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Title of paper: Refreshed *Research for Discovery and Impact*

Main purpose of the paper: For decision. The attached document presents a refresh of the University's Research Strategy: Research for Discovery and Impact. It is designed to ensure that our research strategy meets the demands of significantly changed contexts, and aligns with - and helps to deliver - Next Generation Newcastle.

Presenter(s): Professor Matthew Grenby

Date of paper: 11 November 2026

Purpose of the paper Our existing research strategy dates from 2018. Its underlying vision is still relevant and much of the strategy remains serviceable. There is also value in continuity (e.g. through the REF cycle), plus other major change programmes are currently occupying the bandwidth of many colleagues. However, external and internal contexts have changed significantly since 2018. This includes the financial context in which we conduct research, changing expectations about what research is for and how it should be funded, and a redefined institutional vision and programme of change: Next Generation Newcastle. While a completely new research strategy is neither warranted nor wanted at this time, a refresh is required.
The refresh retains elements of the 2018 strategy and introduces some new mechanisms and programmes. It provides an opportunity to reaffirm the value of our research, for ourselves, our partners and the public, and will inform the external presentation of our research mission, for instance to funders, industry partners, prospective students and in our REF SPRE statements.

Relation to strategy and values: Refreshes the Research for Discovery and Impact strategy, aligning it closely with the University's vision.

Recommendations: To approve the strategy for onward consideration by Council.

Consultation to date (including any previous committee consideration and its outcome): Development phase: RSIGs (2025-26); Professional Services Research and Innovation Network Forum (25/06/25); Research Culture Development Group (23/03/26); EB Webinar (28/04/2026); EB In Conversation (01/07/26); Senate (24/06/26). Approval trajectory: RSIG (24/0926); URIC (20/10/26); HaSS FRIC (04/11/26); FMS FRIC (04/11/26); SAgE FRIC (06/11/26); University Executive Board (10/11/26)

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Research for Discovery and Impact

Introduction

The research we undertake at Newcastle changes people's lives for the better, here in the North East of England and across the world.

We can be confident in our achievements. Whether it's through our medical breakthroughs, our pioneering projects in offshore wind and electrification, or working with communities to foster creative, inclusive places, the research we do here makes the world a better place. We are the dominant research organisation in the North East of England, accounting for around a quarter of the region's entire R&D spend, and around sixty percent of the research funding that comes to all five of the North East's universities. We are in the top echelon of UK universities for industry income and commercialisation. Our spin-outs have created around £100m of value just in the last two years and generated hundreds of high-value jobs.

This success has been built over many years on the inspiration and hard work of our community of researchers and research-enabling colleagues. It has been guided by a research strategy that, from 2018, placed equal weight on discovery and on impact. We have built an environment and culture in which we work together to tackle global challenges and where everyone has the freedom and opportunity to succeed. We will continue to be guided by these aims. But the contexts we're working in are changing, and it is time to revisit our strategy.

The future feels uncertain in many ways. There are social, technological, environmental and economic challenges that we must confront, and questions about how universities can best face them. Without doubt, the research and innovation we conduct at Newcastle are among the most powerful proofs of the University's value to people and place. But more than ever, we need to be willing to work collaboratively, responding to – but also helping to shape – the agendas of our partners and the public. We will also need to be more focussed on the development of our colleagues. And we need to be more mindful of the financial and environmental sustainability of what we do.

This refresh of our research strategy sets out the principles that will guide our research, and the ways of working we will adopt to ensure we are able to meet the coming challenges. We remain committed to being a broad-based institution, with a balance of curiosity-driven and applied research across all our disciplines. But we must also reimagine how we work with our partners and purposefully respond to need and opportunity.

This is the very core of the University's Next Generation Newcastle ambitions. This refreshed research strategy shows how, as the University moves towards its 200th anniversary in 2034, we define our purpose and deliver on our fundamental mission: to be a world-class civic university, delivering societal benefit locally and globally.

Matthew Grenby, Pro-Vice-Chancellor for Research and Innovation

Vision

Since 1834, when our School of Medicine and Surgery was founded, Newcastle University has existed to serve the public good.

