Knowledge Exchange and Impact at the University of Sussex

Strategic Aims and Priorities

2022-2025

Foreword

It is an exciting and inspiring time for academia. The spotlight on Knowledge Exchange is driving novel and innovative opportunities for connecting, collaborating and creating knowledge with our stakeholders to bring about meaningful, impactful and sustainable outcomes for society, the economy, and the environment.

There are multiple drivers of change. Knowledge Exchange, especially its application to society and the economy, is a priority for the UK Government, with significant changes in the way in which Universities are assessed (e.g., the Knowledge Exchange Framework). Funders, including UKRI, expect impact to be at the core of what we do and recognise Knowledge Exchange as integral to achieving impact. Manifestos, such as, the Declaration on Research Assessment (DORA) and the Leiden Manifesto for Research Metrics, and initiatives, such as, the Vitae Researcher Development Framework highlight the value of and encourage the building of mixed portfolios of research outputs and outcomes. Many stakeholders including education providers, publishers, science organisations, and social entrepreneurs have committed to action plans according to these manifestos. And, initiatives, such as, Plan S, are making knowledge more accessible to all.

The development of the United Nations Sustainable Development Goals (UN SDGs) have dramatically shaped our conversations around the value of research and knowledge exchange. Increasingly, there is a thirst for consumers, communities, organisations and businesses to work with researchers in areas related to the UN SDGs. Indeed, Sussex is committed to a vision of being one of the most sustainable universities in the world, as set-out in our sustainability strategy, Sustainable Sussex. At the same time, commercialisation of research and (social) entrepreneurship are becoming embedded as a standard, not an exception, in academic research and education practices, recognising their contribution to the development of valuable and sustainable solutions. Capturing the innate entrepreneurial spirit of research and embracing the opportunities of innovative knowledge exchange, new career trajectories are reimaging the way in which academics will work now and in the future.

'Riding on the crest' of this knowledge exchange wave generates the energy for our strategy at Sussex to stimulate cutting-edge, experimental and innovative knowledge exchange that fulfils our ambition to help 'solve the grand issues of our time'.

Professor Keith Jones, PVC Research and Enterprise

Professor Debbie Isobel Keeling, DPVC Knowledge Exchange

Knowledge Exchange and Impact

The achievement of impact, that is, bringing about a meaningful change, through our research and knowledge exchange activities is at the core of what we do at Sussex. The journey of impact is often long and complex, encompassing changing thinking about and approaches to phenomena, problems, methods, models, analyses, and solutions, in academia, societies, economies and environments. The achievement of meaningful impact often demands stakeholders from diverse backgrounds and perspectives to collaborate together, working through tensions, to innovate and realise new ways of living and working. What we mean by impact at Sussex is set out in our strategic aims.

Knowledge Exchange is vital to achieving impact. It inherently encompasses diverse, often multidisciplinary, activities, and involves, often multiple, external partners. This is reflected in the Higher Education and Research Act 2017 (Section 93 (4)) definition of knowledge exchange, which we have adopted and adapted as: *knowledge exchange, in relation to science, technology, social sciences, humanities, arts or new ideas, means a process or other activity by which knowledge is exchanged where: (a) the knowledge is in, or in connection with, science, technology, social sciences, humanities, arts or new ideas, and, (b) the exchange contributes, or is likely to contribute, (whether directly or indirectly) to an economic or social benefit in the United Kingdom or elsewhere.*

Knowledge Exchange has, arguably, been at the heart of Sussex's success in radical innovation, and creative and multidisciplinary collaboration with diverse stakeholders both nationally and internationally. At Sussex we recognise that Knowledge Exchange is multifaceted and different methods are suited to achieving different goals – but all require pro-activity. Mobilizing our knowledge (e.g., acting as a knowledge broker) can inspire engagement and dialogue amongst stakeholders. Creating spaces for the multi-partner co-creation of knowledge (e.g., in Communities of Practice or sandpits) can be catalysts for change leading to new understandings and novel solutions to critical issues of society. Deployment or implementation of co-created knowledge (e.g., solution implementation) and commercialisation and enterprise (e.g., consultancy, or social enterprises) of our knowledge can bring about both economic and social value to all stakeholders as well as sustainability to impact efforts.

