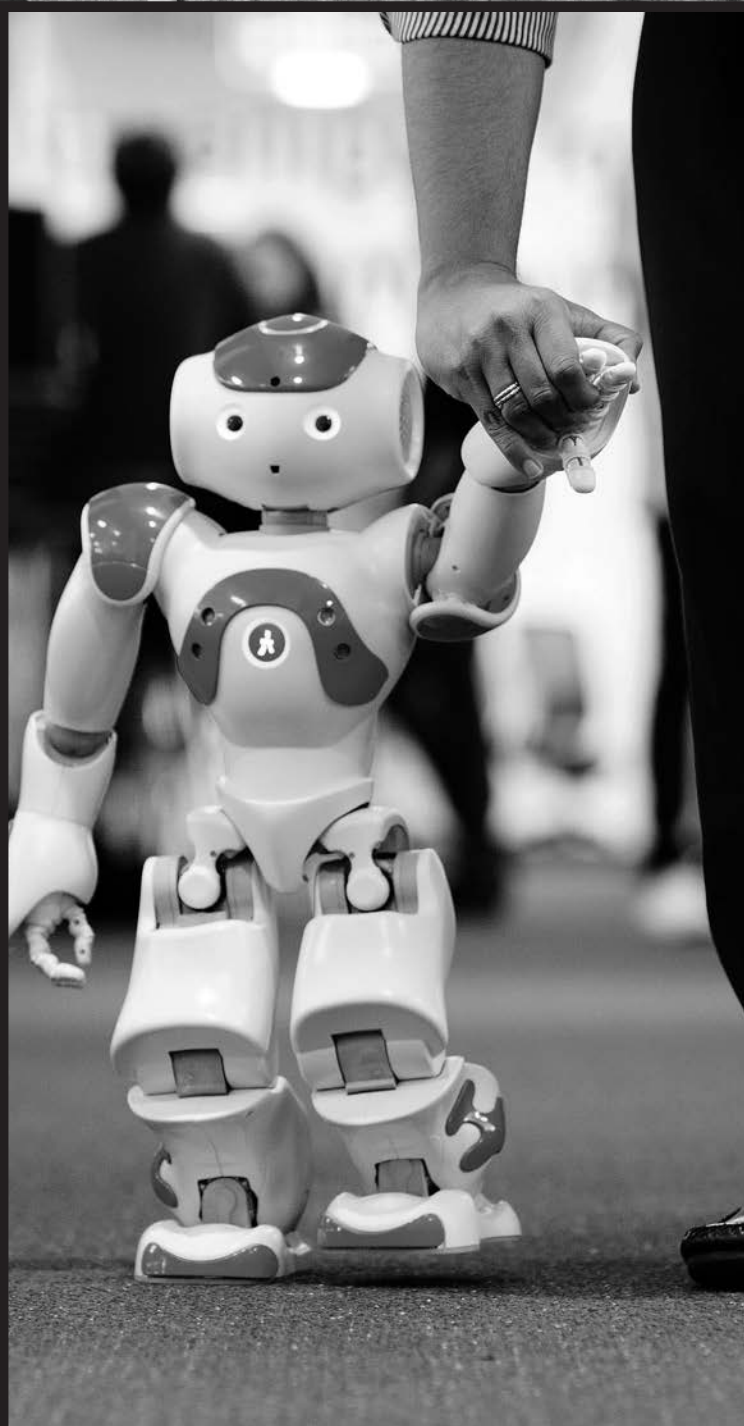


Northumbria University Strategy 2018 – 2023

#TakeOnTomorrow



Northumbria
University
NEWCASTLE



Vice-Chancellor's Introduction



Professor Andrew Wathey, CBE, Vice-Chancellor and Chief Executive

Against this backdrop, technology is changing all aspects of higher education, and will increasingly drive innovation, in both teaching and research, and for students and staff, as we move into the 2020s. Universities need to embrace technology to be at the forefront of research, education and knowledge exchange, to attract and retain students, and provide exceptional value for money. It is in this context that our Vision and Strategy, focused on quality with the student at their heart, will enable Northumbria to grow and flourish, and to reach new levels of achievement in transforming lives and creating new knowledge.

Northumbria University's Vision for 2025 is to be a research-rich, business-focused, professional university with a global reputation for academic excellence. We are a challenger institution, transforming to take on tomorrow. Our ambitious Vision puts academic excellence at the heart of everything we do; high-quality research creates new knowledge that benefits society and research-rich education transforms our students' lives.

Our Vision will secure our future sustainability and success in this period of accelerated change in higher education. Greater marketisation in the UK, initially driven by changes to undergraduate fees and now a new market regulator, are increasing competition for both home and international students. And although the UK retains its reputation for having one of the highest quality higher education systems in the world, it faces significant competition for students from other countries, and rapidly developing in-country provision. Competition for research funding is also intensifying as more UK universities seek to develop their reputation for creating new knowledge. Brexit creates further uncertainties for student recruitment and access to research and research funding, issues that may or may not be resolved during the period of this Strategy.

We have established a firm foundation in the last five years and begun the task of repositioning Northumbria. Developed through wide-ranging engagement with colleagues across the University, this Strategy strengthens our ambition and the pace of change. It will widen our reach and scope and secure a further growth in outlook, stature, and reputation over the next five years. It sets out how we will achieve a rank position in the top 30 of UK universities. We will shortly be considering how the extension of our Vision to 2030 and beyond will capture the University's distinctiveness and global potential.

People are at the heart of this Strategy, because it is only through their efforts and innovation that we can achieve the distinctive Vision of Northumbria as a new kind of excellent university.

