Future Research Knowledge Exchange (RKE) Leaders Programme
What is it?

The Manchester Met Future Research and Knowledge Exchange (RKE) Leaders Programme is aimed primarily at senior lecturers with an emerging or increasing track record in RKE who are leading, or who aspire to lead a research team. By the end of the programme, participants will be at the point where they will be able to generate significant RKE income, lead research or knowledge exchange activity, and contribute to the achievement of the University’s RKE ambitions.

The programme is of three-five years duration, with a new cohort coming on stream each year. There are 12 places available for the first year of each intake.

Eligibility Criteria

Academic staff applying for the programme should:

• Be good researchers
• Normally already be REF returnable
• Have already submitted bids
• Have supervised research students
• Be engaged in research, which aligns with the University’s research strategy.

Application Process

1. Applicants complete the application form setting out their suitability for the programme and naming their proposed mentor
2. Applicant submits the form to their Dean or Associate Dean for Research and Knowledge Exchange
3. The Dean/Associate Dean for Research and Knowledge Exchange comments on the appropriateness of the proposed mentor and how the applicant will be supported to fully take part in the programme
4. Dean/Associate Dean submits the application to Richard Phillips, O D & Training Manager
5. Applications are considered by the Future RKE Leaders Programme organisers
6. Short-listed applicants are invited to interview

17 May 2016

What does the Future RKE Leaders programme involve?

The programme provides a wide-ranging and comprehensive package of leadership and research and knowledge exchange related training and development, mentoring and peer support. Programme sessions are delivered by Manchester Met experts, consultants from the Leadership Foundation for Higher Education and external organisations. Together with the support of a mentor, the programme organisers and their fellow programme participants, these interventions will help participants to develop their leadership capabilities and realise their career ambitions. Reflection and self-review are critical components of the programme, facilitating the identification of specific personal RKE and career development needs.

Programme overview

Year One
Year one provides a broad and comprehensive programme of development. The aim of the first year is to provide the participants with a good understanding of the internal and external RKE context and encompasses generic and Manchester Met specific development.

Year Two
In Year 2 participants continue to receive training and development but the focus switches more to supporting individual participants to develop their own research or KE profiles and increase their leadership responsibilities and status.

Years Three To Five
The focus in subsequent years is on more personalised career development support.

Here are some testimonials from current programme members

“One of the benefits of the course was meeting people with a similar ambition to progress research in the university as well as their own careers. I found that researchers from across the different Faculties share mutual difficulties and experiences and by exchanging views, it was possible to both compare my own position, but also start to address some of the things that hold back research at Manchester Met”.

Dr Jamie McPhee, Senior Lecturer and Reader

“The programme has led to collaboration with another member of the RKE leaders group, which would not have happened otherwise”.

Dr Rachel Dunk, Senior Lecturer
Year One Programme

Year One of the programme consists of a total of 11 days attendance of a mix of development sessions, reviews and group networking lunches. Participants are also required to engage with mentoring and other career development activities outside of these 11 days.

Attendance at all sessions is a requirement of the programme and applicants must indicate they are able to do so on the application form.

Introductory Event (½ day)
14 June 2016, 9.30am to 1.30pm
Room G.05, Sandra Burslem Building (Law School)

A welcome and overview of the programme.

• Overview of Manchester Met strategic framework and the RKE strategy
• Explore the role of a RKE team leader at Manchester Met
• Preparation of a personal research and knowledge exchange vision

Facilitators
Mark Ratcliffe, Head of Knowledge Exchange
Director of Research and Knowledge Exchange
Josie Elson, Associate Director HR, Valuing and Engaging People
Richard Phillips, Organisation Development & Training Manager

LFHE Research Team Leadership (2 days)
12 and 13 July 2016, 9.00am to 4.30pm both days
Room 306, Business School

Day One

• Improving listening skills
• Team working, team building, team roles and dynamics
• Understanding different approaches to leadership
• The leader’s role and responsibilities
• What leaders do
• Team and leadership exercises

Day Two

• Running effective team meetings
• Motivating yourself and your team
• Leadership styles
• Research team leadership case study
• Personal vision action plan

Facilitators
David Faraday and Shirley Wardell, Leadership Foundation for Higher Education (LFHE)
Richard Phillips, Organisation Development & Training Manager

Grant and Contract Administration (½ day)
13 September 2016, 9.30am to 12.30pm followed by group networking lunch
Room G.05, Sandra Burslem Building (Law School)

• Costings – how to cost a bid, elements of a budget, explaining fEC
• Effective Bid Writing – what to consider when writing your bid proposal, key elements to include as well as examples and tips
• Facts, figures and policies for bids and tenders
• European Projects

Facilitators
Gareth Cantello, Research Development Manager

Building Impact into your Research (½ day)
13 September 2016, 1.30am to 4.30pm
Room G.05, Sandra Burslem Building (Law School)

Research councils, and the government, increasingly want ‘impactful’ research. What is impact? How can you build impact into your research? This workshop gives clear and detailed guidance as to how a researcher increases the impact of what they do.