Knowledge Exchange is enjoying a resurgence in attention at a national level. For some years Knowledge Exchange activity, across England, has been funded by the Higher Education Innovation Fund (HEIF). New initiatives aim to boost Knowledge Exchange development. The Knowledge Exchange Concordat (KEC), to which Sussex is a signatory, provides a set of eight non-prescriptive principles to guide development of, stimulate, and share good practice in Knowledge Exchange. Additionally, the Knowledge Exchange Framework offers a means of transparent, comparable, benchmarked, and publicly-available performance information about Higher Education Institutions' knowledge exchange activities. The emerging Knowledge Exchange structure is captured in Figure 1.
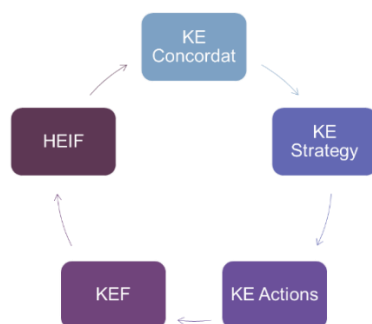

Figure 1: The emerging Knowledge Exchange structure in England

Our Vision and Mission for Knowledge Exchange

It is in this environment that we have developed our Knowledge Exchange strategy. Being in the early stages of our Knowledge Exchange journey brings exciting opportunities for development. Within Sussex 2025, reflecting its breadth, Knowledge Exchange is embedded in three core pillars: Research with Impact; Engage for Change; and Learn to Transform.

Our Knowledge Exchange Vision

We will lead as the University that champions challenging, creative and innovative knowledge exchange that contributes to bringing about a sustainable, socially just world.

Our Knowledge Exchange Mission

We are committed to developing new knowledge that challenges conventions and offers inspiring and creative ways to address global, national and local issues. Our approach is for new knowledge to be co-created for mutual value with our partners, underpin our peoples' innovative and enterprising approaches and methodologies, inform students' transformation to become 'citizens of the world', and inspire citizens to be active agents and leaders of sustainability in their own communities.

Enabling strategy

This strategy is positioned as an enabling strategy. That is, we provide an overarching strategic direction as a framework to enable and accommodate School or Centre specific goals and project-level plans. As such, a strong focus of this strategy is to be inclusive to support the diverse ambitions and promise of our Schools, Centres as well as cross-School/Centre collaborations – our strategic aims take into account the diversity in breadth and depth of Knowledge Exchange across multiple disciplines.

Underpinning this strategy are identification of the enabling principles that will build knowledge exchange and impact capacity and culture across Sussex. These principles are built on our Sussex Values and explicitly recognise the need to actively nurture Knowledge Exchange capability and academic progression, collaborate meaningfully with our stakeholders and support a sustainable approach to impact.

Knowledge Exchange is a core vehicle to bring about wide-ranging impact. This strategy, thus, adopts a 'journey' approach. That is, as an institution we will develop Knowledge Exchange capability, generate and support Knowledge Exchange opportunities, and provide structures to support the realisation of impact through Knowledge Exchange. The journeys that people take may be different and this strategy recognises the diverse range of activities, achievements and value that can be generated.

Our Strategic Aims

We set out to achieve four strategic aims that represent the shaping of our Knowledge Exchange identity as an institution, whilst being sensitive to the drivers and demands of government and society.

1. To maximise the opportunities to transform practice through our entrepreneurial research, innovation and enterprise work

We are committed to enabling and supporting our people to engage creatively and succeed in translating their research into innovations in enterprise and practice. Our understanding of entrepreneurship, innovation and enterprise is broad and inclusive, recognising that across the institution this may manifest in many forms, with value for community, societal, economic, environmental and organisational practices. This entails challenging conventional constructions of, for example, commercialization, to recognise how such mechanisms can be diverse and used imaginatively to substantially support the impact of our work. Responsible innovation will be at the heart of what we do, ensuring that we carefully consider, track and respond to the consequences of our activities.