Summary

This University Strategy 2018 - 2023 is the next phase of achieving the step change set out in our Vision, with an overarching ambition to be in the top 30 of universities in the UK.

By 2023 we will have achieved the following Strategic Outcomes:

Exceptional people empowered to achieve shared ambitions	World-class research driving excellence in all of the University's activities	Transformed student and stakeholder outcomes	Strong global reputation and market position, with diversified revenue streams	Organisational sustainability, efficiency and effectiveness
<p>This means: Self-motivated people and teams that are ambitious for their own achievement and that of the University</p> <hr/> <p>A community that supports the wellbeing of its staff, students and stakeholders; and helps them to realise the individual and collective benefits of collaboration</p> <hr/> <p>A University that values people, with an inclusive environment that attracts and retains talented individuals from diverse backgrounds and supports access to opportunities and development.</p>	<p>This means: Research is embedded in education and knowledge exchange to drive academic excellence</p> <hr/> <p>Increased volumes of 4* and 3* research creating global reputation</p> <hr/> <p>World-class research in key areas of strength, with strong disciplines underpinning increased multidisciplinary collaboration and impact.</p>	<p>This means: Teaching and learning that provides a research-rich, experiential and enquiry-based educational experience for all students</p> <hr/> <p>Partnership working as a stylistic trait that achieves shared goals and is recognised by staff, students, and stakeholders</p> <hr/> <p>Outstanding student and stakeholder experiences and outcomes.</p>	<p>This means: More high-quality activity worldwide to reposition Northumbria's reputation</p> <hr/> <p>A more balanced, innovative, flexible and attractive portfolio of education and research responsive to new market demands</p> <hr/> <p>A student body of increasingly high achievement and levels of satisfaction, and a clear demonstration of the University's contribution to social mobility.</p>	<p>This means: An integrated, technology-enabled and agile organisation that is customer-centric and delivers value for money for student and stakeholders</p> <hr/> <p>Improvements in our environmental sustainability, a modern, attractive campus, and effective space utilisation</p> <hr/> <p>A sustainable financial model which supports reinvestment in the University's Vision.</p>

Vision 2025 and Context

Academic excellence lies at the heart of our Vision for 2025. The transformation envisaged by the Vision is an opportunity but also a necessity if we are to shape our own future. Achieving strength in both education and research, a differentiator for high-quality universities, will secure the University's success and sustainability in the context of greater competition and choice, globalisation and technology. Our ambition, as set out in the Vision, is to be in the top 30, and then the top 20, of universities in the UK, as a key indicator of reputation for academic excellence.

This Strategy sets out how we will produce more world-leading and internationally excellent research that drives excellence across the full range of our activities and makes remarkable impact globally. Students will have a research-rich, experiential and enquiry-based educational experience. And we will further grow our contribution to social mobility, supporting equality of access and providing opportunities for all to succeed. We will continue to recruit the best students, irrespective of their background, and will communicate the dividend of a university education to those least likely to participate. Our graduates, critical, reflective and challenging thinkers, will be supported to achieve their ambitions. Through their knowledge, leadership and employability, we will transform lives and impact positively on communities. We will have significant global reach, connecting our research and education to benefit societies in the UK and globally, making full use of technological advances in delivery. Partnership working will continue to be a stylistic trait that creates mutual gains in reputation and sustainability at home and overseas, and is the basis for our interactions with the world of business and the professions.

We value our exceptional people, who will drive our modern, ambitious and demand-focused one-University culture. Our financial sustainability maximises reinvestment in the quality and impact of our core activities.

We have already made significant strides towards achieving our Vision. In the Research Excellence Framework (REF) 2014 we achieved the largest rise in research power in the sector, positioning Northumbria in the top 50. Over half of our staff are now doctorally qualified. Our silver rating in the Teaching Excellence and Student Outcomes Framework (TEF) recognises that Northumbria delivers high-quality teaching and learning for its students. We consistently attract highly-qualified students, and rank in the top 32 universities in England on student entry qualifications. And more Northumbria graduates are going into professional employment or graduate study; the proportion grew by over ten percentage points between 2013 and 2017 to 72.5%.

By 2023, Northumbria will be known for its strengths in a broad base of subject areas. They will all have a foundation in high-quality research that supports research-rich, experiential and enquiry-based education.

They will deliver knowledge exchange, impact and income.

Our investment over the next five years will be directed towards quality, to develop both our existing strengths and areas where we have the potential to achieve it. Our reputation for excellence will enable us to grow our national and international collaborations, especially with other high-quality universities.

To achieve our ambitions, it is essential that we diversify and increase our income so that we can continue to grow our investment in academic excellence.

This Strategy sets out what a transformed Northumbria University will look like in 2023 (described by our Strategic Outcomes) and how we will make a step change to achieve it (described by our Business Outcomes).

Our Mission

THE ACHIEVEMENT OF OUR VISION SUPPORTS OUR MISSION.

Our Mission

Northumbria University creates and applies knowledge for the benefit of individuals, communities and the economy. Through excellent research, teaching and innovation we transform lives, making a powerful contribution to cultural and economic development and regeneration, locally, nationally and globally.

Our Values

WE ACHIEVE OUR MISSION AND VISION BY WORKING AS ONE UNIVERSITY, WHICH IS UNDERPINNED BY OUR VALUES:

Academic Excellence

We will take personal responsibility to get things right first time, focusing our efforts and resources to achieve excellence in everything we do, enabling academic excellence in education, research and knowledge exchange. We will support and encourage colleagues to give their best every day and be proud of the role we each play in Northumbria's success as a new kind of excellent university.

Innovation

We will dare to be different by challenging the status quo and asking questions. We will embrace change with enthusiasm to continuously improve in everything we do.