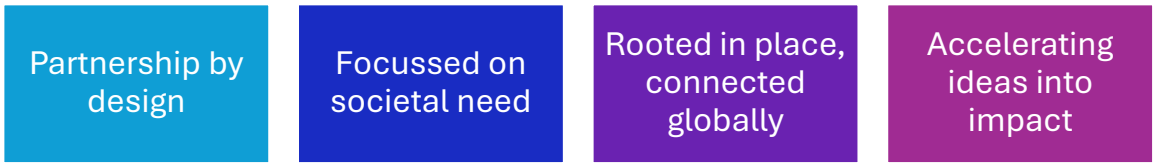
In the two centuries since, we have become a pioneer of the civic university movement, remaining rooted in place while globally connected, and working with an increasingly wide range of partners to drive growth and improve lives. We have trained generations of doctors, engineers, scientists, architects and artists. But research has also always been central to our civic mission. We have been a university that harnesses academic curiosity and the desire to innovate to create real-world change.

As we approach our bicentenary, our ambition goes further. By 2034, we want Newcastle University to be recognised as among the world's leading civic research universities, serving as a model for how comprehensive, research-intensive universities create value for people, place and planet.

To do this, we will need to continue our commitment to the excellence of our research, but also to work in even closer collaboration with our partners. They may be businesses and industries, government or public bodies, healthcare providers or cultural organisations, or groups that emerge directly from communities. Regardless of what sector they come from, or wherever they are in the world, our research must be responsive to what they tell us they need.

This responsiveness must be founded on reciprocity. Just as we answer social need, so our research shapes how our partners imagine their futures, and therefore what they tell us they require. Every day, Newcastle University researchers advance the horizon of the possible, delivering technical breakthroughs, driving cultural and creative innovation, designing and testing new products, practices and policies. We set the agenda for change, research how best to make the change happen, then work in collaboration to make it a reality.

In this way, our refreshed strategy not only aligns with, but will drive, the University's **Next Generation Newcastle** programme and its four commitments:



Each of these is integral to our refreshed research strategy and will be ingrained in our ways of working.

This is how Newcastle is leading the way towards a new model of research and innovation. In a truly civic university, research will combine a determination to push at the boundaries of knowledge with a commitment to answer the social and economic needs of the region, and practical strategies for successful implementation. This means empowering our research community – in the UK and at our international campuses – to seize opportunities

to co-create research and generate impact. Becoming a next generation civic university will rely on developing our skills, evolving our research culture, and ensuring our systems and structures are as effective and efficient as possible.

It is these ambitions that underpin our research strategy's three refreshed aims:

- To nurture research excellence that advances fundamental knowledge as the foundation for addressing social needs, promoting health and well-being, creating a fair and sustainable future, and supporting economic growth.
- To collaborate purposefully with partners regionally, nationally and globally, translating our research into lasting positive change in the places and communities we serve.
- To build an environment and culture that equips colleagues and research students to collaborate across disciplines and sectors, translating discovery into lasting, sustainable impact.

Our strategy

Research for Discovery *and* Impact remains the keystone of our approach, as it was when our existing strategy was launched in 2018. We will also build on the successful initiatives brought in then, including our portfolio of Newcastle University Centres of Research Excellence (NUCoREs), the Newcastle University Academic Track (NUAcT) scheme, our Academies, and our Research Culture Action Plan.

But much has changed, and we need to adapt. Universities are being challenged to be more specialised in the research they undertake, to collaborate more across institutions and sectors, to drive regional innovation ecosystems, and to align research to Government priorities and strategies, and to support economic growth. Researchers and research-enabling colleagues are working under new pressures, with new technologies, changed funding regimes and additional expectations requiring continual reskilling. Meanwhile, there are increasing pressures on the affordability of research, and the climate emergency compels us to consider its environmental sustainability.

These are the challenges that our strategy refresh tackles, leading the way towards a new model of what a next generation, world-class civic university can be. This applies equally to our campuses in Singapore and Malaysia, as in Newcastle. Fitting alongside the University's Global, Education and Business, Partnerships and Place strategies, our Research Strategy drives our Next Generation Newcastle vision.

To bring our vision to reality, our revised strategy sets out:

- A new set of underlying **principles** that will guide our decisions and activities.

