



DEVELOPING KNOWLEDGE

VISION FOR PRACTICE-BASED RESEARCH AND ITS EFFECTS | 2021 - 2025

avans
university
of applied sciences

FOREWORD

During the recent Ambition period, practice-based research has gained a firmer and more recognisable position at Avans. Centres of expertise have been established, bringing greater cohesion to our research work. Steering committees that include the School Boards have brought about a greater intensification of collaboration and links with teaching. Lecturers' professional development has been enhanced, research is now more solidly anchored in newly developed curricula, and graduates are more actively contributing towards the work of research groups. Review committees have confirmed that our research meets the standards of the field and that it is challenging and ambitious and strongly relevant to professional practice, as evidenced from the increase in the number of research assignments, collaborative partners and indirect and commercial funding.

However, it is not in our nature to sit back and be satisfied with what we have achieved. Given the high-quality basis we have established in recent years, we will be aiming in the forthcoming Ambition period to continue the progress we have made in becoming a leading knowledge institution and recognised knowledge partner, in our own region and beyond. In this vision for practice-based research and its impact, we describe what this continued progress will mean for Avans. The accompanying justification document sets out our motives, perspectives and convictions that form the foundation of this vision.

We have recently had intensive conversations, discussions and sparring sessions with experts, directors, professors, researchers, institutions and other stakeholders. We have tried to take on board the opinions, interests and convictions of everyone and to actively and intensively involve every stakeholder, with the aim of establishing a dot on the horizon that has wide-ranging support. We would like to thank everyone for their involvement and input, which is greatly appreciated.

Our vision describes the direction in which we would like to progress and develop, but also allows scope for incorporating any fresh insights we acquire, as well as any professional expertise from those with whom we seek to realise this progress. We will continue to assess our vision and our ambitions as we move forward, adjusting them where necessary, as befits any reputable knowledge institution.

Executive Board

Paul Rüpp, Jacomine Ravensbergen & Sarah Wilton

Between 2021 and 2025, we will again be taking a big step forward together, giving practice-based research at Avans University of Applied Sciences the boost that it deserves!

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A DEVELOPING KNOWLEDGE INSTITUTION

Today's society is facing major challenges. Examples include those relating to the energy transition, crime (including cyber crime), our system of healthcare and failing economic models. Avans sees it as its mission to make a structural and tangible contribution towards these challenges. One way in which it does so is by equipping students with the skills needed to create solutions and innovations that help meet them. Another is by setting up and carrying out practice-based research in tandem with social organisations and businesses in order to develop new knowledge, competences, methodologies, processes and products that offer solutions to these challenges.

In recent years, practice-based research has gained a firmer and more recognisable position at Avans. A high-quality basis has now been established, from which we will be aiming in the 2021-2025 Ambition period to continue the progress we have made in becoming a leading knowledge institution and recognised knowledge partner. *It is our mission to be recognised and acknowledged by our strategic collaborative partners on account of our specific expertise and development of knowledge with regard to society's challenges, thereby contributing towards sustainable innovation in the professional arena, society itself, and in our teaching. We will achieve this by conducting high-quality research with a substantial focus, momentum and impact in collaboration with partners from the fields of research, education, the professions and society of which we form part. The Sustainable Development Goals (SDGs) serve as an important guiding principle in this regard.*

URGENCY OF THE CHANGE WE SEEK

We are re-evaluating our vision for practice-based research and its effects in the light of a number of developments, internal and external. First of all, as described in Ambition 2025 and in keeping with national developments, we wish to strengthen the contribution we make towards the major societal challenges that we all face. This means that, more than previously, we wish to invest in the development of new knowledge and its application in the area of societal challenges, together with our strategic partners, and be recognised and acknowledged as experts in relation to this knowledge. However, we cannot be experts in every field associated with the need to tackle society's challenges. It is

for this reason that we have elected to focus in our practice-based research on a number of specific areas in which we seek to be recognised and acknowledged as experts and can create momentum. To create this momentum, we would like to better organise and structure the cohesiveness of our practice-based research.