Inclusivity

We will recognise, value and celebrate our diversity and collective expertise. We will practise and promote fairness, transparency and mutual respect, asking for and listening to feedback so that we can learn and improve.

Collaboration

We will work together across disciplines and teams, using our collective knowledge and expertise to inform our decisions. We will create an environment where colleagues feel encouraged to get involved, share their views and are empowered to take managed risks.

Ambition

We will be bold, confident, decisive and agile in responding to an ever-changing external environment. We will be ambitious for ourselves and the University, retaining focus on our Strategy and maintaining high standards of service at all times.

Our ambitious Vision puts academic excellence at the heart of everything we do.

Strategic Outcomes

We will achieve five Strategic Outcomes over the next five years which collectively describe what Northumbria University will look like in 2023.

The focus on academic excellence is synonymous with strength in research and education across the whole institution; this strength will also enable high-quality knowledge exchange through our work with others. Our people, and the alignment between their ambitions and those of the University, will drive the transformation.

Quality underpins the transformation of outcomes for students and stakeholders, and will grow our strong global reputation. This reputation will enable us to work with more high-quality partners and to diversify our income. Through organisational sustainability, efficiency and effectiveness, we will deliver value for money, ensure that the resources are available to implement this Strategy, and manage the impact we have on our environment.

Together with our Business Outcomes and Key Performance Indicators, these Strategic Outcomes make up our Strategy - where we want to be by 2023, how we will get there, and how we will measure our progress.





Exceptional people empowered to achieve shared ambitions

This means:

- Self-motivated people and teams that are ambitious for their own achievement and that of the University
- A community that supports the wellbeing of its staff, students and stakeholders; and helps them to realise the individual and collective benefits of collaboration
- A University that values people, with an inclusive environment that attracts and retains talented individuals from diverse backgrounds and supports access to opportunities and development.

We will support staff and students to make an outstanding contribution to Northumbria both individually and collectively. They will power the University's transformation through their knowledge, skills, experience, energy, ideas and ambition. They will be ambitious for themselves and for the University, challenge the status quo, focus on outcomes and take ownership of change. Excited by the future, our people will take responsibility for their own growth and learning and development. They will seize opportunities open to them, supported by, amongst other things, coaching, training, sabbaticals, secondments, placements, and study abroad.

Collaborations and communities will inspire and support everyone to achieve their ambitions. We will build strong academic teams that are research-rich, excellent in teaching and that collaborate strategically with external organisations. Academic career progression is open to all based on merit, with excellence the only limit to promotion. Professional support teams will use their specialist expertise to deliver innovative services supporting academic excellence.

Students will do more one-to-one, peer-to-peer and small group learning and their educational experience will be transformative. Our students will promote social capital and create positive social change, with all able to achieve their academic and personal potential and be prepared for life beyond the University.

The physical and psychological health and wellbeing of all of our people will be a priority. We will celebrate the diverse range of our people, and their knowledge, skills and experience. We embrace the fact that diversity is a strength and are committed to taking action to strengthen the diversity of our staff base and student population. We will reward and recognise excellence and help everyone maximise the contribution they make to the University's success.

We will support staff and students to make an outstanding contribution to Northumbria both individually and collectively.

World-class research driving excellence in all of the University's activities

This means:

- Research is embedded in education and knowledge exchange to drive academic excellence
- Increased volumes of 4* and 3* research creating global reputation
- World-class research in key areas of strength, with strong disciplines underpinning increased multidisciplinary collaboration and impact.

Excellence in research at Northumbria will be impactful, transforming people and societies. Students will benefit from the synergies between research and education, working alongside academic leaders in their field as part of a research-rich, experiential and enquiry-based educational experience. Our research will support partners and stakeholders to achieve their ambitions through knowledge exchange, aligned where appropriate with the UK's Industrial Strategy. Our reputation will grow from the impact that our research achieves globally, supporting Northumbria's ambition for it to drive excellence in all of our activities.

We will develop and recruit doctorally-qualified research-excellent academics, supporting them to produce high-quality outputs and to deliver impact in education and knowledge exchange. Building on our outstanding performance in REF 2014 and on-going improvement since, we will continue to transform our reputation for research. We aim to move to 30th in the sector on research power with national and international recognition in a range of strengths, and will achieve it in a manner that is consistent with our ambitions for quality. REF 2021 will be a significant indicator of our growing reputation, marking a step-change equivalent to that demonstrated by Northumbria in REF 2014.

By 2023, at least 80% of our academic staff will be producing 4* and 3* outputs and 85% will be doctorally qualified (with an ultimate goal of 90% by 2025). Their research will be supported and recognised by higher levels of external funding. We will also grow our cohort of postgraduate research students. Our ambition is to maintain a doctoral student population equal in size to that of research-active staff and with a significant increase in the number of externally-funded studentships.

Research strength in all subject areas will provide a robust foundation for a number of focused high-reputation multidisciplinary collaborations that will enable us to explore the world's most urgent and complex challenges. We will grow areas of strength in which we will have global reputation. These will be focused on key challenges, starting with Human and Digital Design. We aim to double our activity in generating intellectual property and commercialising research.

We will produce more world-leading and internationally excellent research that drives excellence across the full range of our activities and makes a remarkable impact on our world.



All students at Northumbria will have a research-rich, experiential and enquiry-based educational experience.

Transformed student and stakeholder outcomes

This means:

- Teaching and learning that provides a research-rich, experiential and enquiry-based educational experience for all students
- Partnership working as a stylistic trait that achieves shared goals and is recognised by staff, students, and stakeholders
- Outstanding student and stakeholder experiences and outcomes.