- A new set of **ways of working**, exemplifying our approach and powering the delivery of our vision.
- A new set of **strategic initiatives**, enabling our ways of working with refreshed approaches, structures and systems.

Principles

Our strategy rests on five underlying principles that will inform our decisions and activities:



An inclusive research community. We are committed to nurturing and developing all members of our research community. This includes our research-enabling as well as academic colleagues and research students. It extends beyond the University too, to people in the institutions with which we work, breaking down the barriers between academic and non-academic ways of working and delivering research with impact through the sharing of good practice Our aim will always be to create a culture that respects, celebrates and rewards diverse contributions, empowers members of our research community and is based on open and inclusive governance.

Strength within breadth. It is important that we identify and communicate the particular areas in which our research can contribute most to regional, national and global priorities and challenges. In a regional context, identifying our strengths can shape local growth plans and build innovation clusters. In a national context, it will contribute to the UK's global standing in research. In identifying our leading areas – the most prominent of which we call Signature Strengths – we will balance research excellence, the needs and opportunities we identify, and the prospects we see for collaboration with existing and

potential partners. We will proactively develop the most compelling opportunities into ambitious, worked-through propositions that draw on our research capabilities and partnerships to unlock major external investment.

However, specialisation and disciplinary range are both compatible features of a strong research environment, and are often mutually supporting. We will therefore continue to support research across the University, encouraging work driven by curiosity, creativity and opportunity. The areas we identify as our strengths will evolve over time, emerging from the freedom of colleagues to pursue novel and disruptive ideas across our full portfolio of research.

Collaboration across disciplines. Major, real-world challenges and addressing Government and social priorities often demand interdisciplinary approaches, multi-disciplinary teams and transdisciplinary work across sectors. We will put in place structures to support these kinds of collaboration, providing opportunities for challenge-led teams to flourish. However, we also understand that research excellence is founded on rigour and creativity in individual academic disciplines, and that disciplinary strength is crucial to our national and global reputation. Newcastle is fortunate in being big enough to provide a wide disciplinary base and compact enough for them to engage and act cohesively. Our strategy is designed to nurture excellence within individual academic fields while fostering collaboration between them.

Environmental sustainability. Newcastle University is committed to continual improvement in environmental performance. Our research contributes across all the UN Sustainable Development Goals, and we will do more to coordinate this work and make it visible. But as well as supporting research that contributes to a fairer, greener world, we will advance the environmental sustainability of our own research by implementing measures to reduce its carbon footprint and encouraging more sustainable practices, both within the University and beyond.

Financial sustainability. Sustaining research excellence requires a strong and resilient financial foundation. We will take a long-term approach to the planning and resourcing of research, ensuring that investment is aligned with our strategic priorities and that the full range of research costs is understood and planned for. This will enable us to support current strengths, respond to new opportunities and invest confidently in future research.

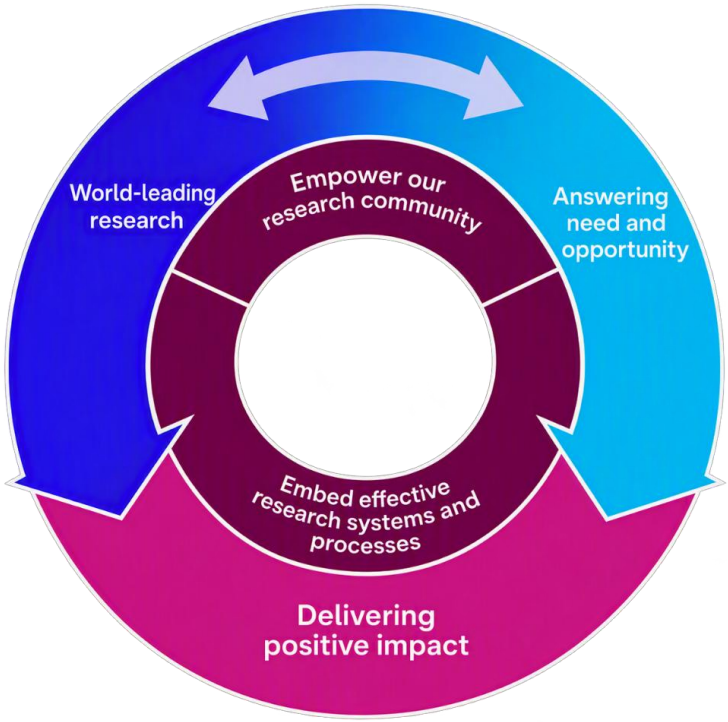
Our Ways of Working

Grounded on these principles, as well as the University's values, our refreshed research strategy establishes a distinctive set of ways of working that exemplify Next Generation Newcastle and will power the delivery of our vision.

