plan

A five-year development plan should include:

1. A **Capability Statement** (up to 2 pages, 11pt Arial) comprising of:

- A statement of the primary purpose of the Centre or Institute.
- A summary of the areas of excellence that identifies the distinctiveness of the Centre or Institute and relates it to current or future external themes and priorities. This summary should include a clear statement of how the Centre or Institute aligns with the strategic plans of the University.
- For Institutes, a demonstration of sustainable international excellence based on past and current performance relative to University KPIs. Evidence on several KPIs is expected, and could include, but is not limited to: Strong REF/KEF/TEF outcomes, established doctoral training programmes (possibly externally funded), visible international leadership roles, international collaborations or partnerships, hosting of international conferences and events, externally funded fellowships, strong publication statistics (e.g. citations) with international co-authors, access to world-class facilities (on campus or beyond ( )11 (2.3 219 (t)5 ( l)7.6 (i (s) (t)-5.2c)-1.9

include specific KPIs and/or targets against which performance can be measured. This plan should address the following issues:

- Actions planned for growth and development (especially funding).
- For continuing Centres and Institutes, any expected changes in the broad field(s) of research and innovation activity.
- Actions to raise the profile of the Centre or Institute.
- Plans to develop new academic and non-academic collaborations.
- For Institutes, a development plans for staff and early career researchers (postdocs and postgraduate students),
- For Centres, a clear and transparent membership policy (especially if cross-faculty).
- Any succession planning for any intended leadership changes.
- A plan showing pathways to impact (an additional one page allowed).
- For existing Centres and Institutes, a management plan including any planned changes to existing budget arrangements (especially if cross-faculty)