A global Education Group with a reputation for equity and innovation that empowers students and communities to transform their lives and society through teaching, learning, research and enterprise.

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We continuously improve and innovate in our research to thrive within an increasingly complex external environment and to ensure our long-term sustainability.

We are delighted to introduce our 2030 research strategy for the Coventry University Group.

Through the delivery of the 2021 strategy, investment and focus on excellence with impact, our research has been transformed. We have trebled the size of our research community; more than doubled our research outputs; increased the percentage of our outputs in the top 10% of cited papers worldwide; improved the number of internationally co-authored research papers which are now almost 63% above the UK sector average; and grown our income from research grants and contracts. As a result, we have increased our overall influence and impact, being recognised as a four-star institution (from one-star) for research in the international QS Stars award system.

Through our 2030 strategy we will continue our focus on research excellence with impact. We will use our research strengths to catalyse our societal and economic engagement and enrich our teaching and learning.

We will tackle this ambition by nurturing and championing the next generation of future research leaders within transdisciplinary programmes that are focused on key global, national, and local challenges. We will embed diversity and inclusion in all our activities and across all areas of our research community and will continue to develop and transform our approaches to promote inclusive working practices and to support the achievement of equality, objectives within the University Group.

Our research and innovation will provide solutions to emerging global societal and economic needs. We will deliver high quality, transdisciplinary and challenge-led research enhancing the educational reputation and profile of the Group. Our research enriches teaching and learning, embedding knowledge within the curriculum and being a catalyst for societal and economic engagement, developing our postgraduate taught education linked to research priorities.

We will increase our research power and continue to evolve, delivering sustainable growth by improving our organisational capabilities and delivering transformative actions. We will be recognised internationally for our dominance in challenge-led research and for the excellence of our research themes. This will be achieved by the continued development of our research teams, improvements to our research environment, and enhancement of our international doctoral education.

Our specific aims are to:

- Increase the scale and quality of our research, moving Coventry University research into the top quartile nationally
- Address global economic and societal challenges, delivering local, national, and international outcomes and impact
- Deliver high quality transdisciplinary and challenge-led research
- Enrich teaching and learning by integrating research within the curriculum, particularly the development of postgraduate taught education and embedding knowledge of international economic and societal research and innovation challenges
- Deliver solutions to enterprise and innovation challenges and develop future technologies.

We are Professor Richard Dashwood
Deputy Vice-Chancellor (Research)

Professor John Latham CBE
Vice-Chancellor and Chief Executive Officer
A global Education Group with a reputation for equity and innovation in education that empowers students and communities to transform their lives and society through teaching, learning, research and enterprise.

We believe that societal advancement is achieved through powerful education. Our mission – Creating Better Futures – articulates our purpose, defining the diverse nature of the Coventry University Group; from delivering an inclusive and impactful global education for our learners, through to our research and innovation focus on societal and economic needs and addressing real-world challenges.

It reflects our history and evolution from being a College of Design in 1843, founded by local industrialists to improve skills and to enhance competitiveness; to our status as a polytechnic, with a focus on professional and vocational education; to our development as a modern and global university group, recognised as a leading innovator in education; and through to our 2030 vision.

Our 2030 Strategy provides continuity in our objective of providing a high-quality, inclusive, and empowering global education. It maintains our belief that, through education, individuals are empowered to grow and advance in society. It recognises the need for a continued focus on innovation, transformation, and sustainable investment to deliver high-quality teaching, learning, and research to meet ever-changing societal needs.

We will continue to innovate and refine our delivery in line with this strategy, building on our successful approaches to education and student experience, research, enterprise and innovation, and internationalisation.

Each of our strategic themes is fundamental to our success, defining our specific approach and the integrated actions we need to deliver. Our themes are complemented by a series of key performance indicators and operational measures. The qualitative goals of our 2030 Strategy are to:

- Be a leading Education Group recognised for our educational pathways and delivery at scale of innovative approaches to learning
- Be recognised internationally for our focus in challenge-led research and for the excellence of our research themes
- Be recognised internationally for the scale and impact of our innovation ecosystem
- Be recognised for our global presence, profile and reputation.