All students at Northumbria will have a research-rich, experiential and enquiry-based educational experience. It will connect research excellence with business and professional relevance. Delivery will be blended, enabled by technology, with access to our virtual learning environment from any device, at any time, and anywhere. Educational analytics will enable students to take responsibility for their performance and development, leading to improved engagement, continuation and attainment. Our students will be taught and inspired by doctorally-qualified research-active academics with professional teaching qualifications, who are recognised nationally and internationally for the quality of their work. The student experience at Northumbria will enable all of its subjects to be rated Gold in the TEF. We will continue to work closely with the Students' Union, to deliver these changes.

Partnership working is a stylistic trait at Northumbria: when we collaborate we can achieve more for the University, its partners and beyond. Our clear and distinctive knowledge exchange portfolio will match our academic strengths with the needs of future graduates, employers, the economy and society. Growth will be based on areas of research strength, aligned with high value-added impact and, in the UK, with the Industrial Strategy.

Relationships with partners will be strengthened by having more students on placements, which will also support greater experiential learning.

Our ambitions for knowledge exchange are an integral part of our research and education, driving remarkable impact for society and the economy and supporting income growth and diversification. Our strategic partnerships with private, public and charitable organisations will enable us to solve their problems and support them to achieve their goals.

Students will be equipped with the skills, knowledge and reflexivity they need to succeed in a digital, global, changing world. Across all subject areas, experiential learning (clinics, placements, study abroad, and student-led research) will be facilitated through partnerships and networks. Outside of the curriculum, Northumbria degree-plus opportunities (including volunteering, language study and sport) will support students' post-study aspirations. All students will be able to identify and address their own development needs; they will be supported to have a career plan enabling them to flourish in a competitive graduate labour market or progress to further study.

Strong global reputation and market position, with diversified revenue streams

This means:

- More high-quality activity worldwide to reposition Northumbria's reputation
- A more balanced, innovative, flexible and attractive portfolio of education and research responsive to new market demands
- A student body of increasingly high achievement and levels of satisfaction, and a clear demonstration of the University's contribution to social mobility.

Northumbria remains committed to its role as an anchor institution in North East England, contributing to society and economic growth. We will also drive high-reputation activity nationally and internationally, through our London and Amsterdam campuses and through partnerships in higher education and beyond. We will be a university of choice for students, stakeholders, customers and influencers, with our offer increasingly individualised. We will build sustainable relationships with customers and partners. Our reputation will be cemented as a challenger institution offering a credible alternative to longer established providers.

There will be a seamless service for all student enquirers and applicants that manages the customer journey to the point of enrolment. We will transform how we engage with our alumni so they can feel part of the Northumbria community for life.

Prioritising quality will drive a more focused taught portfolio, set out in our academic plan, with the scale of subject areas and programmes aligned to quality and demand. This will lead to fewer programmes, but with all subject areas having appropriate pathways from foundation year to postgraduate research, year-long experiential learning opportunities and integrated masters programmes. Northumbria's degree apprenticeship offer will be responsive to the needs of specific professions, regionally and nationally. We will build reputation, reach and focus in distance learning through innovation and technology, delivered in partnership. To grow and diversify, we will rebalance our activity. We will increase in scale across all activity, apart from UK full-time undergraduate provision, where we will maintain size and focus on continuing to increase the number of highly-qualified students relative to other universities. We will aim for growth in: research; knowledge exchange; education for postgraduate, international, and degree apprentice students; and philanthropic partnerships. By 2022/2023 we will aim to have grown our income by at least a fifth compared to 2017/2018, as part of a financial and investment plan that underpins the achievement of this University Strategy.

Our ability to attract the most promising students, irrespective of background, remains a vital measure of academic quality. We will continue to target the best students in North East England, and from all geographies, and support them to achieve the best they possibly can. We will clearly communicate the university dividend for all students, especially those from low participation groups. We will grow the number of international students taught on campus, with more students here for longer. This will be achieved through a more sophisticated and targeted approach to the University's portfolio, and to strategic partnerships overseas.

Integral to our international ambitions will be the growth of our London and Amsterdam campuses, supporting student recruitment post-Brexit. Northumbria's global reach will be driven further through a small number of multi-faculty, high-quality institutional level partnerships with overseas universities, encompassing research and education. Partnerships will support an expansion in Trans-National Education (TNE), doubling the current volume.



Our reputation will be cemented as a challenger institution.

Organisational sustainability, efficiency and effectiveness

This means:

- An integrated, technology-enabled and agile organisation that is customer-centric and delivers value for money for students and stakeholders
- Improvements in our environmental sustainability, a modern, attractive campus, and effective space utilisation
- A sustainable financial model which supports reinvestment in the University's Vision.

As a challenger university we must continuously evolve in all ways, including in our sustainability, effectiveness and efficiency. Northumbria will be at the forefront of modernising, streamlining and digitally enabling its operation. This will help empower our people to focus on our core activities and will provide value for money for students and other stakeholders. Predominantly cloud-based systems, that are easy to use and connected to each other, will support responsive and customer-centric services. We will enhance our ability to access and use data and information to provide insight and support decision making, while respecting individuals' rights to privacy.

We will achieve significant improvements in environmental sustainability: producing less carbon; using more efficient technologies; using less plastic; and reducing waste. We will be a responsible consumer, considering the lifecycle impact of goods and services. We will also consider the impact we have on global sustainability, responding to the UN's Sustainable Development Goals through our academic activity and operations.

By 2019 we will have completed four major campus developments, including our Student Central facility and new buildings for Computer and Information Sciences and Architecture and the Built Environment. We will then re-provide student accommodation on the Newcastle city campus. A masterplan for the next decade will set out additional developments aligned with this Strategy. We will continue to develop our physical locations across and between Newcastle, London and Amsterdam.