Specific objectives are to:

a. Inspire and facilitate the commercialisation of research and setting up new ventures (including social enterprises and consultancy centres) to enable widespread adoption of our innovations
b. Enable the generation of new intellectual property and protect and license this appropriately
c. Embed a responsible innovation mindset in the development and provision of services that help communities and organisations to bring about change in their daily practices

2. To become embedded as valuable knowledge partners in enabling change in place

We have potential and enthusiasm to embed ourselves as valuable knowledge partners in working with communities and organisations to promote positive transformational change around the world. Sussex has made significant contributions internationally to 'levelling-up' in social and regional developments, but we have work to do in strengthening our contribution to the region in which we are placed. We will continue to advance our international work. At the same time we will use our world leading research strengths as a shared asset for the region in which we are based to help establish centres of excellence and best practice in key areas of expertise. We will encourage like-minded companies and skilled individuals to co-locate developing a regional USP that will stimulate prosperity in our wider community. Extending our successes in community development, we will work to shape change in regional practice to support environmental sustainability. To reach our potential will require Schools, Centres and cross-School/Centre collaborations to identify ways of working together to bring about the transdisciplinary solutions that will bring value to enabling change in place.

Specific objectives are to:

a. Work with a wide group of stakeholders, including local councils, agencies, HE and FE partners, charitable organisations and businesses to reinvigorate retail, local spaces, supply chains and the visitor economy, bringing benefit to specific sector challenges, local people and businesses

b. Work with partners to address environmental sustainability challenges through multidisciplinary, multi-agency partnerships to ideate and act upon specific areas of focus to help communities to reach ambitions for, e.g., carbon neutrality.
c. Working with communities both locally, regionally, nationally and around the world to address issues of significance to their wellbeing, meeting needs for knowledge, skills/reskilling, and supporting social mobility and justice.

3. To inform, challenge and influence public policy

Public policy shapes every facet of our lives, whether the delivery of key services such as healthcare, strategies for addressing environmental sustainability, employment opportunities, our relations with other countries, or the laws that govern our daily lives. Sussex has a strong history of making significant contributions that have influenced the shape of policy across the globe. We are superbly placed to make an ever-bigger impact on a complex world; one where robust evidence is needed more than ever. The investments that we have made to deepen policy insights and capability have pump-primed a rich flow of opportunities. Now we must realise more of them.

Specific objectives are to:

a. Through Policy@Sussex, build a thriving community of practice and engaged network of active policy-engaged researchers and professional services staff from right across the institution.
b. Strengthen and expand our external policy networks regionally, nationally and internationally, growing awareness and reputation among key stakeholders in line with Sussex's research strengths.
c. Support accelerated exchange and transfer of policy-relevant knowledge that positively impacts on public policy making and its implementation.

4. To lead on and influence local, regional, national and international discourse concerning the efficacy, sustainability and impact of proposed solutions for the UN SDGs

The UN SDGs identify the critical challenges of our time. Sussex makes significant contributions to global advances towards achieving the UN SDGs. These contributions are diverse, and we will continue to support and celebrate such achievements. We will also endeavour to ensure their impact is sustainable over the long term. This will require building and extending our collaborations with Non-Governmental Organisations and government for SDG policy, cross-sectoral dialogue about SDGs, and (international) collaboration on data gathering and best practice for the SDGs.

Specific objectives are to:

a) Achieve conceptual impact in changing public and lay attitudes, awareness, ideas, understanding, and behaviours relating to societal, economic and environmental challenges.
b) Facilitate capacity building (e.g., skills and expertise) in individuals, society, communities and organisations to enable them to tackle societal, economic and environmental challenges.
c) Inform governments and organisations in order to influence their decisions, approaches, plans, processes (including scrutiny), documentation, implementation, governance, monitoring and evaluation of solutions to challenges, fostering transparency and accountability.