Through our strategic themes, we will enhance our educational offer by expanding our provision and developing our learning pathways from schools, further education, apprenticeships, undergraduate and postgraduate education, through to executive education and continuing professional development. This will be achieved through the establishment of new entities in our Group structure to provide expertise, knowledge and insight within specific educational sectors, subject disciplines and geographical markets and, where appropriate, we will seek differentiated degree awarding powers.

We will improve and increase the scale of our research power and enhance our reputation. This will be achieved by the continued development of our research themes, improvements to our research environment; growth in research-led postgraduate education and consultancy; enhancement of our international doctoral education; and the development of our innovation ecosystem.

We will enhance our reputation by developing and leveraging our global platform, through joint venture campuses; collaborative partnerships; in-depth global education programmes; mobility and employability; transnational education; and research. We will develop and expand our presence in key global markets, including: Europe, the Middle East, Africa, Asia, Oceania and the Americas.

The core themes are underpinned by our strategic enablers, which focus on people, digital connectivity, physical infrastructure, social impact, sustainable development, and institutional sustainability. Through continuous improvement, transformation, and sustainable investment we will increase our capability and effectiveness to deliver high-quality teaching and learning, and research and innovation in line with our mission, vision and values.

We will differentiate ourselves across the global sector through:

- Our Education Group structure and our partnerships and alliances in the UK and internationally.
- Our reputation and profile, built on a network of delivery locations and partnerships that support the development of our learning pathways, student engagement and mobility, the delivery of transnational education and our research, enterprise, and innovation activities.
- Our learning pathways, which provide the conduit for unique, long-term relationships with our students, learners, and alumni and their continued engagement and progress in education.
- Our belief in equity in education, ensuring that our student body is socially diverse and fully inclusive for all groups and individuals.
- Our focus on empowering our students to take control of their learning journey.
- Our innovation in teaching and learning, stimulating, accelerating and delivering positive change in pedagogy across the educational spectrum.
- Our role in transforming society, by providing solutions to emerging global societal and economic needs and real-world challenges.
- Our role as a civic and anchor institution, responding to local needs and addressing specific challenges within our communities.
We are here because we know we can make a difference; we welcome challenge and embrace change.

We are here because we know we can make a difference and we won’t be deterred as we strive for success.

Determination

We respect and value the contribution of colleagues, stakeholders, partners and communities to deliver real and beneficial impact.

Collaboration

Our values are critical to providing a sense of identity and in helping to communicate our mission, vision and strategy across the Coventry University Group. They inform our practice and decision making and are essential for addressing challenges and opportunities.

Through a consultative and iterative approach, we have shaped and refined our values to be enduring and strategic, emphasising our distinctive qualities and reflecting our aspirations.

We welcome challenge and embrace change; we are here because we know we can make a difference. Our approach to shaping innovation and excellence within the Group will evolve and we will ensure that our culture and behaviours are aligned to our mission, vision, and values and that we are clear in how people make a difference to our success.

The Group will embed an inclusive approach, promoting equality and diversity at all levels. We will support people to appreciate and embrace difference and ensure that we are focusing on attracting, developing, and retaining a diverse workforce for our current and future needs. We believe that societal advancement is achieved through a powerful education but recognise the historical inequalities of society and are committed to a continual drive for equality and inclusion. Access to a quality education should be a right, not a privilege.

Finding solutions to challenges is at the heart of our curriculum, transdisciplinary research, innovation, and knowledge exchange activities. We will focus and invest in enhancing the knowledge, professional practice, and performance of people across the Group to ensure that we have the necessary capabilities to respond to the challenges of the external environment and to meet our requirements for innovation and excellence.

We will continue to be a partner of choice, embedding collaboration into the activities and actions of our strategy themes and strategic enablers, ensuring the sustainability of our partners and maximising their impact. Through our mission, we are focused on creating better futures – we cannot do this alone. We will work with our students, colleagues, stakeholders, partners, and communities to deliver beneficial and measurable outcomes, to create the conditions for societal advancement and inclusive growth.