Our financial model supports the transformation of the University in line with the Vision, generating cash to reinvest in research, education and knowledge exchange.

It is through this transformation that we will be an institution that is challenging, confident, directional, capable and future-facing – fit to take on tomorrow.

As a challenger university we must continuously evolve in all ways, including in our sustainability, effectiveness and efficiency.



Key Performance Indicators

We will measure our progress using the following indicators:

	Key Performance Indicator	Measure	2023 Target
1	Student entry quality	Average UCAS entry points of new undergraduates	A rise from 32nd to 27th in England
2	Number of masters students	Population of postgraduate taught students (FTE)	Increase by 50% to 3,000 students
3	Number of international students	(i) Population of full-time on-campus international students (ii) Income from TNE	(i) Increase by 25% to 2,200 (ii) Double to £15m
4	Graduate employability	Percentage of graduates in professional employment and graduate further study (Graduate Outcomes)	Top 30
5	Student satisfaction	Percentage expressing satisfaction with Teaching Quality and Student Experience (National Student Survey)	Top 30 in Teaching Quality and Student Experience
6	Student continuation	TEF continuation rate (3 year average)	Improve from 94% to 96%
7	Research quality	Percentage of academic staff producing 4* and 3* research outputs	At least 80%
8	Research and knowledge exchange activity funded externally	Research Grant and Contract Income and Enterprise Income	Increase by £21m to £36m per annum
9	Financial sustainability	Net adjusted operating cashflow	£26m - £30m on average across the 5 years
10	Staff engagement	Staff survey questions	70% of colleagues are positively engaged

Implementing the Strategy

There are 53 Business Outcomes detailed in this section and summarised on the Transformation Map on pages 42-43. They describe how we will make a step change (what will be delivered, designed, implemented, integrated, re-engineered) over the next five years to achieve the Strategic Outcomes.

The Business Outcomes have been prioritised and each specifies the year when the change will be implemented. Realising the benefits of that change will happen over the following period, so there will be continuing activity even when, in a given year, there are no Business Outcomes aligned to a particular Strategic Outcome. Each Business Outcome has a detailed programme of delivery and resources.

Business Outcomes: 2018 – 2023

	Business Outcome	Description	When will the change be made	Aligned Strategic Outcomes*	University Executive owner
1	All staff have access to a holistic wellbeing programme to support engagement, resilience and performance	A visible and coordinated programme will support the physical and psychological wellbeing of all colleagues and enable them to succeed in a changing and challenging environment.	2018/19	Exceptional people	Director of Human Resources
2	The management of talent, performance and succession planning has been transformed and embedded	We will develop and embed a systematic approach to talent and performance management so that managers are supported to grow and develop others. The University will have a clear talent plan which focuses resources on high performing, high potential colleagues and leads to an increase in internal promotion opportunities.	2019/20	Exceptional people, World-class research, Transformed outcomes, Global reputation	Director of Human Resources
3	The capability to recruit and retain the best possible staff has been enhanced	We will increase the use of international search for hard-to-fill roles and to increase the diversity of applicants; and review our in-house approach to recruitment to promote Northumbria as an employer of choice and make high-quality appointments to every vacancy. We will develop new approaches to recognise the achievements of high-performing colleagues and teams so that they feel valued, motivated and empowered.	2018/19	Exceptional people, World-class research, Transformed outcomes, Global reputation	Director of Human Resources

*Primary aligned Strategic Outcome in bold

Business Outcome	Description	When will the change be made	Aligned Strategic Outcomes*	University Executive owner
4 Open and accessible career pathways support staff development	Introducing a defined staff journey and support framework will enable colleagues to progress their careers at Northumbria. This includes changes to achieve: structured and effective induction and probation; mentoring and development opportunities; well managed performance discussions and career planning.	2019/20	Exceptional people, World-class research, Transformed outcomes, Global reputation	Director of Human Resources
5 Individual and collective leadership skills are recognised as demonstrably improved by staff	A new approach to leadership development will achieve improved collective and individual leadership so that leaders take responsibility for the strategic direction of their area and feel empowered to make appropriate decisions. It will encourage leaders to ensure that colleagues feel trusted, have their voices heard, be involved in changes which affect them and are themselves empowered to make appropriate, timely decisions.	2018/19	Exceptional people	Director of Human Resources
6 Staff and students are supported to be digitally fluent	All staff and students will be supported to achieve a threshold level of digital literacy, with the aim of becoming digitally fluent. In this way the expectations of staff (by students and other stakeholders) and students (by the University and employers) can be met through the application and usage of digital skills and capabilities.	2019/20	Exceptional people, World-class research, Transformed outcomes, Global reputation, Organisational sustainability	Deputy Vice-Chancellor
7 The workforce is increasingly diverse through more equal access to opportunities	An annual programme of activities will promote fair access to opportunities and increase the diversity of the workforce. This will include achieving Silver Athena SWAN. Our work to create and promote an inclusive environment will be more visible.	2018/19	Exceptional people	Director of Human Resources