A Value-Driven Approach

The five core values set out in Sussex 2025 purposefully shape what we say and do. In developing and nurturing knowledge exchange we will support our staff, students, alumni and partners to create a flourishing and strong Sussex culture that continues our traditions of disruptive creativity and innovation. Sussex 2025 also commits us to strive for excellence in everything we do. Our success and distinctiveness will be defined through our institutional values, and these values underpin our principles of Knowledge Exchange, which will guide the way in which we approach and implement our strategy and achieve our aims.

An Inclusive Knowledge Exchange Culture

We inspire and embed a culture for knowledge exchange that is inclusive, recognising the diversity of what constitutes the value of knowledge exchange across multiple stakeholders and disciplines.

We will achieve this by:

- Encompassing in our strategic aims the rich diversity of knowledge exchange activity at Sussex
- Developing an outcomes matrix to create a shared language at Sussex that enables people to frame the value of their knowledge exchange activity in a consistent and meaningful way
- Embedding an ethos of knowledge exchange as a valuable and integral part of what we do at Sussex with appropriate supporting processes and structures and targeted communications

Nurturing Knowledge Exchange

As a 'kind' institution that values collegiality and mutual support, we will offer our people an agile, responsive, rich and structured capability journey, recognising their efforts with suitable celebration and rewards and offering clarity of career progression.

We achieve this by:

- Continuous improvement in the visibility and provision of our support structures for impact capability-building, promoting alignment in our offer across the University
- Developing innovative mechanisms to enable people to engage in Knowledge Exchange activity, such as Knowledge Exchange Fellowships, appropriately within workload allocations
- Supporting career development and progression through recognising and celebrating Knowledge Exchange activities in recognition and reward systems and in the establishment of an Enterprise pathway

Meaningful Engagement

With productive and creative collaboration at the heart of our Knowledge Exchange, we will ensure that our partners have clarity on what we can offer, how we work and how to access expertise, and at the same time create opportunities for our people to engage with multiple stakeholders. Collaborations in their many forms will be celebrated.

We will achieve this by:

- Developing a clear offer to potential external partners by continuing to develop our website and underpinning contracting, pricing and support systems
- Creating and using assets to richly map the journey of impact, using, for example, case studies to demonstrate how Knowledge Exchange takes place and brings about benefits
- Facilitating opportunities for engagement with external partners through our institutional level associations (e.g., CBI, GDB) and supporting on the development of new relationships

Making Knowledge Exchange Sustainable

We will support the challenge of courageous knowledge exchange by having in place policies, processes, resources and professional services that not only support Knowledge Exchange activities but importantly help our people to face the challenges of sustaining the impact of bold, innovative, creative and experimental activities.

We will achieve this by:

- Embedding high-quality, needs-based support, tools and training for policy engagement within the research and Knowledge Exchange ecosystem; to include the development of a Policy Academy programme through Policy@Sussex
- Developing a service offer that has capacity to meet demand from partners and stakeholders, including IP and patent services, and effectively collaborating with Sussex Innovations to support our innovation offer
- Bringing into line funding streams to enable a smoother journey to the realisation of impact through Knowledge Exchange, allowing people to strategically plan how to invest in and sustain their impact work

Inclusive and Responsive Leadership and Governance:

We will ensure integrity in our approach, respecting those engaged in Knowledge Exchange with dignity and respect, by overseeing the implementation of our strategy in an open and accessible manner, including establishing a process of continual improvement and evaluation.

We will achieve this by:

- Providing visible and transparent leadership of Knowledge Exchange
- Establishing a Knowledge Exchange Steering Group that oversees the implementation of strategy and budgets for knowledge exchange, and the proactive planning of our responses to external evaluations such that we maximise the benefits to people at Sussex, our partners and stakeholders
- Setting out a communications strategy that communicates our priorities and underpins a consistent and fair narrative at Sussex about Knowledge Exchange

Value in Outcomes Matrix

To create a shared language at Sussex about how we discuss Knowledge Exchange, we have mapped external frameworks with a Knowledge Exchange and Impact element to help establish how Knowledge Exchange and Impact activities can be defined at Sussex in terms of value to be achieved (Sussex Knowledge Exchange and Impact Value). In Table 1 we map the HEIF Infrastructure Categories; KEF Perspectives; and HE-BCI Survey Metrics to Sussex Knowledge Exchange and Impact Value. In this table we also map REF Impact Cases and Environment Templates to recognise the significant role of Knowledge Exchange in Impact. In table 2, we outline the THE Impact Rankings metrics, which is expressly framed around the UN SDGs.

