FRAMEWORK FOR RESEARCH INSTITUTES/BEACONS/CENTRES AND GROUPS AT THE UNIVERSITY OF BATH

	Research Institutes	Beacons	Research Centres	Research Groups
Purpose and Scope	Institutes tackle research challenges and issues that are too large to be addressed by individual academics or small teams and so they bring together the skills, expertise and talents of a wide variety of researchers. The Institutes, by their nature, are interdisciplinary, cross Faculty/School boundaries and combine the talents of people from different disciplinary specialisations. The Institutes tackle issues that are aligned to the University of Bath Strategy 2021-2026 and are aligned to our key research themes of Sustainability, Digital and Health and Well-being. Institutes work with Business and Industry, collaborate with policy makers regionally, nationally and internationally and are focussed on solving global issues as well as driving progress through R&D. Institutes should have reach and impact beyond Bath, both nationally and internationally, and apply new knowledge and science to complex challenges. They are ideally placed to develop strategic alliances nationally and internationally. Institutes have the potential to access strategic funding at the discretion of the University Executive Board and with the support of the Pro-Vice-Chancellor (Research).	The Bath Beacons initiative was launched to empower the research community to build our research profile through tackling major research challenges; and in so doing to attract significant funding to enable large-scale, inter-disciplinary research activities. They are reactive in nature and therefore ideally placed to address key societal challenges. The aims of the Bath Beacons are to: • Increase the number of successful applications for large grants, particularly in the priority research themes of Digital, Sustainability, and Health and Wellbeing • Propagate a culture of collaborative, interdisciplinary grant capture • Consolidate academic leadership, in focusing multi-disciplinary communities to address grand challenges Beacons are usually at a less mature stage than research Institutes. Beacons should convene, manage or coordinate applications to specific calls aligned to e.g., UKRI, Leverhulme, Charities or other funders. It is anticipated that Beacons will run for up to 2 years provided that delivery against the agreed KPIs can be demonstrated, a justification for a 2nd year is provided together with an exit strategy articulated at the interim report at the end of year 1.	Research Centres will either strengthen the research priorities and strategies of an individual Faculty/School or be multidisciplinary and focusing on specialised thematic areas aligned with the University strategy. They can be based within a Faculty/School or operate across Faculties/School. Research Centres will have a demonstrated critical mass of academics and extend the research priorities and strategies of the individual Faculties/School by tackling cross-disciplinary challenges and creating a shared cross-Faculty/School vision in key thematic areas. The main justification for the creation of a Centre is that of bringing together individuals with complementary interests, so as to create a focus for joint research, for seeking funding, for industrial collaboration and for research exploitation. There must be proven expertise in the University, with external recognition for the originality and significance of the research, and the potential to further enhance international recognition and partnership. It should be demonstrated that the creation of a Centre will add value to the normal research activities of its individual members.	Provides support to research, may have similar equipment or facilities needs and need to grow a vibrant research community. A research group is defined as a collection of academics who are working on a common research topic or theme, usually in a single disciplinary area. Research groups may be working on established areas or in an emerging area of research which is aligned to the University Strategy. Groups should not be comprised of single academic leads with a postdoc and PhD students.