Our aim is to produce **World-leading research** that advances fundamental knowledge and **Delivers positive impact**. While research can develop into public benefit in unpredictable

ways, we believe that impact will be generated most consistently and powerfully when our research excellence is intentionally aligned with what society needs and the priorities that our partners and funders have identified. We call this **Answering need and opportunity**. In practice, this means nurturing existing collaborative partnerships and developing new ones, whether with businesses and industry, charities, healthcare providers, community and social enterprises or cultural organisations, or with government and administration at all levels. We will do this in all the places in which we work, responding to need and opportunity in the North East of England and nationally, but also in conjunction with our global strategy, in Europe and through the connections made possible by our international campuses, notably in Singapore and Malaysia. Our Research Strategy will therefore need to work in close alliance with the University's Global and Business, Partnerships and Place strategies.

We also understand that impact can best be generated when our research informs the questions and challenges being set by the partners, policymakers and communities with whom we work. The relationship between our research and our response to external need and opportunity should be interwoven and interactive. So our ways of workings can be understood as a reciprocal process:



None of this can happen without the people who drive and enable our research. Researchers, students, technicians and professional services colleagues together bring the creativity, insight, energy and expertise that turn new ideas into discoveries that matter. That is why we are committed to **Empowering our research community**: creating and sustaining research environments where people and their ideas can thrive, and where everyone's contributions are recognised.

We put collaboration, inclusion and integrity at the heart of how we work. These values help us build strong partnerships and the resilience to adapt to change. Within this culture, we will foster research within and across disciplines that expands fundamental knowledge and tackles some of the biggest challenges of our time. As we work more closely with businesses, public bodies, charities and community groups, we will equip colleagues and research students with the knowledge and skills to seize opportunities to co-create research with them, and connect our research community to career-enhancing opportunities that help achieve their ambitions. We will work equitably, responsibly and for mutual benefit with our partners, recognising potential asymmetries and inequalities. We will build public confidence in research by conducting it with integrity, accountability and transparency, respecting ethical and professional standards. We will embed open, inclusive and responsible research practices in all that we do, so that our research is trusted, widely shared and makes a difference, regionally and globally.

It is equally crucial that we **Embed effective research systems and processes**. This means developing our online research systems so that they reduce administrative friction and release time for productive research and innovation activities. It also means continual improvement of our research infrastructure and estate, recognising that our facilities – from laboratories and medical imaging equipment to our galleries and farms, alongside the people who enable them to function – are important elements of the value we bring to our partners. The processes governing our collaborations will be continually improved too, allowing us to make judicious and strategic decisions about which partners we work with and offering assurance about on ethics, safe and trusted collaboration and research integrity. We will develop and implement responsible and workable policies and practices for the use of Artificial Intelligence, both as part of our research infrastructure and in its use by researchers in their work. The implementation and operation of our systems must be guided by the principles of our strategy, helping us to achieve our commitment to financial and environmental sustainability.

Strategic initiatives

To support our ways of working, so that we can deliver on our Next Generation Newcastle ambitions, we will need to amend the ways we support, organise, articulate and direct our research. This means building on, but evolving, the initiatives introduced in our 2018 Research Strategy, as well as introducing new ones.

It will also mean ensuring that our research strategy mutually strengthens the University's other strategies. Our research partners, for example, will often be engaged with Education for Life, providing our students with encounters with the leading edge of industry and practice. And as our research delivers positive impact locally and globally, it will help to drive the University's Global, and Business, Partnerships and Place strategies. Indeed, our research strategy will succeed only by working in close collaboration with Global Newcastle and Newcastle Innovations.