Table 1: Mapping HEIF Infrastructure Categories; KEF Perspectives; HE-BCI Survey Metrics; and REF Impact Cases to Sussex Knowledge Exchange and Impact Value

HEIF Infrastructure Category	KEF Perspective	HE-BCI Survey Metrics	Sussex Knowledge Exchange and Impact Value
Facilitating research exploitation	**Perspective 1: Research Partnerships** **Perspective 2: Working with Business**	Contribution to collaborative research as proportion of public funding	Creating drive and purpose to address issues, creating relationships to tackle societal or business issues, and co-create knowledge and/or creative outputs with external partners
	Perspective 3: Working with the Public & Third Sector	Innovate UK income (KTP/grants) as % of research income Contract research income (with non-SME, SME, public/third sector) Consultancy (non-SME, SME, public/third sector)	Shaping and informing national/local public policy or regulations and their implementation Changing practices (including in leadership and management) and cultures so as to increase the efficiency, cost-effectiveness or quality of delivery

		In-kind contributions are also captured by HESA and are being considered for inclusion in KEF	of commercial, non-commercial or governmental services

Innovation in product development (new services and goods) to address needs/wants

Improvements in public health, justice and public safety, the economy or the environment |
| *Skills and human capital development*

Entrepreneurship & Enterprise Education | **Perspective 4: Continuing professional development (CPD) and graduate start ups** | CPD/CE Income

Graduate start-ups (by student FTE) | CPD and Professional Training to build skills and capability, especially in local skills markets, and stimulating employability

Entrepreneurial education that contributes to an enriching student experience and supporting student enterprise to flourish |
| *Commercialisation* | **Perspective 6: IP & Commercialisation** | IP income
Spin-offs and start-ups (number and income)
Disclosures and patents (number)
Licences (number and those generating income) | Enabling our innovation to be widely adopted and self-sustaining, including establishing new enterprises and generation of revenue from commercialization

Generation of IP, patents and licensing that establish expertise and have |

			potential to contribute social/economic value
Supporting the community/public engagement	**Perspective 5: Local Growth & Regeneration** **Perspective 7: Public & Community Engagement**	Regeneration and development income from all sources (ERDF, ESF, UK Government regeneration funds, other) Public lectures Performance arts Exhibitions Museum education Time per academic committed *Both of these KEF perspectives are also accompanied by a narrative statement*	Growth focused - Contributing to the development of place including regional social and/or economic regeneration, community project building, and environmental sustainability Inclusion focused - changes to public knowledge, awareness, attitudes or emotions, policy development to support change in place Generating and shaping discourse on important issues to facilitate solution development and change (e.g., as defined by the UN SDGs) Volunteering and pro-bono work that contributes to the local/regional communities in the resolution of issues
Knowledge networks and diffusion			Raising awareness and understanding of important issues and discoveries, generating emotional connection with issues of importance, learning from stakeholders (alumni/professional networks, staff, general public) Staff exchange/placements with explicit knowledge exchange

Research Excellence Framework	**Impact Case Studies and Environment Templates for each UOA**	Individual case study, unit and institutional quality grades (1*-4* scale); Individual Environment Template grades (1*-4* scale)	Achieving meaningful impact with individual, organisational and society value (including the values specified above). Impact is defined by Research England as *"the effect on, change or benefit to the economy, society, culture, public policy or services, health, the environment or quality of life, beyond academia"*. Providing a training resource in the form of stories of individuals' and teams' impact 'journeys', to build our impact capability. Providing proven, well-evidenced examples of achieved impact to inspire staff, and recognise Sussex researchers who have achieved major impacts. As well as attract new partners and use as an evidence base in support of new funding bids. Attracting increased QR funds for the University and Schools to use to fund further strategic development of the research environment, impact seeding, partnership support etc.