It is the difference that people can make that matters to us and we will act with honesty and integrity, staying true to our mission and values, taking responsibility for our actions and giving leadership to others. To respond to the challenges of the external environment and internal change, and to meet our requirements for innovation and excellence we will focus on building levels of trust and integrity through an emphasis on transparency, autonomy, responsibility, belonging, recognition and communication. Our values highlight the focus within the Group on adapting to transform and respond proactively to ensure that we deliver a high-quality education and enhance our profile and reputation.

The values of the Coventry University Group will inform our practice in research. We will engage with colleagues across the group and within the research community to develop a positive, inclusive, and supportive research culture. We respect the value and contribution of colleagues and will work collaboratively with academic and professional services teams to enhance the educational and research profile of the University Group. We continue to strive for success, we will prioritise the sustainability of our research, communicating and promoting our successes and impact within the research community, the Group and to our partners and stakeholders. We will embed diversity and inclusion in all our activities and will continue to develop and transform our approaches to promote inclusive working practices and to support the achievement of equality, diversity, and inclusion objectives within the Group.
Our 2030 Strategy has been developed based on our mission, vision and values and the principles of continuity, innovation, excellence and growth. Central to our approach are four core themes:

1. **Education and student experience**
   - Delivering an education that transforms lives and advances society.

2. **Research and impact**
   - Delivering challenge-led, transdisciplinary research and innovation.

3. **Global university**
   - A globally orientated university delivering at a global scale.

4. **Enterprise and innovation**
   - Realising innovation and commercialisation of our knowledge and insights.
Delivering challenge-led, transdisciplinary research and innovation.

We will deliver novel, significant and rigorous, research and innovation, with and for external partners through our challenge-led research themes.

Our research centres will deliver a sustainable portfolio of global research programmes, contract research, industry and business engagement, consultancy, postgraduate education, and professional career development. We will create new knowledge and drive innovation in addressing some of the critical challenges faced by society around the world.

Our research centres are grouped into the following eight research themes.

**Research Themes**

**Health and Wellbeing**
Complex human conditions such as health and wellbeing are commonly assessed subjectively. Using a multidisciplinary approach, from exploring basic mechanisms of normal and pathological health states through to the design and implementation of health technologies, our research will bring objectivity to this assessment. Our goal is to provide the means for monitoring and improving health and wellbeing for all, and to prolong lives.

**Clean Growth and Future Mobility**
The pressures of climate change, population growth and an aging society require urgent solutions but also present opportunities to build economic and sustainable growth while providing a secure and inclusive society. We will address these challenges by performing fundamental and applied research in the areas of manufacturing and materials; e-mobility and clean growth; and future transport and cities. We will work closely with industry, national and international partners, and key government stakeholders to develop solutions, deliver impact and input to policy and regulation.

**Data Science and Emerging Technologies**
Whether using theoretical models or through close engagement with industry and society, we gain understanding from data. Our research focuses on modern day problems, such as, climate change and social inequalities, through rigorous application and development of a rich portfolio of modelling and data analysis techniques. Our scientific innovations deliver step changing solutions for real-life, complex problems in industry, society, and nature.

**Sustainability, Equity and Resilience**
New knowledge, policies, and technologies are needed to develop more just and ecologically sustainable societies in the context of accelerating rapid biodiversity loss, increasing inequities and market volatility. Taking a transdisciplinary and participatory approach, our research will combine and mobilise different knowledge systems – from the natural and social sciences to the knowledge of indigenous people and citizens. We will enable inclusive community and socio-ecological resilience to increasingly rapid and unpredictable change, including climate change, new pandemics, and economic exclusion.

**Responsible Business, Economies and Society**
Business, economies and societies are in constant evolution. Our research will focus on addressing issues in creating a more sustainable future, maximising the benefits of big data and the digital economy, and exploring the socio-political-legal dynamics of financial crime for institutions. We will explore socially inclusive workplaces and societies to address debt by assisting people to manage their personal finances more responsibly. We will investigate key public policy issues, focusing on generating growth during global economic uncertainty.
Peace and Security
Our research will focus on many of the significant and impactful challenges faced by society. Drawing on a strong track record of research in areas of peace, security, and social justice, we will seek to develop new knowledge related to international development, migration, and peaceful relations. We pursue new evidence and insights for tackling sexual and gender-based violence, terrorism, religious discrimination, organised crime, and gang violence. The impact of our research will be focused on enhancing the security, safety, and resilience of communities worldwide.