This would be in line with national developments and the problem areas identified in various assessment reports that have been published in recent years:

- The substantive profiling of our practice-based research is insufficiently clear and too fragmented;
- We are not yet achieving sufficiently recognised external impact;
- There are too few long-term career prospects for researchers;
- The links with teaching are still too pragmatic and insufficiently structural;
- The current research groups are not robust enough;
- The financial resources for research are too limited;
- The governance and decision-making process is not sufficiently effective and is skewed towards teaching;
- Support for research is fragmented and limited, with too little account taken of external requirements.



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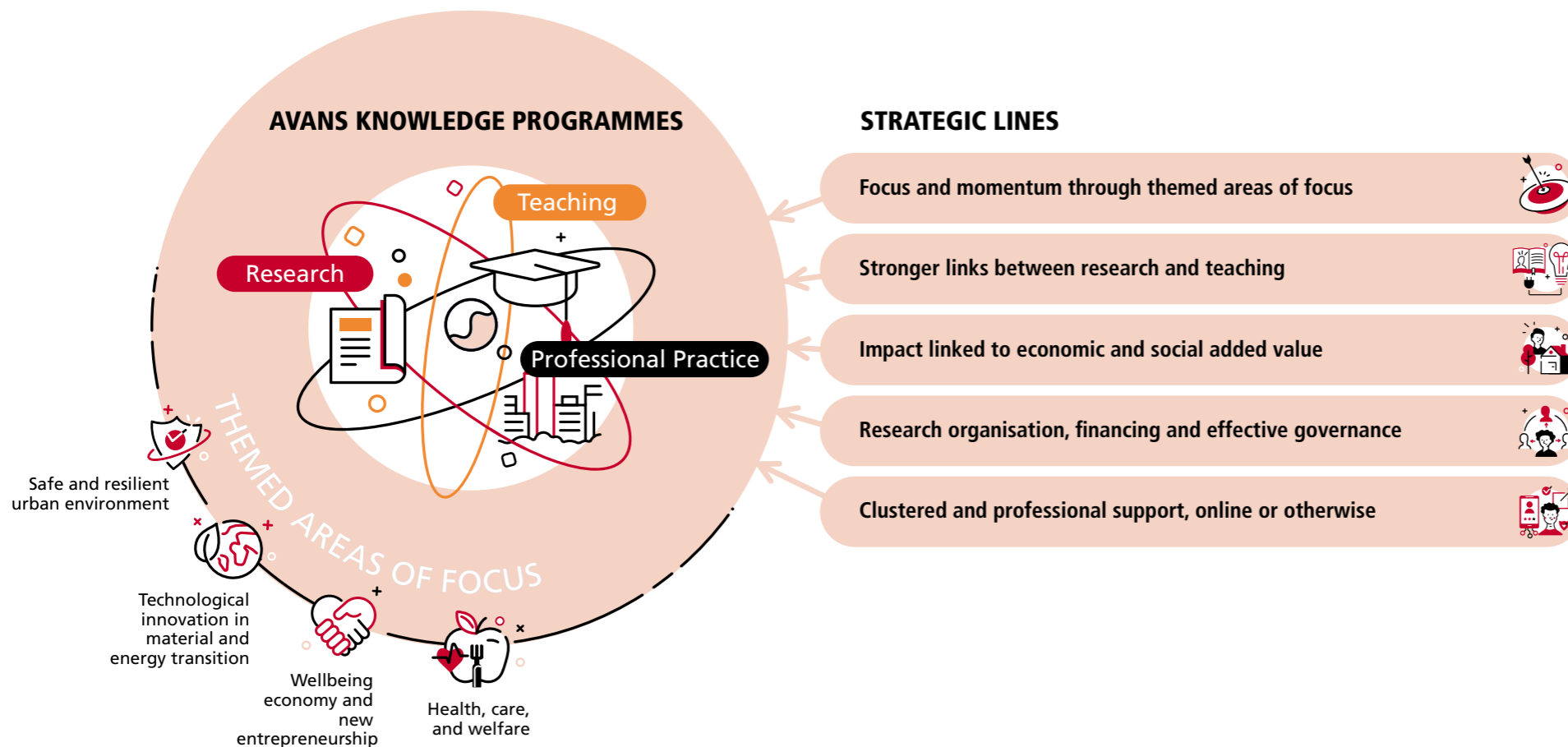
THE ESSENCE OF THE CHANGE

Specifically, there are eight points that lie at the heart of the continued development of practice-based research, and therefore of our ambition to evolve as a knowledge institution. In no particular order, they are as follows.