Our strategic initiatives can be divided into three strands, deriving from our Ways of Working:



Answering need and opportunity

Newcastle University Centres of Research Excellence (NUCoREs)

NUCoREs bring together Newcastle University's distinctive strengths in interdisciplinary areas of research excellence. They enable collaboration across disciplines, help shape strategic investment and priorities, and provide a compelling account of our research capabilities to partners, funders and wider audiences.

While individual NUCoREs can have different priorities, all aim to:

- **Coordinate and make visible multidisciplinary research** across the University and its global campuses.
- **Secure external investment**, developing opportunities and contributing to major funding applications.
- **Engage external partners and stakeholders** to identify needs and opportunities that our research can address.

Signature strengths

Signature Strengths identify and showcase the areas where our established research excellence aligns with existing and potential partners and their research and innovation

needs. They provide a clear account of where Newcastle has distinctive capability and help us mobilise in response to emerging opportunities.

Each Signature Strength provides leadership to:

- **Anticipate opportunities** for funding, policy influence and industry engagement and **mobilise coordinated responses** to major funding calls and high-level partnership opportunities.
- **Build strategic partnerships** and opportunities for knowledge exchange and engagement and provide a clear point of contact for internal and external stakeholders.
- **Inform strategic investment and resource allocation**, supporting strategic decision-making and resource allocation where appropriate

Investable propositions

Our Investable Propositions are high-potential packages that bring together our research and infrastructure capability with the needs of those who use our research, and are shaped to attract external investment from industry, private capital or regional and national government. These propositions will be prepared in readiness for future opportunities, but also as major projects for proactive submission to relevant funders, demonstrating a credible rationale for investment, opportunities for collaboration and routes to delivery.

To do this, we will:

- **Establish a pipeline for identifying and developing Investable Propositions**, drawing on NUCoREs, Signature Strengths and wider University capabilities to identify areas where research excellence, opportunity and partnership align.
- **Provide dedicated support to turn emerging opportunities into investment-ready propositions**, bringing together academic leadership, partnership development, commercial expertise and professional services to develop compelling cases for investment, clear delivery models and credible routes to impact.
- **Build sustained relationships with potential investors, funders and strategic partners**, using early engagement to understand their needs, test and refine propositions, anticipate future opportunities and proactively position major projects for investment.

National Innovation Centres (NICs), Institutes and Hubs

Our three National Innovation Centres (NICs) connect research with external need and drive innovation while strengthening Newcastle's influence and reputation. They provide a distinctive platform for co-production with business, governments and communities.

The Institute of Devolution, alongside other units within the University supporting policy and community engagement work, will connect research with the needs of governments, civic leaders and communities to help ensure tangible benefits are delivered for the places they serve.

These units will:

- **Catalyse research and innovation** to support economic growth, productivity and societal benefit.
- **Connect research with external need**, markets and opportunities.
- **Build partnerships and co-develop solutions** with business, government and communities.
- **Influence policy and enhance reputation** regionally, nationally and globally.

Innovation Co-Labs

Innovation Co-Labs will bring together researchers, external partners, policymakers and funders, as appropriate to each particular opportunity, to identify shared research and innovation challenges and co-create responses. Operating across disciplines and sectors, and facilitated by Newcastle Innovations, they create focused environments in which the right expertise and perspectives can identify external need and generate new collaborations, projects and opportunities to address it.

Innovation Co-Labs aim to:

- **Connect the right people and expertise** around clearly defined challenges and opportunities.
- **Co-create research and innovation activity** with business, industry, policymakers and other partners.
- **Generate shared understanding and mutual benefit** through new collaborations, projects and partnerships.
- **Create opportunities for postgraduate researchers** to have encounters with the leading edge in their fields, building skills and connections that will enhance their degrees.

Empowering our research community

Research is powered by people – their insights and ideas, their skills and knowledge, and their passion and ambition. We value how everyone in our research community - our early career researchers and research students, our academic and technical colleagues, and our professional services teams – brings different perspectives, experiences and expertise to make our research innovative, meaningful, and impactful. Our aim is to

create research environments where colleagues and students can thrive: where they feel included and can fully participate; where they can use exciting opportunities to grow their skills and careers; and, where they feel genuinely empowered to pursue ambitious research questions that help us change our world for the better.