Table 2: THE Impact Rankings Methodology (revised on an annual basis)

UN SDG	Research & Enterprise	Education	Public, Community and Campus Life
1 No Poverty	• Papers co-authored with low or lower-middle income countries • No poverty, Field-weighted citation index (number of citations, normalised by publication type, year and subject (Elsevier's ASJC classification) • No Poverty number of publications	• Proportion of students receiving financial aid to attend university because of poverty • University anti-poverty programmes	Community anti-poverty programmes: • Local start-up assistance • Local start-up financial assistance • Programmes for services access • Policy addressing poverty
2 Zero Hunger	• Zero Hunger CiteScore • Zero Hunger, Field-weighted citation index (number of citations, normalised by publication type, year and subject (Elsevier's ASJC classification) • Zero Hunger number of publications	• Proportions of graduates in agriculture and aquaculture including sustainability aspects	• Campus Food Waste • Student Hunger National Hunger: • Access to food security knowledge • Events for local famers and food producers • University access to local farmers and food producers • Sustainable food purchases
3 Good Health and Wellbeing	• Good Health and Wellbeing paper views – and downloads • Clinical citations in clinical guidance • Good Health and Wellbeing number of publications	• Number graduating in health professions	Collaborations and Health Services: • Current Collaborations with health institutions • Health outreach programmes • Shared sports facilities • Free sexual health care for students • Mental health support • Smoke-free policy
4 Quality Education	• Quality Education paper views and downloads • Quality Education CiteScore	• Proportion of graduates with a teaching qualification	Lifelong learning measures: • Public resources (lifelong learning) • Public events (lifelong learning)

	• Quality Education number of publications	• Proportion of first-generation students	• Vocational training events (lifelong learning) • Education outreach activities beyond campus • Lifelong learning access policy
5 Gender Equality	• Proportion of research with female authors • Gender Equality CiteScore • Gender Equality number of publications	• Proportion of first generation female students • Student access measures • Proportion of women receiving degrees	• Proportion of senior female academics • Women's progress measures
6 Clean Water and Sanitation	• Clean Water and Sanitation CiteScore • Clean Water and Sanitation, Field-weighted citation index (number of citations, normalised by publication type, year and subject (Elsevier's ASJC classification) • Clean Water and Sanitation number of publications		• Water consumption per person • Water usage and care • Water re-use Water in the community: • Water management educational opportunities • Promoting conscious water usage • Off campus water conservation support • Sustainable water extraction off campus • Cooperation on water security
7 Affordable and Clean Energy	• Affordable and Clean Energy CiteScore • Affordable and Clean Energy, Field-weighted citation index (number of citations, normalised by publication type, year and subject (Elsevier's ASJC classification) • Affordable and Clean energy number of publications		• University measures towards affordable and clean energy • Energy use density Energy and the community: • Local community outreach for energy efficiency • 100% renewable energy pledge • Energy efficiency services for industry

			• Policy development for clean energy technology • Assistance to low-carbon innovation
8 Decent Work and Economic Growth	• Decent Work and Economic Growth CiteScore • Decent Work and Economic Growth number of publications	• Proportion of students taking work placements	• Employment practice • Expenditure per employee • Proportion of employees on secure contracts
9 Industry, Innovation and Infrastructure	• Industry, Innovation and Infrastructure number of publications • Patents citing university research • University spin-offs • Research income from industry		
10 Reduced Inequalities	• Reduced Inequalities CiteScore • Reduced Inequalities, Field-weighted citation index (number of citations, normalised by publication type, year and subject (Elsevier's ASJC classification) • Reduced Inequalities number of publications	• Proportion of first-generation students • Students from developing countries • Proportion of students with disabilities	• Proportion of employees with disabilities • Measures against discrimination
11 Sustainable Cities and Communities	• Sustainable Cities and Communities CiteScore • Sustainable Cities and Communities, Field-weighted citation index (number of citations, normalised by publication type, year and subject (Elsevier's ASJC classification) • Sustainable Cities and Communities number of publications		Support of arts and heritage: • Public access to buildings • Public access to libraries • Public access to museums • Public access to green spaces • Arts and heritage contributions • Record and preserve cultural heritage • Expenditure on arts and heritage