- We target our research efforts (people and resources) on a limited number of internally and externally assessed themed areas of focus, linked to the Sustainable Development Goals;
- We generate more momentum with these areas of focus, as a result of which we would be better recognised as a knowledge institution than is currently the case, with would help us create more impact in the transition towards a more sustainable society;
- We restructure and strengthen the links between research and teaching, at = Associate, Bachelor's, and Master's degree level teaching, by setting up knowledge programmes;
- We would like to invest substantially more in practice-based research, and specifically in greater research capacity: the intention is for Avans to gradually increase its investment in research up to 2025 from around 2.7% to 4.9% of its total annual budget. This means a rise from €8.7 million per year now to €16.8 million in 2025. Our aim is for external funding to increase in tandem so that by 2025, some 40% of the total research resources are derived from external sources. This represents a rise from €2.6 million per year now to €11.2 million in 2025;
- We bring the organisation of research in line with the ambitions we wish to achieve, and improve the professional qualities of the research support services that are needed in that process;
- We have stronger HR policies with greater and clearer career perspectives for all researchers at Avans;
- We develop policies on the effects and impact of our research, with a focus on marketing and research communications;
- We bring our quality policies in line with the Avans vision for quality assurance ('Kwaliteit in Beweging' ('Quality in Motion')), including a specific place for peer reviews by professors and researchers.

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THE ROUTE, VIA 5 STRATEGIC LINES

We would like to bring about our continued development as a knowledge institution via 5 strategic lines.

- Strategic line 1:** Focus and momentum through themed areas of focus
- Strategic line 2:** Links between practice-based research and teaching
- Strategic line 3:** Impact linked to social and economic added value
- Strategic line 4:** Research organisation, financing and effective governance
- Strategic line 5:** Clustered and professional support, online or otherwise

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STRATEGIC LINE 1: FOCUS ON THEMED AREAS OF FOCUS



Our practice-based research will be targeted at a limited number of themed areas of focus. A themed area of focus is a socially relevant theme around which we carry out practice-based research. Themed areas of focus provide a substantive direction for our research and enhance its external profiling.

The selection of a certain area of focus does not necessarily preclude research in other areas. 'Focus' implies that we allocate people and resources towards particular areas and less towards other possible relevant themes. Our starting point is that we deploy the majority of our people and resources on the areas of focus.

We select and develop the areas of focus for our research with our researchers, centres of expertise, study programmes and external strategic partners. We go for areas of focus that lend themselves to a cross-disciplinary approach. This will allow us to combine fields of knowledge, creating fresh insights that transcend the bounds of traditional disciplines. Our areas of focus are also relevant to the Sustainable Development Goals and other social challenges, as well as to external regional, national and international agendas. They may be based regionally or nationally, but their scope extends beyond any regional boundaries. It means the areas of focus offer a wide range of co-creation opportunities with strategic partners. Within these areas of focus, we look in particular at international issues and

We bring focus and critical mass to our practice-based research by choosing and developing a number of thematic focal points.

at the possibility of forming consortia with international partners. Obviously, they will need a proven track record in teaching and research that matches ours, and they would have to be compatible with Avans University of Applied Sciences' own profile.

On the basis of the set criteria, Avans will be selecting four themed areas of focus in the forthcoming Ambition period with which it can contribute towards a more sustainable, healthy, safe and just society. (NB. This concerns provisional titles that have yet to be finalised.)

The aim (in due course) is to incorporate each area of focus in the organisational form of a Centre of Expertise, in accordance with the relevant Association of Universities of Applied Sciences framework. Because the areas of focus are at different stages of development, the route and timeline of each will also be different.