*Primary aligned Strategic Outcome in bold

Business Outcome	Description	When will the change be made	Aligned Strategic Outcomes*	University Executive owner
8 Student health and wellbeing is improved through transformed services responsive to demand	Working with the Students' Union, we will develop and implement a more holistic and responsive approach, considering trends in student health and wellbeing, including mental health.	2018/19	Exceptional people, Transformed outcomes	Deputy Vice-Chancellor
9 Northumbria is ranked in the top 30 for research power in REF 2021	Departmental/Unit of Assessment (UoA) output strategies will grow the number of staff producing 4* and 3* outputs, in tandem with growing research environment and impact. We will strategically invest in new staff and support the development of existing staff who are able to become research active and produce outputs. This will all support at least a 20 rank improvement on research power.	2020/21	World-class research, Global reputation	PVC Research and Innovation
10 The recruitment, retention and development of academic staff enables at least 80% to produce 4* and 3* research	We will grow the proportion of staff generating 4* and 3* research outputs to at least 80% (and the commensurate external funding) and the proportion who are doctorally qualified to 85%. We will support areas of strength (and potential) in subjects, multi-disciplinary research themes and areas of globally recognised strength. This will be done by developing our existing staff, putting in place measures to improve the retention of high-performing colleagues, and making new high-quality appointments. Academic staff will continue to have a workload balanced between research and education.	2022/23	Exceptional people, World-class research, Transformed outcomes, Global reputation	PVC Research and Innovation

*Primary aligned Strategic Outcome in bold

	Business Outcome	Description	When will the change be made	Aligned Strategic Outcomes*	University Executive owner
11	100-plus academics are each generating at least £100k Research Grant and Contract Income (RGCI) per annum	We will provide enhanced support to a community of academic staff who produce a higher number of larger, successful bids, building and leading on multi-partner collaborations.	2019/20	World-class research, Global reputation	PVC Research and Innovation
12	Increased levels and quality of bidding will grow RGCI from £8m to £23m per annum by 2023	As part of being research-active, seeking external research funding will be fully embedded in personal objectives, with research leadership and management training where appropriate. Aggregated plans for bidding and awards at faculty/departmental level will set out how we will grow activity and be aligned to the targeted management of relationships and reputations with funders. We will introduce University-wide incentives, setting expectations by disciplinary norms and career stage.	2020/21	World-class research, Transformed outcomes, Global reputation	PVC Research and Innovation
13	Focused multidisciplinary research themes and at least one area of global strength will enhance our research reputation	A focused set of multidisciplinary research themes will drive our research reputation and income. We will establish and grow our work in Human and Digital Design; and identify and support additional areas of potential global reputation.	2020/21	World-class research, Global reputation	PVC Research and Innovation

*Primary aligned Strategic Outcome in bold

	Business Outcome	Description	When will the change be made	Aligned Strategic Outcomes*	University Executive owner
14	Impact is embedded to promote excellence internally and drive partnerships externally	We will embed impact in the University's research, so that it drives excellence in education and knowledge exchange and supports partnerships. We will generate a sufficient number of high-quality case studies for each UoA in REF 2021.	2018/19	World-class research, Transformed outcomes, Global reputation	PVC Research and Innovation
15	Implement a 1:1 ratio of doctoral students to research-active staff, increasing the proportion of external support	We will improve our recruitment of doctoral students, to grow and sustain a number equal to that of research-active staff. To support this we will grow the amount of external funding won and the proportion of students with external funding.	2019/20	World-class research, Exceptional people, Transformed outcomes	PVC Research and Innovation
16	The volume of Intellectual Property (IP) and commercialisation activity has been doubled	To increase the volume of activity, we will: grow awareness of the opportunities for commercial development of research; build on the work already carried out on portfolio management; and leverage opportunities from the Connecting Capabilities Fund to increase invention disclosures, patents and income.	2019/20	Global reputation, Transformed outcomes	PVC Research and Innovation
17	Support for research meets ambitions for growth and quality	A transformed Research and Innovation Services will enable the University to deliver its research ambitions: delivering effective financial information for researchers through self-serve where appropriate; and providing high-quality pre-award and post-award support, focused where it has maximum impact. Enhanced research management systems will provide more capacity to manage a higher volume of bids and awards.	2018/19	World-class research, Global reputation	PVC Research and Innovation

*Primary aligned Strategic Outcome in bold

	Business Outcome	Description	When will the change be made	Aligned Strategic Outcomes*	University Executive owner
18	Teaching quality enhancement is supported by all academics holding a professional teaching qualification	All Northumbria academics will secure a professional teaching qualification and affiliation to their disciplinary and sector bodies, supported by a revised Continuing Professional Development (CPD) offer and an accredited Postgraduate Taught (PGT) qualifications framework.	2022/23	Transformed outcomes, Exceptional people	Deputy Vice-Chancellor
19	The taught portfolio has been rebalanced and refocused based on quality and demand	Securing a Gold TEF, our subject portfolio will align academic excellence and demand. Overall there will be fewer programmes, but with more opportunities for 4-year undergraduate (through integrated masters and opportunities for foundation years integrated into 4-years of study), 2-year masters, and more degree apprenticeship programmes. There will be large growth in our distance learning provision. We will review the Programme for Northumbria Awards framework, to embed a research-rich, experiential and enquiry-based student experience.	2020/21	Transformed outcomes, Global reputation	Deputy Vice-Chancellor
20	More learning takes place collaboratively and in small groups	By transforming delivery models for teaching, we will reduce the number of large lectures and increase the amount of collaborative and small-group learning in seminars, workshops and laboratory/studio-based activities.	2021/22	Transformed outcomes, Exceptional people	Deputy Vice-Chancellor