Global Education
Our research will focus on establishing a deeper understanding of the factors surrounding access and participation in formal and informal education. Drawing on education’s provenance in history, philosophy, psychology, and sociology, we will take an interdisciplinary and transdisciplinary approach to provide education related solutions to real-world societal challenges. We passionately believe that through research, the global landscapes of education policy and practice can be changed to shift mind-sets, reduce inequalities, and create a high-quality educational experience for all.

Creative Cultures
The insights, values and perspectives provided by the human sciences, especially the arts and humanities, lie at the heart of sustaining the highest quality of life for people and communities and are key in understanding how to tackle contemporary, societal challenges. Our research demonstrates the critical importance of understanding and analysing past and present cultural and creative activity by bringing together, connecting, and advancing globally leading, transdisciplinary work.
Enabling high performing research teams and future research leaders to thrive.

High performing research teams and future research leaders

We will create a thriving inclusive research culture where staff and students continuously grow their capability and deliver quality research within high performing teams.

Our teams are central to our research quality, impact, and growth, from our research students and postdoctoral researchers through to our professors and global leaders. They provide a unique combination of capabilities, competencies, knowledge, and experience to deliver research with impact. Our high performing research teams will be enabled by a shared vision, subject focus, emotional engagement, positive team dynamics and relationships, clear roles and responsibilities, and a culture of learning and reflection.

We will enable a thriving value-driven research culture that facilitates stronger team working and collaboration. We will develop a set of shared behaviours for research that align to the values in the 2030 Group strategy and will facilitate achievement of better team working and collaboration.

Our strategic approach to research and impact will provide unique opportunities for accelerated career development and progression for our researchers. From the provision of training and development opportunities, and international cotutelle PhD programmes, through to engagement on global research programmes that are interdisciplinary and focused on addressing real-world challenges, the Group will provide an environment in which our researchers can excel. We will support continued investment in postgraduate research, enabling us to identify, recruit and support quality postgraduates from around the world and enhance our knowledge and understanding in researcher development, policy and practice.

We will ensure the growth of a diverse cohort of postgraduate researchers through the development of progression approaches from master’s programmes into postgraduate research and the funding and development of existing and new postgraduate research programmes.

We will provide an inclusive environment that will enable the timely completion of doctoral research programmes and the development of highly competitive, market ready graduates. We will support our early career researchers to become independent through dedicated training and development opportunities, including coaching, mentoring, peer learning, research project leadership and post-doctoral development programmes.

Within our high performing teams, we will support independent researchers to become research leaders through dedicated training, development and mentoring focussed on leadership, profile building, networking, impact, collaboration, and project management.

In line with the people enabler within the 2030 strategy, we will support the retention of researchers through recognition, reward, and progression. We will recognise the value and achievements of our high performing research teams and the research impact that they deliver. This will be enhanced through the introduction of an annual “Research Coventry Excellence Awards” programme.
We endlessly seek to invest in our sustainable and inclusive research environment.

We will develop and maintain a sustainable, enabling, and inclusive environment that supports researchers in conducting high quality research.

Linked to the physical infrastructure enabler in our 2030 strategy, we will enhance our facilities, accommodation, and services, to ensure that, as far as possible, our research environment is accessible and welcome to all from our interaction and integration with the towns, cities, and regions in which we are located, through to our high-profile portfolio of research and innovation facilities, both on and off-campus. We will re-imagine our research spaces to support transdisciplinary working and community and partner engagement, developing social and creative spaces that will help to catalyse research innovation, ideas and concepts and deliver high-quality research.

We are committed to the principles, practice, and monitoring of environmental responsibility and sustainable development; we will invest in appropriate facilities and technologies to minimise energy consumption and reduce our carbon footprint, aiming to be net carbon neutral in line with the objective of the Coventry University Group.