For two of the areas of focus, now is a good time to work out the details of the programming and titles of the research assignment, and at the same time to establish the direction of the continued development and transition towards a Centre of Expertise. They are:

Technological innovation in energy and material transition;

aimed at the challenge of bringing about the transition to a climate-neutral and circular society. This will see us contributing primarily to the objectives of SDGs 6, 7 and 13. The organisation of this area of focus will be achieved by progressing the current Bio-based Economy Centre of Expertise to the next phase. The proposed Taskforce for Applied Research SIA SPRONG application will make an important contribution towards this.

Safe and resilient urban environment;

aimed at the administrative, social, legal, ethical, economic and technological conditions for the creation, management and organisation of a safe and resilient urban society. This will see us contributing primarily to the objectives of SDG 16. With regard to this area of focus, we will begin moving towards the organisational development of a Centre of Expertise, supported by a proposed Taskforce for Applied Research SIA SPRONG application.

In the case of two of the areas of focus, it will be first necessary to define more clearly what they entail.

Wellbeing economy: developing vital communities for a healthy planet;

aimed at the development of alternative economic systems and models that are needed for realising a sustainable future for everyone. This will see us contributing primarily to the objectives of SDGs 8, 9 and 12.

Health, care, and welfare;

aimed at contributing towards the health, welfare and vitality of people and how we organise this in our society. This will see us contributing primarily to the objectives of SDGs 3 and 11.

As well as the above, there is also scope for other themes that are relevant to both Avans and society at large, and into which research is being carried out. This includes the theme 'Designing future-proof education', which is aimed at research in support of the large-scale educational innovations that will be taking place at Avans as a result of the new Ambition 2025. A second theme is that of 'Creativity and critical imagination', aimed at the implementation of a long-term knowledge programme by the Caradt Centre of

Expertise. The aim here is interdisciplinary participation in projects based on the four themed areas of focus, as already stated in both Taskforce for Applied Research SIA SPRONG applications. In addition, expertise from throughout Avans can be used for this theme, based on the existing links between research and Master's teaching and on participation in the Professional Doctorate pilot for Dutch higher



Themed areas of focus in summary

The themed areas of focus give direction for our research and our external profiling. Avans has made the following choices for 2021-2025:

1. Technological innovation in energy and material transition
2. Safe and resilient urban environment
3. Well-being economy: developing vital communities for a healthy planet*
4. Health, care, and welfare*

**subject to clearer definitions about what they entail*

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STRATEGIC LINE 2: LINKS BETWEEN PRACTICE-BASED RESEARCH AND TEACHING



We establish knowledge programmes around each focal point, with a strong connection between research and education.

To achieve strong links between practice-based research and teaching, we are establishing a knowledge programme for each area of focus.

Knowledge programmes will highlight what knowledge we are developing through our practice-based research and how this knowledge filters into teaching, the knowledge domain, the professional field and society. Knowledge programmes will be directly linked to the themed areas of focus (see Strategic line 1). In other words, a knowledge programme will be set up for each themed area of focus.

The knowledge programmes will be aimed not just at research, but also at teaching and contain both a research and teaching component. This is the distinguishing factor of a knowledge programme, compared to a research programme. The research component describes the research tracks and projects on which researchers perform their work. The objective is to generate

transferable knowledge that can be applied in a variety of contexts. The teaching component consists of a curriculum in the form of:

- interdisciplinary tracks and optional modules for Associate Degrees and Bachelor's;
- graduation projects and research internships for Bachelor's programmes;
- Professional Master's;
- Professional Doctorates;
- learning networks aimed at carrying out practice-based research.

Knowledge programmes will be drawn up on the basis of a joint problem diagnosis and demand articulation with stakeholders from research groups, study programmes and external strategic partners. There is a crucial relationship here with the implementation of the new educational model and the realisation of the ambition of the co-creation and strategic partnerships building block.

Community of research and practice

The knowledge programmes will be implemented in what is known as a community of research and practice. These communities will comprise professors, researchers, professionals from the field and students, all working jointly on the development, transfer and application of knowledge on the basis of their various roles and expertise, with the aim of creating the desired sustainable innovation in the relevant area of focus. The knowledge programmes will also serve as a base for seeking national and international collaboration with other knowledge institutions, including other universities of applied sciences.