At the end of this session, participants will have obtained information regarding:

• The definition of impact in research
• How impact is defined in different disciplines
• How to build in impact into a research design
• Creating impact through Knowledge exchange
• How to evidence impact
• The difference between impact and dissemination

Facilitator
Sam Gray, Research Impact and Engagement Manager

Programme Review Session (½ day)
6 October 2016, 1.00pm to 4.00pm with lunch provided
Room G.05 Sandra Burslem Building (Law School)

• Review of programme to date
• Progress report on personal RKE vision and plan
• Strategic Update
• Q and A session

Facilitators
Mark Ratcliffe, Head of Knowledge Exchange
Director of Research and Knowledge Exchange
Josie Elson, Associate Director HR, Valuing and Engaging People
Richard Phillips or Kate Rowland, Organisation Development & Training Manager
Resilience (½ day)
8 November 2016, 9.00am to 12.30pm followed by group networking lunch
Room G.05 Sandra Burslem Building (Law School)

- Learn how to ‘bounce back’ from situations
- Challenge negative thinking patterns
- Understand the role of learned optimism
- Building resilience
- Adaptability

Facilitators
Yvonne McClean, Inkling Training

Programme Review Session (½ day)
2 February 2017, 9.30pm to 12.30pm with lunch provided
Room G.05 Sandra Burslem Building (Law School)

The purpose of this interactive group session will be to review your progress on the programme and re-establish goals for the future. You should come prepared to discuss and reflect on:

- Your original application to the programme
- Your learning so far
- Actions you have taken towards achieving your longer term goals
- Any gaps identified in your pathway to leadership and how they will be addressed.

Facilitators
Mark Ratcliffe, Head of Knowledge Exchange
Director of Research and Knowledge Exchange
Josie Elson, Associate Director HR, Valuing and Engaging People
Richard Phillips or Kate Rowland, Organisation Development & Training Manager

Research Governance (½ day)
8 November 2016, 1.30pm to 4.00pm
Room G.05, Sandra Burslem Building (Law School)

- Research conduct
- Ethics
- Open Access
- Data Storage
- Data Management

Facilitators
Sam Gray, Research Impact and Engagement Manager
Sandra Igbodo, Ethics & Research Governance Development Manager

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Facilitators
Sam Gray, Research Impact and Engagement Manager
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Motivating the Team and Managing Performance (1 day)
8 December 2016, 9.00am to 4.30pm
Room G.05 Sandra Burslem Building (Law School)

- Understanding Manchester Met policies and procedures
- Motivating individuals and teams
- Setting team and individual objectives
- Communicating to engage, motivate and keep people on track
- Practice having ‘difficult’ conversations

Facilitators
Yvonne McClean, Inkling Training
Richard Phillips or Kate Rowland, Organisation Development & Training Manager

Networking (1 day)
17 January 2017, 9.00am to 4.30pm
Room G.05, Sandra Burslem Building (Law School)

- Networking demystified
- Understand the gift exchange
- Be able to define work and interests clearly and systematically
- Develop and maintain a structured approach to networking
- Know how to build and nurture networks with reduced effort
- How to get the most out of networking

Facilitators
Yvonne McClean, Inkling Training

Project Management (2 days)
14 and 15 March 2017, 9.00am to 4.30pm both days
Room G.05, Sandra Burslem Building (Law School)

Day One

- Introduction to Project Management
- Creating a Business Case and understanding the wider project context
- Core elements of projects
- Identifying key roles, responsibilities and governance structures
- Developing a Project Management Plan including scoping, scheduling and success criteria
- Monitoring and reporting on progress

Day Two

- Engaging and managing stakeholder involvement
- Managing risk
- Ensuring quality is maintained
- Managing people in a project environment
- Understanding the role of Project Manager
- Project close and evaluation

Facilitators
Yvonne McClean, Inkling Training
**Being Entrepreneurial (½ day)**  
29 March 2017, 9.30am to 12.30pm followed by group networking lunch  
Room G.05, Sandra Burslem Building (Law School)

- Being Entrepreneurial in Manchester Met. – What does that mean?  
- Being Entrepreneurial In Your Academic Practice  
- Taking First Steps in Being Entrepreneurial  
- Personal and institutional action points

**Facilitators**

Mark Ratcliffe, Head of Knowledge Exchange  
Julia Rouse, Director of the Knowledge Hub, Centre for Business and Society (Fac B&L)

**Introduction to Knowledge Transfer Partnerships – 2 hours**  
29 March 2017, 1.30pm to 3.30pm  
Room G.05 Sandra Burslem Building (Law School)

- What is a KTP?  
- How does it work?  
- KTP at Manchester Met  
- KTP performance  
- KTP awards  
- Manchester Met KTP strategy  
- Knowledge Action partnerships  
- Support in developing a KTP

**Facilitators**

David Woollard, Knowledge Transfer Partnership Manager  
Taz Jalota or Katherine Wrigglesworth, Resourcing Manager, HR

**Final Programme Review Session (½ day)**  
9 May 2017, 9.30am to 12.30pm with lunch provided  
Room G.05 Sandra Burslem Building (Law School)

- Review of year one programme  
- Review personal RKE vision and development plan  
- Overview of year 2.  
- End of year lunch

**Facilitators**

Mark Ratcliffe, Head of Knowledge Exchange  
Director of Research and Knowledge Exchange  
Josie Elson, Associate Director HR, Valuing and Engaging People  
Richard Phillips or Kate Rowland, Organisation Development & Training Manager

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**How To Apply**

If you have the ability to grow as a research team leader and have the drive and desire to help take the University research agenda forward, get your application in!

Applications must be returned via Deans, to Richard Phillips, OD&T Manager by **2 May 2016**.