Empowerment means giving our research community: the time, trust and freedom to explore new ideas and opportunities; a voice in shaping how we work; and the confidence that every contribution will be recognised. It means creating an environment where people feel they belong, where they are enabled to collaborate across different boundaries and contribute their best work throughout their careers. Empowerment also means giving the community the confidence to work in spaces beyond the traditional definition of research, working with colleagues in teams such as Global and Business, Partnerships and Place to access a wide range of opportunities and deliver research with impact, raising the visibility of our research both regionally and globally.

Developing our people

We have an established training landscape for our researchers at all stages of their careers, delivered by a range of units at University and Faculty level and including the four Academies established in our 2019 Strategy: Enterprise, Global Challenges, Policy, and Skills (the latter superseded by The Research Space). Building on these foundations we will now seek to consolidate our training and development programme. While the Policy Academy will continue within the new Policy Hub structure, the other Academies will be brought together into a single offer. Our aim will be to enable people at every career stage and in every role to work in transdisciplinary ways, emphasising partnership, impact generation, innovation and commercialisation. This includes developing strategic and inclusive leadership practices for entrepreneurial and interdisciplinary working, and embedding the principles of environmental and financial sustainability in all our research.

Our revised and consolidated training and development offer will:

- **Provide tailored support, resources and development opportunities** for different disciplines, teams and career stages. By listening to colleagues and growing our offer accordingly, we will ensure support remains relevant, accessible and impactful.
- **Create a coherent, connected development offer** available on an easy-to-navigate platform, building on the strengths of our existing provision to support researchers and research-enabling colleagues at every career stage, enabling intersectoral mobility where appropriate.
- **Strengthen the skills, confidence and support needed to develop equitable and effective partnerships** with businesses, policymakers, charities, public bodies, communities and other external partners. This will enable colleagues to

co-create research that is relevant, impactful and informed by a diverse range of perspectives and expertise.

- **Ensure postgraduate researchers, technicians and research enabling colleagues** are fully integrated into our research community, with access to outstanding training, transferable skills development and opportunities to undertake research and deliver innovation and societal impact.

Attracting and retaining talent

The strength of our research and innovation will be built as much by developing the talent we have as by attracting new people. Building on the success or our NUAcT scheme, mentoring and opportunities for career development and leadership will be part of every research role and career stage, through a joined-up offer that is easy to navigate and extends the support given to postgraduate and early career researchers to researchers at all career stages and in research-enabling roles. Aligning with the People and Performance Project, we will develop clear research and innovation criteria for performance, progression and promotion, and examine our range of career pathways. This will require specific attention to particular career pathways, including technicians and clinical academics.

We will attract, develop and retain colleagues who can enable us to achieve our strategic goals by:

- **Proactively attracting and retaining outstanding postdoctoral fellowship talent**, including through strategic investment using the University's research fellowship endowment funds and by seeking further philanthropic support, and extending the good practice in recruitment, support and career development that underpinned our successful NUAcT scheme.
- **Strengthening support for career transitions and progression**, including for postdoctoral researchers and mid-career researchers, emerging research leaders, clinical academics and colleagues in research-enabling roles.
- **Creating clear and flexible career pathways within and beyond the University**, including a review of our Professor of Practice pathway, recognising the value of mobility and sharing expertise between academia, industry, the public and third sectors.

Research culture

We have for many years been working towards a research culture at Newcastle that fosters collaboration and collegiality, allows freedom to grow and explore, supports openness and integrity and is based on principles of fairness, diversity and inclusion. Through working more closely with our different research communities, we will continue and expand this work, supporting colleagues and students to shape their local research

culture in ways that feel most important to them. We will create meaningful opportunities for colleagues and students to influence decisions that shape our research culture, working environment and career development. Through participatory approaches and shared decision-making, we will strengthen agency, ownership and a sense of belonging across our research community.

We will:

- **Introduce and embed a research culture maturity framework** that enables groups and teams to reflect on their strengths, identify areas for development and take ownership of local culture change. Supported through guidance, resources and shared learning, the framework will build capability for groups and support continuous improvement while recognising that meaningful change is driven by those closest to the issues and opportunities.
- **Establish mechanisms for sharing and recognising effective practice in research culture, leadership, collaboration and community building** across the University. Celebrating success and learning from one another will support the spread of innovative approaches and strengthen collective capability.
- **Cultivate networks, communities of practice and peer learning**, including postgraduate researchers, technicians and research enabling colleagues as well as academics, that strengthen connections across roles, career stages and disciplines, enabling knowledge, expertise and opportunities to flow more effectively across our research community.