*Primary aligned Strategic Outcome in bold

	Business Outcome	Description	When will the change be made	Aligned Strategic Outcomes*	University Executive owner
21	Technological innovation embedded in the curriculum	We will implement new opportunities for technological innovation in the classroom. These may include adaptive learning, artificial intelligence, self-regulated learning, augmented reality, and simulation. We will introduce regular electronic surveying of students to gather feedback more effectively so we can respond to it. These all build on the completion of a sector-leading virtual learning environment, supporting distance learning offer, and electronic marking and assessment.	2020/21	Transformed outcomes, Global reputation, Organisational sustainability	Deputy Vice-Chancellor
22	Educational data analytics have been implemented	There will be a University-wide implementation of learning analytics, learner analytics and attendance management to support ownership of learning. This will improve retention and attainment, and support personalised, adaptive and self-regulated learning.	2019/20	Transformed outcomes, Exceptional people, Global reputation	Deputy Vice-Chancellor
23	Intelligent and inclusive learning spaces created	We will implement a rolling annual programme to create new on-campus spaces that support blended learning. These will include more multi-functional laboratories and studios, collaborative learning zones and flexible spaces enabling small group learning for all.	2019/20	Transformed outcomes, Organisational sustainability	Deputy Vice-Chancellor
24	Student experience and outcomes action-planning in all subjects supports TEF Gold	Building on NSS action-planning, we will apply similar approaches to continuation, attainment and employability. They will be supported by revised governance arrangements including annual programme performance reviews. We will make a revised institutional TEF submission in Autumn 2019, and TEF subject submission in 2020/21.	2019/20	Transformed outcomes, Global reputation	Deputy Vice-Chancellor

*Primary aligned Strategic Outcome in bold

	Business Outcome	Description	When will the change be made	Aligned Strategic Outcomes*	University Executive owner
25	An access and participation plan supports and communicates improved student outcomes	We will formalise our widening participation plan as a public document with a particular focus on employment opportunities and outcomes. Our approach will be inclusive with targeted support informed by evidence (on engagement, interactions and impact) and designed to reduce differences in outcomes for different groups. It will clearly communicate the university dividend for students from low participation groups.	2018/19	Transformed outcomes, Exceptional people	Marketing Director
26	Experiential and degree-plus opportunities are available for all students in all programmes	We will increase our capacity to generate opportunities for experiential learning, so that all students can take advantage of them. This will include placements and clinic-based learning (similar to our Business Clinic and Student Law Office). Additional, high-quality opportunities for placements and work experience will be available through a range of regional, national and international organisations. Working with the Students' Union, stakeholder organisations, and partners (in the UK and overseas), we will facilitate degree-plus opportunities for all students. These include volunteering, language study, vacation work experience, participation in sport, and simulated environments. We will set a stretching ambition to increase the number of students taking up these opportunities.	2020/21	Transformed outcomes, Global reputation, Exceptional people	PVC Employment and Partnerships

*Primary aligned Strategic Outcome in bold

	Business Outcome	Description	When will the change be made	Aligned Strategic Outcomes*	University Executive owner
27	Support is available for all students to plan and be ready for post-study employment	Students will be better supported to develop the skills they need for highly-skilled employment. We will enable them to decide on, plan and compete for post-study opportunities, and will offer targeted support for students from non-traditional backgrounds. We will generate additional, quality, graduate opportunities, with a range of regional, national and international organisations.	2018/19	Transformed outcomes, Global reputation, Exceptional people	PVC Employment and Partnerships
28	Increased access to high-quality language support	As part of an internationalisation agenda for student learning and experience, we will implement a structured and one-University approach to the provision of English for Academic Practice and greater provision of foreign language tuition.	2018/19	Transformed outcomes, Exceptional people, Global reputation	Deputy Vice-Chancellor
29	Investment in academic staff is aligned to optimising the Student-Staff Ratio (SSR)	Investment in academic staff will secure the appropriate SSR for each subject by 2021 and place Northumbria in the upper quartile by 2023 in order to support a high-quality student experience.	2020/21	Exceptional People, World-class research, Transformed outcomes	Deputy Vice-Chancellor
30	A fully commercially-oriented business and enterprise service supports a step change in enterprise income	Business and Enterprise Services will be transformed, including new approaches to programme delivery and business development, to drive growth in all key income streams. Enterprise income will grow from £12.6m to £30m by 2022/23. This will be underpinned by new processes, systems and capacity (including a University-to-Business CRM).	2018/19	Global reputation, Transformed outcomes	PVC Business and Enterprise

*Primary aligned Strategic Outcome in bold

	Business Outcome	Description	When will the change be made	Aligned Strategic Outcomes*	University Executive owner
31	A focused knowledge exchange portfolio is offered, based on demand and quality	We will provide a new, attractive academic offer tailored for different industrial, government, and third sector markets and better aligned to the market demand and to our academic strengths.	2018/19	Transformed outcomes, Global reputation	PVC Business and Enterprise
32	Five Academic Innovation Areas have been established, including a large innovation platform	Five Academic Innovation Areas, aligned to our multidisciplinary research priorities and our strategic knowledge exchange partnerships, will be a focus for our investment. Our first large innovation platform will involve research and education in Human and Digital Design. Co-funded with multiple stakeholders, it will ultimately achieve an annual turnover of at least £5m per annum.	2018/19	Transformed outcomes, Global reputation, World-class research	PVC Business and Enterprise
33	Five strategic partnerships with businesses are each generating £1m per annum	We will create five new partnerships, with industrial or third sector organisations, to grow and deliver research and/or talent development programmes. We will generate more than £1m income per partnership per annum.	2022/23	Transformed outcomes, Global reputation	PVC Business and Enterprise
34	20 Knowledge Transfer Partnerships (KTPs) have been created and are running concurrently	We will create and maintain a portfolio of 20 concurrent cross-faculty KTPs in an agreed portfolio of sectors and academic strengths. Planned business development activity will support the required bidding.	2018/19	Transformed outcomes, Global reputation	PVC Business and Enterprise