Student participation

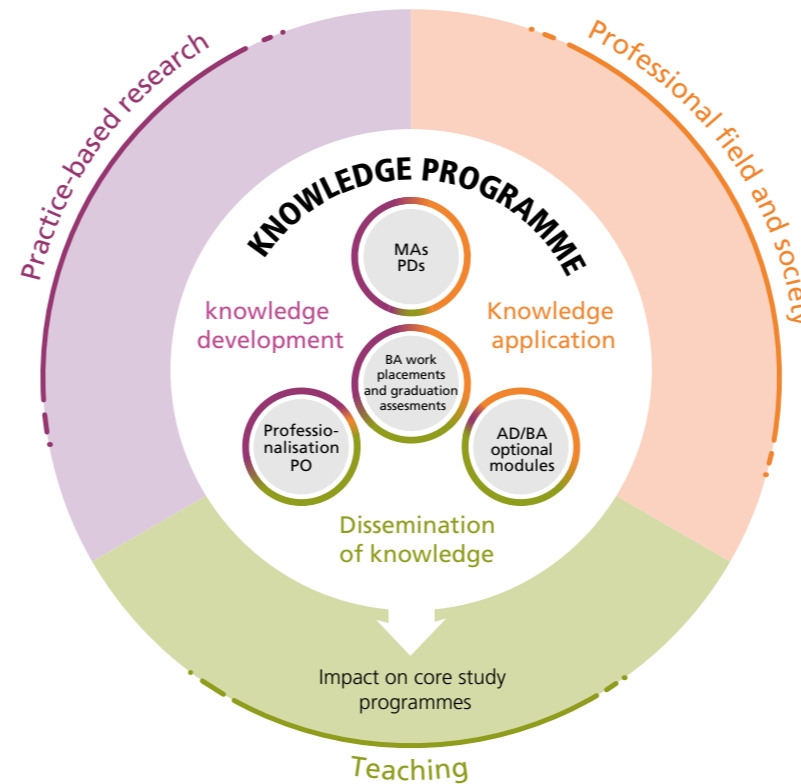
Knowledge programmes will contain first, second and third cycle teaching. This will give students the opportunity to become part of a knowledge programme's community of research and practice for longer periods of time and at different parts of their student careers. It means they can make a substantial contribution to research projects associated with the innovation issues they will encounter during their future professional lives, for which they are currently studying. The communities will continue to be valuable to students even after they have graduated. Alumni will be able to participate as lecturer-researchers or newly-qualified professionals.

Impact on core study programmes

The curriculum in a knowledge programme will also serve as an incubator that assists in the transfer of knowledge to core study programmes and the professional field. By including new knowledge products in study programmes, we can ensure that innovations are rolled out on a wide scale through newly-qualified professionals.

Facilitating collaboration

To further strengthen the links between teaching and research, we are also setting up living labs, creative breeding grounds and shared project spaces. Here, study programmes and research groups can jointly develop activities that are closely relevant to the professional field and society itself. This puts us in line with current initiatives, such as the new educational model, the innovation agenda and the developments relating to cross-sectoral education.



Summary of the links between teaching and research

We are strengthening the links between teaching and research by:

- creating a knowledge programme for each themed area of focus;
- developing teaching in co-creation in each knowledge programme, for Associate, Bachelor's, and Master's degree programmes and future professional doctorates;
- offering students the opportunity to join a knowledge programme at various points during their studies and for a longer period of time;
- facilitating interdisciplinary collaboration and professional development of student and lecturing researchers in communities of research and practice;
- providing creative breeding grounds and shared workspaces, including living labs and shared project spaces.

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STRATEGIC LINE 3: IMPACT LINKED TO SOCIAL AND ECONOMIC ADDED VALUE



Our knowledge programmes will show how knowledge that has been acquired is transferred not just through to teaching, but also to the knowledge domain, the professional field and society. This is important, because with the knowledge we generate through our practice-based research, we wish to create social and economic impact. By impact, we mean the value that is created through our practice-based research. This value is expressed in new knowledge, skills and competences, as well as in changes that are achieved, networks that are built and in instruments, models, concepts, products and course material. Because this value is not only expressed in the eventual research outcomes, but also earlier during the research process, we sometimes use the term 'effect' to indicate the impact of our research.