Investment in our research environment, physical and digital infrastructure, digital platforms, networks, and partnerships will underpin our research capacity and capability. We will establish a high-profile portfolio of research and innovation facilities, both on and off-campus. We will re-imagine our research spaces to support transdisciplinary working and community and partner engagement, developing social and creative spaces that will help to catalyse research innovation, ideas and concepts and deliver high-quality research.

We will prioritise investment where it supports research activities, networking, and partnerships across multiple research themes and centres, and where it will ensure we can develop and sustain strategic research relationships in this area with international universities and strategic partners. By optimising our investment in equipment, labs, and facilities, we will support commercial activity, consultancy and the delivery of short courses, professional development and specialist taught programmes.

To ensure that our research remains relevant, innovative, and impactful we will maximise the utilisation of digital connectivity and technology linked to our physical campus including online platforms and artificial intelligence. Linked to the digital connectivity strategy enabler we will be a leader in the adoption and utilisation of digital technology and new ways of working. We will enhance our connectivity, platforms, and immersive and experiential learning solutions to deliver an integrated digital ecosystem that underpins our excellence in research, postgraduate teaching, knowledge exchange and global engagement.
Our partnerships are at the heart of our dynamic working style, enabling us to respond to global challenges.

We will develop significant partnerships with leading organisations locally, nationally and internationally in strategic countries.

Linked to the Global University theme of our 2030 strategy, we will extend our international research, innovation and knowledge exchange profile and reputation, increasing our joint projects and programmes in key territories and working with new partners on a global basis: creating better futures.

As a global university delivering at scale, our international presence and network of partnerships and alliances are critical to the excellence of our research programmes, outputs, and impact. We strive to be a long-term partner of choice, embedding collaboration into our research activities and actions and maximising our impact with and for our partners. Through extending our model of international cotutelle PhD programmes and joint research projects, our global partnership network will continue to expand.

Our in-country presence will support the delivery of our research and innovation agendas, deepening our educational community and corporate partnerships, and providing increased support in partnership development, networking and generating impact. Working through our International Office, Regional Hubs and Offices, and Joint Venture Partners, we will continue to develop the scope, reach and depth of key strategic global research partnerships and alliances with leading organisations, enhancing our profile and reputation.

Through our strategic partnerships and global engagement, we will support the development of international research and doctoral training programmes, increase the research outputs that are internationally co-authored and create opportunities for researchers to engage in collaborative research on a global scale.

Research will enhance our teaching and learning across the Group, integrating with the curriculum to embed knowledge of international research and innovation challenges. In a world of complex challenges, our courses will embed issues around sustainable development and social responsibility and engage students to think critically about the impact that they can make.
We are committed to sharing our exceptional academic expertise and enterprise and innovation services globally.

Innovation and knowledge exchange

Research will be a catalyst for societal and economic engagement and impact, leading and informing our enterprise and innovation agenda and our civic responsibilities.

The capability in our research centres, together with the knowledge and expertise of our university faculties and education subsidiaries, and our ability to provide enterprise and innovation solutions, will enable us to address the most pressing societal issues and global challenges.

Our knowledge exchange activities, contract research, consultancy, projects, enterprise, and innovation support services will be delivered with and for external partners and beneficiaries, resulting in multiple outputs, outcomes and research impacts and directly respond to regional, national, and wider economic needs.

Through the delivery of the research strategy and alignment with the enterprise and innovation agenda, we will develop our relationships and work with business and industry, including commercial research, postgraduate research, continuing professional development, consultancy, and utilisation of equipment. We will increase the number of research outputs that are developed with a business or industry partner and create opportunities for researchers to engage in commercial research.

We will provide commercialisation support to our research themes as the primary source of high-quality disclosures. We will support the commercialisation of research and innovation by developing pathways through licensing, spinouts, patents, and alternative forms of intellectual property exploitation. Our focus is supporting the development of intellectual property, taking a targeted approach to the collection, evaluation, and take to market new ideas. The provision of services will be enhanced, including dedicated lab and co-working spaces, an accelerator programme and in-house mentoring and advice. Through establishing innovation and ideation spaces with business partners focused on in-house innovation and pre-competitive research, our focus will be to support the priority needs of our economic sectors and to support market driven innovation.