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Size	Depends on the Institute – will include academic and support staff.	5-10 academics minimum plus postdocs and PGR students where appropriate	5-10 academics minimum; academics from ECR to senior staff plus postdocs and PGR students.	Minimum of three academic leads plus postdocs and PGR students as appropriate.
Number in the University	6-10	5-7	7-10 Research Centres per home Faculty/School.	There is no limit to the Groups that can be formed but the Group must meet the requirement of having at least three academics
Organisation	Higher level of governance to reflect association with key appointments. One Director and Deputy, one Institute Manager, one office coordinator with responsibility for marketing/communications. Depending on size: researchers, fellows and/or PGRs.	1-2 academics identified as Lead, supported by RIS.	Higher level of governance to reflect association with key appointments. Reporting to the Dean or Deans (for x-faculty/school in consultation with the ADRs. One Centre Director and one Deputy or Co-Directors. Depending on size: Centre Manager. Leadership team must demonstrate sustainability, interdisciplinarity and succession plans. Depending on size: researchers, fellows and/or PGRs.	Groups are hosted in an individual Department and thus a host Faculty/School.
Leadership and Governance	Each Institute will have at least one Director, possibly co-Directors where distinct roles can be justified and are explicitly defined. Institute Directors report directly to the Pro-Vice-Chancellor for Research. Each Institute will have a management board and is expected to have an External Advisory Board. The Management Board will be responsible for the Institute performing to meet its KPIs. Leadership teams are expected to be diverse and where possible include members from different Faculties/Schools and under-represented groups. The Director or Co-Directors will be line-managed by the PVC-R. Deans are expected to support growth and sustainability of Institutes through staff appointments as required.	All Bath Beacons should have a lead academic (or on occasion academic co-leads). It is normally expected that at least one of the leads should be a permanent academic but early career academics are encouraged to participate in the Beacons programme. A leadership team may be defined for the Beacon that is broader than just the lead academic(s). Leadership teams are expected to be diverse and where possible include members from different Faculties/Schools and under-represented groups. Progress for the Beacon will be reported regularly to the Bath Beacons steering group.	Each Centre will have a Director (or Co-Directors). Directors will be senior members of permanent academic staff within the Faculty. Each Centre is expected to have a leadership team who will be responsible for the Centre performing to its KPIs. Leadership teams are expected to be diverse and where possible include members from different Faculties/Schools and under-represented groups. The Director or Co-Directors are line managed by the Faculty/School Dean. For cross-Faculty/School Centres a lead Faculty/School will be identified to be the lead. Deans are expected to support growth and sustainability of Institutes through staff appointments as required.	

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Funding	Institutes operate under their own cost code, subject to oversight by UEB who could then make a recommendation on sustainability to URKEC as part of their 5yr review. Central/QR funding will be allocated to Institutes based on a percentage of additional overhead generated by the Institute. Surplus used to fund growth/further initiatives. Deficit centrally funded. Overheads will be recovered by the Department. Institute Director signs off on grant submission. Demonstrate sustainability in the medium to long term (minimum 5 years). Financial model: annual budget	Pump priming funding and specialist support from RIS is provided in recognition of the Beacon's status. PVC-R signs off on grant submission. No direct overheads cost-recovery. Financial model: University central budget.	Financial responsibility lies with the Director/co-Directors of the Centre in discussion with the Dean. Can apply for grants in their own name with support from the Dean. Cost-recovery of overheads will be agreed by the Dean, for further investment and growth. Demonstrate sustainability in the medium term (minimum 3 years). Financial model: as determined by the Dean to ensure growth and sustainability of the Centre.	As they are located within a Department they are financially dependent on that Department for funding. The HoD is formally responsible for these groups and will authorise grant submissions. Overheads will be recovered by the Department. Financial model: may be supported by the host Department.
Outputs	Institute staff should be actively engaged in high quality and high impact research. Publications must attribute the Institute and the University of Bath's name. Details of appropriate Department(s) may be included. Institutes should have an up-to-date web presence including information on current research, funders and contacts for external visitors. Institutes should have a vibrant outreach programme to connect with internal and external stakeholders and engage with other activities that promote the international and national visibility of the research.	Beacons should be actively engaged in high quality and high impact research. Publications must include details of the Beacon and UoB's name. Details of appropriate Department(s) may be included. Up to date web presence for each Beacon maintained by RIS. Where possible Beacons should have a vibrant outreach programme to connect with internal and external stakeholders and engage with other activities that promote the national and international visibility of the research.	Centres should be actively engaged in high quality and high impact research. Publications must include details of the Centre and UoB's name. Details of appropriate Department(s) may be included. Up to date web presence to be maintained by the Centre.	Groups should be actively engaged in high quality and high impact research. Publications must include details of the Department and UoB's name. Up to date web presence for each Group maintained by the Department.
Establishment of an entity	Any proposal must first be discussed and agreed with the PVC-R. The proposal once agreed will need approval by UEB in the first instance followed by subsequent approval by Senate and Council.	By application /invitation to the BB scheme via the BB steering group and managed by URKEC.	By application to Faculty /School executive committee.	By agreement with the relevant Head of Department