Making knowledge visible, available and usable

We enhance the effect of our research by making the results more visible, available and appropriate. We make our knowledge available by working with an Open Science approach and by stimulating open exchanges of ideas, research data and research outcomes.

*In our knowledge programmes,
we generate expertise that
carries through to education, the
professional field, the knowledge
domain and society as a whole.*

Making our knowledge usable happens because we put its economic and social value at the heart when setting up our research projects. We think carefully in advance about what the objectives of our teaching are in terms of knowledge development, personal development, product development and system development. We also consider the form in which we would like to deliver our knowledge, so that it is appropriate to direct stakeholders and others involved with the research.

Additionally, we make our knowledge usable by involving the relevant parties directly with our research and jointly spending sufficient time on diagnosing problems and demand articulation, and on conducting and evaluating the research. Finally, we actively look for parties for whom the knowledge we generate could be useful.

Making knowledge visible means we actively convey it to the outside world. We use appropriate marketing and communication techniques to achieve this.

Investing an in an enterprising attitude and entrepreneurship

We anchor the social and economic use of knowledge and entrepreneurship in every domain. We encourage an enterprising attitude and entrepreneurship among our researchers and students.

Strengthening partnerships and networks

Based on the notion of co-creation, we enter into strategic partnerships and take an active part in regional, national and international networks that can enable us to make sure our knowledge makes itself felt. We make ourselves visible in knowledge and research consortia and ensure that we are recognised and acknowledged by other parties on account of our expertise.

Supporting our efforts at ensuring our knowledge makes itself felt

In the process, our researchers receive support from a range of professionals. An example is that of the Knowledge Transfer Officers who, together with researchers, are responsible for a more widespread dissemination of knowledge to the outside world based on specific research projects that go beyond the bounds of the areas of operation of the partners involved with the project. Together, they ensure that the impact of knowledge is firmly anchored in the lines of research. We are also improving the professional qualities of the programme management for impact and we are centralising support in the area of project development and management, financing and grants. Finally, we are investing in physical and online infrastructure so that we can provide optimum support for our partnerships and ensure our knowledge makes itself felt.

Monitoring our efforts at ensuring our knowledge makes itself felt

We are also ensuring better monitoring of the way in which knowledge is used, both in and outside of Avans. We do so by placing specific emphasis on impact in our quality cycle and by devising methods able to monitor the impact of the knowledge internally and externally. Furthermore, we are committed to collective learning about knowledge impact and we organise structural exchanges on this theme.



Knowledge impact in summary

We are strengthening our social and economic added value by:

- making research outcomes visible, available and suitable for contributing to sustainable innovation;
- strengthening an enterprising attitude and entrepreneurship among our researchers and students;
- strengthening strategic and structural partnerships and making better use of regional networks;
- providing appropriate support in the form of physical and online infrastructure;
- better monitoring of the way in which knowledge is used, both in and outside of Avans.

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STRATEGIC LINE 4: RESEARCH ORGANISATION, FINANCING AND EFFECTIVE GOVERNANCE



To develop and implement our knowledge programmes effectively, the organisation of our practice-based research requires some modification. We are therefore evolving towards an appropriate organisational model in which powerful research groups can work in a focused manner in various combinations. These research groups form a research backbone that guarantees the continuity of the substantive research lines and enables us to further develop and professionalise our specific research methodologies. Having an effective and efficient organisation means having a good mix of content, people, resources and proper organisation of impact, and means we can progress to:

1. powerful research groups
2. an increase in resources from direct government, indirect and commercial funding
3. an appropriate organisational model

Powerful research groups and HR policies

Researchers, professors, lecturing researchers, PhD students, postdocs and students work jointly in research groups on research projects within the knowledge programmes. Powerful research groups are

We organise and fund our research to ensure that strong research groups can work in various compositions on the development and implementation of knowledge programmes.

composed of people from every job classification. The research groups gradually develop their own standards on quality, impact and methodology. The revised HR policies support the development of these powerful research groups and do justice to Avans' research function. They include, for example, a change to the

policy on the appointment of professors, the development of policy on PhD students and postdocs and an adjustment to the Avans job classification system.