			• Sustainable practices (on and off campus initiatives and collaborations)
12 Responsible Consumption and Production	• Responsible Consumption and Production CiteScore • Responsible Consumption and Production, Field-weighted citation index (number of citations, normalised by publication type, year and subject (Elsevier's ASJC classification) • Responsible Consumption and Production number of publications		• Operational measures • Proportion of recycled waste • Publication of a sustainability report
13 Climate Action	• Climate Action CiteScore • Climate Action, Field-weighted citation index (number of citations, normalised by publication type, year and subject (Elsevier's ASJC classification) • Climate Action number of publications		• Low carbon energy use Environmental education measures: • Local education programmes on climate • Climate Action Plan shared • Cooperative planning for climate change disasters • Inform and support government • Environmental education collaboration with NGO • Commitment to carbon neutral university
14 Life Below Water	• Life Below Water CiteScore • Life Below Water, Field-weighted citation index (number of citations, normalised by publication type, year and subject (Elsevier's ASJC classification) • Life Below Water number of publications		Supporting aquatic ecosystems through education: • Fresh-water ecosystems (community outreach) • Sustainable fisheries (community outreach) • Overfishing (community outreach)

			Supporting aquatic ecosystems through action: • Conservation and sustainable utilisation of the oceans (Events) • Food from aquatic ecosystems (policies) • Maintain ecosystems and their biodiversity (direct work) • Technologies towards aquatic ecosystem damage prevention (direct work) • Water sensitive disposal Maintaining a local ecosystem: • Minimising alteration of aquatic ecosystems (plan) • Monitoring the health of aquatic ecosystems • Programmes towards good aquatic stewardship practices • Collaboration for shared aquatic ecosystems • Watershed management strategy
15 Life on Land	• Life on Land CiteScore • Life on Land, Field-weighted citation index (number of citations, normalised by publication type, year and subject (Elsevier's ASJC classification) • Life on Land number of publications		Supporting land ecosystems through education: • Events about sustainable use of land • Sustainably farmed food on campus

			• Maintain and extend current ecosystems' biodiversity • Educational programmes on ecosystems • Sustainable management of land for agriculture and tourism (educational outreach) Supporting land ecosystems through action: • Sustainable use, conservation and restoration of land (policy) • Monitoring IUCN and other conservation species (policies) • Local biodiversity included in planning and development • Alien species impact reduction (policies) • Collaboration for shared land ecosystem • Land sensitive waste disposal
16 Peace, Justice and Strong Institutions	• Peace, Justice and Strong Institutions CiteScore • Peace, Justice and Strong Institutions, Field-weighted citation index (number of citations, normalised by publication type, year and subject (Elsevier's ASJC classification) • Peace, Justice and Strong Institutions number of publications	• Proportion of graduates in law and civil enforcement	• University governance measures (including community collaborations) Working with Government: • Provide expert advice to government • Policy and law makers outreach and education

			• Participation in government research • Neutral platform to discuss issues
17 Partnership for the Goals	• Proportion of output co-authored with low or lower-middle income countries • Partnerships for the Goals number of publications	• Education for SDGs commitment to meaningful education	Relationships to support the goals: • Relationships with NGOs and government for SDG policy • Cross-sectoral dialogue about SDGs • International collaboration data gathering for SDGs • Collaboration for SDG best practice • Collaboration with NGOs for SDGs • Publication of SDG reports

The overall score is generated from the score for SDG 17 (worth up to 22% of the overall score), plus the three strongest of the other SDGs for which they provided data (each worth up to 26% of the overall score).