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Reporting and Review	Institutes should have high expectations of needing to deliver high quality and high impact research with visible international research and demonstration of nationally leading performance. An annual review will be provided to UEB and Senate on the Institutes performance in respect of KPIs and other notable achievements. KPIs for Institutes will be aligned with the KPIs for the University for research viz: grant income, 4* research outputs and citations, impact and research partnerships with industry/business/3rd sector and international links. Other KPIs may be required as agreed with the PVC-R. Institutes will have a light touch review at 3 years and a more substantial review after 5 years that will determine whether or not an Institute is renewed for a further 5 year period or is dissolved at that point. They report to Senate via URKEC and UEB annually. 5-yr review with external partners.	Bath Beacons are overseen by the Bath Beacons Steering Group which seeks to identify initiatives from the research community which have significant potential and intersect with both funder priorities and Bath's research strengths (existing and emerging). The key objective of a Beacon is to establish successful consortia crossing disciplinary boundaries that will be competitive in developing research funding applications at scale in the near-to-medium term. A successful outcome for a Beacon would be to identify and support a research team through the scheme to gain significant funding. Ultimately, successful Beacons will be used to develop and establish new Research Institutes or University Research Centres.	Centres are required to send a short highlights report on their activity to the Faculty RKEC committee on a quarterly basis. Centres will be reviewed at 18 months (light touch) and then again at 3 years by URKEC. Centres should clearly demonstrate evidence of high quality research outputs, impact and substantial grant income. They should support the development of an inclusive research culture with high expectations of supportive peer mentoring of research applications, sharing of best practice and mentoring of early career academics and postdocs. They should have a positive and supportive research culture for the development of postgraduate research students with high success in terms of completion. Centres must demonstrate an active portfolio of grants and a sustainable plan for grant capture. The University RKEC will receive an annual report which will provide details on Centres that have been established, disestablished or reviewed during the year.	Encouraged but can be defined at Faculty/School level. Groups are required to send a short highlights report on their activity to the Dept RKEC committee on an annual basis. They should have a positive and supportive research culture for the mentoring of ECRs and PGRs.

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Naming Principles	Normally Institutes should have the name Bath Institute of X. In cases where significant external (usually donor) funding has been obtained the name may be the [Insert Sponsor name] Institute of X. Rationale: These will be recognised as Bath's flagship research entities and the name Bath will aid in terms of external reputation both nationally and internationally.	The researcher community can propose the name of a Bath Beacon. The names of Beacons will be approved by the Bath Beacons Steering Group with due consideration of potential conflicts with University Research Institutes or Centres. Once approved, the name of the Bath Beacon will not be changed over the duration of the Beacon.	Normally Research Centre in/for... Particular attention should be paid to the title of the Centre and alternative titles, such as Institute, will not be acceptable. The name of a Faculty/School research Centre will be agreed with the Deans and Executive Committee in consultation with the PVC-R. University level research Centres will follow the same naming convention as Faculty Research Centres but the name and KPIs for the Centres will be agreed with the PVC-R and consultation with RKEC. Centres will not be allowed to rebrand unless there is a consultation/consensus with the membership of the Centre and any change in name must be agreed by the Dean and the Faculty/School Executive Committee or PVC-R/RKEC as appropriate. RIS will keep a record of Centres within the University and any new proposals for names must be checked with RIS to ensure that there are no conflicts with existing Centres or Institutes.	The naming of research groups will be researcher led and names will be agreed with the relevant HoD.
Dissolution	A request to dissolve an Institute at any time can be made by the Institute's Director in consultation with the PVC-R. If initiated by the Institute the rationale will need to be clearly articulated and then a paper will be submitted to UEB. Separately, Institutes can be dissolved on recommendation to UEB if the three or five year review panel determines that the Institute's performance is not meeting agreed KPIs and there is no satisfactory mitigation plans for improving the Institute's performance.	It is recognised that not all Beacons will emerge as other entities and that some may evolve or dissolve after an initial period. Decisions on the routes forwards for Bath Beacons at the end of the term of funding will be taken in consultation with the Bath Beacon Steering Group.	Centres can be dissolved at any time in discussion with the Dean and the Faculty Executive Committee but once agreed a Centre will normally exist for three years at which point the performance of the Centre against KPIs will be assessed. This is on the understanding that 18m review is satisfactory. If at the review point a Centre is deemed not to have met agreed KPIs then a Dean in consultation with PVC-R will make a recommendation to URKEC to close a Centre.	Deans will be responsible for keeping a record of the research groups in their Faculty or School. If a group ceases to exist, then the groups should notify the Dean and care should be taken to ensure that reference to the group no longer appears on the University of Bath website.

NB: URKEC will receive a summary report of all Centres, Beacons and Institutes on an annual basis at the beginning of the academic year. This would include a list of established Centres since last report, disestablished and in existence.

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