For every idea, it is important that the research groups have a long-term perspective and are able to build upon previous experiences, whether on account of their distinctive character, methodological professionalisation, the network they need for greater impact or for better links between teaching and research.

Strengthening direct, indirect and commercial funding

The scope of practice-based research at Avans is currently too modest for it to be able to assume a powerful position in the regional and national infrastructure. To strengthen its position, we require sufficient financial resources, by both investing ourselves in research (direct funding) and by attracting

external funding (indirect and commercial funding). With our intention of organically increasing our primary funding from 2.7% annually to 4.9% of the overall Avans budget by 2025 (an increase from €8.7 million per year now, to around €16.8 million per year), we will be investing chiefly in expanding the number of direct research employees (professors and researchers) and in research support. This will also enable us to fund the extra efforts needed to continue the development of and better profile practice-based research, both qualitatively and quantitatively. It should be appreciated that internal research funding originally started at 3.1%. The research budget, in contrast to other areas, has not grown in parallel to Avans' overall increase in revenue.

We are also developing an explicit funding strategy aimed at increasing the proportion of indirect and commercial funding in the overall research budget, from 25% to 40% by 2025 (an increase from €2.6 million annually to €11.2 million by 2025). This requires a strategic approach towards grant applications and sound project development. Grant advisers, yet to be recruited, will provide optimum support to researchers so that the financial ambitions regarding the external funding can actually be realised. Attracting external funding takes place in close collaboration with other knowledge partners, businesses and social organisations, both in the Netherlands and beyond.

Working towards an appropriate organisational model

We are working towards an appropriate organisational model that facilitates the creation of areas of focus and the development and implementation of knowledge programmes. Such an organisational model must enable robust momentum in the areas of focus so that we can achieve greater impact. We will decide jointly on what organisational model is the most appropriate. The decision will be based on Ambition 2025, national developments, theoretical findings and our own experiences in the recent past. For the moment, we are assuming it will be a clustering system aimed at evolving towards larger research units or one big research unit. Within this unit or units, a number of powerful research groups will operate which, in time, will develop into Centres of Expertise. We are aiming for governance that allows effective action and can give research a fully-fledged position at Avans. We are assuming a research management whose role will be primarily facilitating and organisational, and which will place responsibility for matters of substance with the research groups.



Research organisation in summary

We:

- are forming powerful research groups in which researchers, lecturers and support staff work jointly on research projects and teaching in knowledge programmes, all based on a longterm perspective;
- are bringing about an organisational increase in our direct funding with which we will enlarge the scope of practice-based research;
- are increasing the proportion of indirect and commercial funding from 25% to 40% of the overall research budget. We are doing this by developing an explicit funding strategy;
- are moving towards an appropriate organisational model with larger research units which, in time, will develop into Centres of Expertise.

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STRATEGIC LINE 5: CLUSTERED AND PROFESSIONAL SUPPORT, ONLINE OR OTHERWISE



We will also be aiming to cluster research support services close to research so that research groups can benefit from the best-possible support. We are investing in removing all unnecessary burdens from our researchers and are creating one, more centralised, professional and easily accessible research support system.

Professional and clustered support

We are offering our researchers professional research support (online or otherwise) at every phase of the research chain of the Landelijk Integraal

We invest in professional, clustered and accessible research support for all our researchers.

Onderzoeksondersteuningsmodel ('national integrated research support model', LIOM; see Figure 1).

This enables them to concentrate on their core tasks and to carry out high-quality research that meets the relevant requirements on quality and reliability that are laid down in the Netherlands Code of Conduct for Research Integrity (2018).



Figure 1. LIOM research chain

We are focusing more than previously on supporting grant applications, on better project monitoring and administration, the professionalisation of data management, communications, information security and legal matters. This necessarily entails greater endeavours with regard to the Netherlands Code of Conduct for Research Integrity. At the same time, we are organising our research support systems more closely to researchers, while raising the quality, effectiveness and efficiency of the support by providing it in a more cohesive and less fragmented manner. We are preventing any overlapping or duplication of support being offered in different places.