Postgraduate Research Strategic Development Plan

Our 2026 PGR Strategic Development Plan commits to including postgraduate researchers as core members of our research community and derives from the same impetuses that lie behind the University's research strategy and the aims of Next Generation Newcastle.

Our PGR Strategy is designed to:

- **Enable PGRs to apply their knowledge and skills for societal and economic benefit**, working with partners regionally, nationally and globally.
- **Provide an outstanding, coherent research training and development offer**, with a strong emphasis on transferable skills and future careers.
- **Build a sustainable and strategically aligned PGR portfolio**, strengthening research excellence, institutional financial resilience and the ambitions of Next Generation Newcastle.

Embed effective research systems and processes

Research enabling systems and structures

We will continue to optimise the systems, processes and structures that enable our research. We will invest in better and more efficient digital platforms, streamline our procedures to avoid duplication and delay, and evaluate the benefits and risks of using AI in our research support. We will ensure that our Professional Services structures are optimised to provide greater consistency and responsiveness and to strengthen accountability and resilience, as well as enhanced career development and professional growth opportunities for research enabling colleagues.

We will:

- **Renew and enhance our research management systems**, including NU Profiles, Worktribe and a new research ethics platform.
- Ensure that the **Professional Services Transformation project** provides more effective and efficient research enabling structures.
- **Enable responsible adoption of AI** in our research systems, providing access for researchers to secure and appropriate AI tools, computational capacity and specialist technical expertise and advice.

Research integrity

The quality and reach of our research depends on how we do it, as does public trust. Integrity must be a core value of our strategy rather than merely a compliance obligation. Our research must be trustworthy and reliable, rigorous and reproducible, fair and ethically sound, compliant with Trusted Research requirements, and disseminated in ways that are as open as possible but as closed as necessary. It is important that our research community is encouraged and enabled to comply with these standards. The same is true of the adoption of AI. It can support more efficient ways of working, freeing researchers and professional colleagues to focus on creativity, critical thinking, collaboration and discovery, but needs to be used responsibly. By seeding and supporting community-driven networks and communities of practice, we will connect people across disciplines, roles and career stages, so that knowledge is shared and expertise is easy to find, for colleagues, for students, and for those who want to work with us.

To support this, we will:

- **Ensure that we stay at the leading edge of changing practices in our research environment**, helping colleagues to stay abreast of new approaches that can help make their research more trusted, open and inclusive.

- **Develop the skills and capabilities needed to thrive in a changing research landscape**, including research integrity and Trusted Research, digital and AI-enabled approaches, ensuring that our entire research community is able to benefit.
- **Champion open research** as fundamental to high-quality, trustworthy and impactful research, creating an environment in which open practices are enabled and supported, increasing the reach and impact of our research.

Environmental sustainability

Newcastle University is committed to being environmentally sustainable in everything we do. We have been working to improve the sustainability of our research practices in a number of ways, but will now unify and formalise these into a single Action Plan, setting out priorities, gaps and targets.

Its objectives will include:

- **Integration of sustainability principles into research planning, ethics, and project management**, including developing better methods of reporting environmental data in our project management system and development of an Environmental Sustainability toolkit.
- **Embedding sustainable practices**, including procurement and waste management policies, and investment in more efficient equipment and sharing facilities, both within the University and with regional partners.
- **Tackling emissions from research-related travel**, including capturing better quality data and enabling evidence-based policy.

Financial sustainability

We will grow our research and innovation in ways that strengthen the University's long-term financial sustainability, ensuring that our resources are directed strategically to support excellence, ambition and impact. We will:

- **Develop a balanced and sustainable funding portfolio**, pursuing opportunities that align with our ambition, strategic priorities and appropriate levels of cost recovery, and providing clear guidance and training for colleagues.
- **Strengthen the financial sustainability of externally funded research**, through robust costing, appropriate recovery of costs and clear principles for institutional investment.
- **Invest our resources strategically**, using institutional funding, time and infrastructure to build research capacity, leverage external investment and support areas of greatest potential.