We seek to support the evolution of our enterprise and innovation offer, delivering sustainable growth by improving our organisational capabilities and delivering transformative actions, and will be recognised for the scale and impact of our innovation ecosystem. Linked to our campus locations and research facilities, we will establish a series of innovation districts, bringing together innovators, entrepreneurs, researchers, creatives, and investors to work together to create the conditions for significant economic growth.

We will work collaboratively with partner organisations including local government, health and social care providers, major infrastructure organisations, cultural institutions, community organisations, and knowledge-intensive businesses to drive research, innovation, and knowledge exchange. We will embed our knowledge, expertise, facilities, and resources to support the development of new products, processes, services, and technologies focused on digital connectivity and immersive technologies, culture and creativity, sustainability and resilience, clean growth and future mobility, and health and wellbeing.
We strive to make an impact locally, regionally, nationally and globally.

Central to our research strategy is the development of a strong impact culture built upon collaboration. We will consider impact throughout the lifecycle of our research projects and programmes, co-creating impact pathways with the beneficiaries of our research and sharing our knowledge and experience with colleagues and stakeholders. We will engage the public with our research; communicating information on why it is needed, how research is conducted (including the social and ethical implications) and the thematic areas of research within the Coventry University Group. We will demonstrate the importance of our research in impacting on the economy, public services, the environment and society through engagement, co-creation and the utilisation of digital platforms and technologies. Underpinning this, we will support the professional development of our research community to enhance our public engagement activities.

Through our research we will deliver significant impact on the economy, public services, the environment and society at the local, national, and international level.

We will increase our policy engagement, influencing policy change by working with the public, business, and industry, the third sector, and non-governmental and governmental organisations. We will facilitate the improvement of public policy by engaging researchers and policy makers in research design, and enable the sharing of experience, knowledge, insight and evidence to increase the relevance and uptake of our research findings. Linked to our thematic research areas; we will respond to government consultations; engage with international organisations; deliver parliamentary submissions; present evidence and provide experience, knowledge and insight. Maintaining a strong profile and reputation locally, regionally, nationally and globally is critical to enhancing the impact of our research and the reputation of the Coventry University Group. Our senior researchers and directors will be encouraged to take representative positions on the boards of external organisations to represent the research interests of the Group. Underpinning this, we will design a professional development programme for the research community and working with the Group Policy Team will provide additional resource to enhance research engagement in public policy.

Research Teaching and Learning Impact
Central to the Coventry University Group 2030 strategy is the development of the learning pathway. As part of the pathway, we will develop and deliver research informed postgraduate taught programmes to meet global, national, and local needs and demand. We will drive a transdisciplinary curriculum to establish new combinations of innovative postgraduate programmes. In a world of complex challenges, our courses will embed global issues around culture, community, sustainable development, and social responsibility and engage our students to think critically about the impact that they can make. We will ensure that our students have the knowledge, skills, and attitudes to live, work and make a difference in a rapidly changing international and cross-cultural world. Research enriched learning and postgraduate taught programmes are an important element of our research portfolio. We will bring together students, researchers, and educators to foster curiosity in research, and the research process, enabling students to collaborate with research focused academic colleagues. Our research will bring benefit to our students, we will inspire a passion to learn through an understanding of real-world and emerging global challenges.
Delivering an education that transforms lives and advances society.

2030 Strategy

Creating Better Futures

Our mission

Delivering challenge-led, transdisciplinary research and innovation.

Our values

Diversity and inclusion
Innovation
Determination
Collaboration
Integrity

Strategy themes

Research 2030 Strategy

A globally orientated university operating at global scale.

Our vision

A globally orientated university operating at global scale.

"A global Education Group with a reputation for equity and innovation that empowers students and communities to transform their lives and society through teaching, learning, research and enterprise."

Strategy enablers

Our people
Digital connectivity
Physical Infrastructure

Social impact
Sustainable development
Institutional sustainability