Accessible support

We are creating a helpdesk that will assist researchers regardless of what phase of the research cycle they have reached. This represents a necessary improvement in quality, aimed at clustering and more in-depth and wide-ranging expertise. We are standardising any aspects if that simplifies the work. Wherever the work helps towards focus and momentum, we will provide customised support.

We are also investing in online applications and systems that make knowledge development, knowledge accumulation, knowledge sharing and knowledge circulation more easily achievable. We are setting up an integrated online work and research environment for researchers, lecturers, employees, students and external partners. At the same time, we are investing in further digitisation which will make it easier to gather and analyse data, thereby enabling us to make links between data and to discover patterns.

Research support in summary

We are making life easier for our researchers by:

- supporting them with their grant applications, through better project monitoring and administration, the professionalisation of data management, communications, information security and legal matters;
- positioning this support closely to researchers, across the boundaries of the current organisational components;
- making a necessary improvement in quality, aimed at clustering and more in-depth and wide-ranging expertise;
- investing in online applications and systems that make knowledge development, knowledge accumulation, knowledge sharing and knowledge circulation more easily achievable.



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SAFEGUARDING AND DEVELOPING OUR QUALITY

The safeguarding of our quality lies first and foremost with our own professionalism and the sense of responsibility among our researchers and support employees. A recalibrated and properly functioning quality-assurance system means they are able to carry out the knowledge programmes safely, professionally and in accordance with relevant legislation. The system is entirely compatible with Avans' quality cycle and quality policies and is designed to evaluate, account for and improve our approach in a systematic manner. We are setting down quality criteria with which our research must comply in terms of practical relevance, methodical thoroughness and ethical accountability. In substantive discussions with our stakeholders, we are reflecting on the fulfilment and feasibility of the objectives we have set down in our knowledge programmes. We are doing so with the help of narratives, accounts and examples, but we are basing our actions on progress reports, results from evaluations, peer reviews and satisfaction surveys. We will adjust our approach or course if necessary or desirable. The insights we gain from these discussions and the actions we base upon them will form the input for the periodic management reports and performance and assessment cycle of researchers and their support staff.

We will evaluate and monitor the quality and impact of our research by means of peer reviews and make any adjustments accordingly. Dialogue among internal and external colleagues or peers is, for us, an important instrument by which to bring about - and make visible - improvements to the quality and impact-related achievements of individual researchers and research groups.

Quality assurance in summary

The quality assurance of our research:

- is derived first and foremost from our own professionalism and our employees' sense of responsibility;
- is compatible with Avans' quality cycle and quality policies;
- is designed to evaluate, account for and improve our approach in a systematic manner.

We safeguard the quality of our research by:

- setting down quality criteria with which our research must comply;
- reflecting during substantive discussions on the fulfilment and feasibility of our objectives;
- continuing to expand the use and support of peer reviews and assessments.

THE NEXT STEP IN A NEVER-ENDING JOURNEY

As befits any knowledge institution, we will continue to assess our vision and our ambitions as we move forward, adjusting them where necessary. We are setting parameters that set out the direction in which we would like to progress and develop, but also allow scope for incorporating any fresh insights we acquire, as well as any professional expertise from those with whom we seek to realise this progress. We will be developing and pursuing the five strategic lines simultaneously and in parallel with other ambition-related projects. This will involve an integrated approach in which we will be working simultaneously on (1) knowledge programmes relating to areas of focus, (2) the link between teaching and research, (3) impact, (4) organisation and (5) research support. We will actively involve our stakeholders in implementing this approach, using their experience and expertise, and aim for maximum synergy between service departments, study programmes, research units and the outside world. We will work in a systematic manner, with concrete results. Where outcomes are still diffuse, we will learn and innovate as we progress.

Achieving the vision, in summary

We:

1. are opting for an integrated approach in which every stakeholder is involved and where we work on five strategic lines simultaneously;
2. will position the direct stakeholders as supporters of the fulfilment of our vision;
3. will build on what is already going well;
4. will work systematically where possible, learning and innovating where necessary.



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DEVELOPING KNOWLEDGE

Vision for practice-based research and its effects
2021 - 2025

June 2021