*Primary aligned Strategic Outcome in bold

	Business Outcome	Description	When will the change be made	Aligned Strategic Outcomes*	University Executive owner
35	Innovate Northumbria drives a significant increase in student enterprise	Innovate Northumbria brings together the University's innovation and entrepreneurship activity to grow student enterprise, CPD, consulting and research. It will include student and graduate enterprise support, a hatchery and entrepreneurial teaching.	2018/19	Transformed outcomes, Global reputation	PVC Business and Enterprise
36	100-plus academics are each generating at least £100k enterprise income per annum	We will provide enhanced support to a community of academic staff who deliver, or can deliver, significant levels of education and research with external organisations.	2018/19	Global reputation, World-class research	PVC Business and Enterprise
37	A portfolio of 4-6 institutional level overseas partnerships supports increased student recruitment, research and knowledge exchange	We will focus on and support growth in 4-6 multi-faculty, high-quality institutional-level overseas partnerships that encompass research, education and knowledge exchange. They will drive increases in research outputs, research and enterprise income, and the number of international students (through a pipeline of dual degree recruitment to Newcastle).	2020/21	Global reputation, World-class research	PVC International
38	Refocused international recruitment activity will increase recruitment by 50% in six tier 1 international markets	We will focus recruitment activity in key tier 1 markets of China, India, Malaysia, Nigeria, the Gulf countries and the EU: connecting the taught portfolio to areas of demand; growing our in-country presence; transforming other recruitment channels such as agents; aligning marketing; and strengthening staff engagement and governance.	2018/19	Global reputation	PVC International

*Primary aligned Strategic Outcome in bold

Business Outcome	Description	When will the change be made	Aligned Strategic Outcomes*	University Executive owner
39 Recruitment supports more international students here for longer	We will grow the recruitment of level 4 international students by 5% per annum by targeting schools, incentivising agents and expanding pathway provision. PGT recruitment will improve by 10% per annum with a stronger emphasis on retention from level 6 via portfolio enhancement and enhanced internal marketing. Recruitment of doctoral students will increase by 5% per annum through an international scholarships package and dual postgraduate research degrees with partners.	2018/19	Global reputation	PVC International
40 Pathway provision has been expanded by 30% in the UK and overseas	We will establish a Pathway Programme Board, enhance the International Foundation Year programme, expand the breadth of the portfolio, and improve recruitment and conversion processes. These will grow UK pathway enrolments by 30% by 2019/20. Pathway programmes will be established in China via partners in five cities and, potentially, in Nigeria.	2018/19	Global reputation	PVC International
41 A European campus has been opened in Amsterdam, teaching 800 students per annum by 2022/23	Northumbria's campus, opening in partnership with a high-quality Dutch university partner, will expand to teach 600 postgraduate and 200 undergraduate students per annum. It will also serve as a platform for high-quality research and knowledge exchange activities with EU partners.	2018/19	Global reputation, Transformed outcomes	PVC Employment and Partnerships

*Primary aligned Strategic Outcome in bold

Business Outcome	Description	When will the change be made	Aligned Strategic Outcomes*	University Executive owner
42 The London campus expands to 3,500 students	In an appropriate facility, the London Campus will grow to 1,500 (full-time and part-time) PGT students and 2,000 PGT degree apprenticeships, through a tailored portfolio and with enterprise and placement opportunities.	2022/23	Global reputation, Transformed outcomes	PVC Employment and Partnerships
43 A revised portfolio of partnerships will enable the volume of TNE to be doubled	We will develop new single and multi-country strategic partnerships with high-quality universities overseas. We will establish a 10-year multi-faculty education-based strategic TNE partnership with a global player across three international markets. Existing partnerships will be developed to maximise their potential. These will enable us to grow the number of Northumbria students taught overseas (via franchise and dual degree), increasing TNE income by an average of 15% per annum.	2019/20	Global reputation	PVC International
44 Each student will have a personal journey to enrolment, with digital engagement	We will deliver a personalised experience for prospective students. An integrated approach, across all geographies, products and modes of delivery, will optimise engagement and conversion at every stage to recruit the highest quality students in the most cost effective way.	2018/19	Global reputation, Organisational sustainability	Marketing Director

*Primary aligned Strategic Outcome in bold

	Business Outcome	Description	When will the change be made	Aligned Strategic Outcomes*	University Executive owner
45	Contact with students, stakeholders and customers is personalised through a single view available to staff	All consumers who interact with the University will be able to receive personalised online help and support via portal, web chat or calls. Their contact will have access to the right information to help resolve the enquiry first time. We will provide students with one point of electronic access to the University.	2019/20	Global reputation, Organisational sustainability	Deputy Vice-Chancellor
46	Engagement with alumni and other stakeholders has been transformed to secure new philanthropic funds of £4m per annum by 2022/23	Engagement with our alumni will be transformed. We will build affinity with more targeted communications and events. We will develop a network of donors and supporters (including alumni, businesses, trusts and foundations) to sustain and widen our academic objectives. We will generate new cash-in and new verifiable pledges of £4m per annum by 2022/23.	2019/20	Global reputation, Exceptional People	Marketing Director
47	An estates masterplan to 2030 supports our ambitions for education, research and knowledge exchange	An estates masterplan to 2030, aligning capacity to our academic plan, will set out new campus developments and improvements to space usage across the estate.	2018/19	Organisational sustainability, World-class research, Transformed outcomes	PVC Research and Innovation
48	On-campus student accommodation re-provided	A new attractive, commercially sustainable on-campus student accommodation building will be developed on the Newcastle city campus, potentially with a partner.	2021/22	Organisational sustainability, Transformed outcomes	PVC Research and Innovation

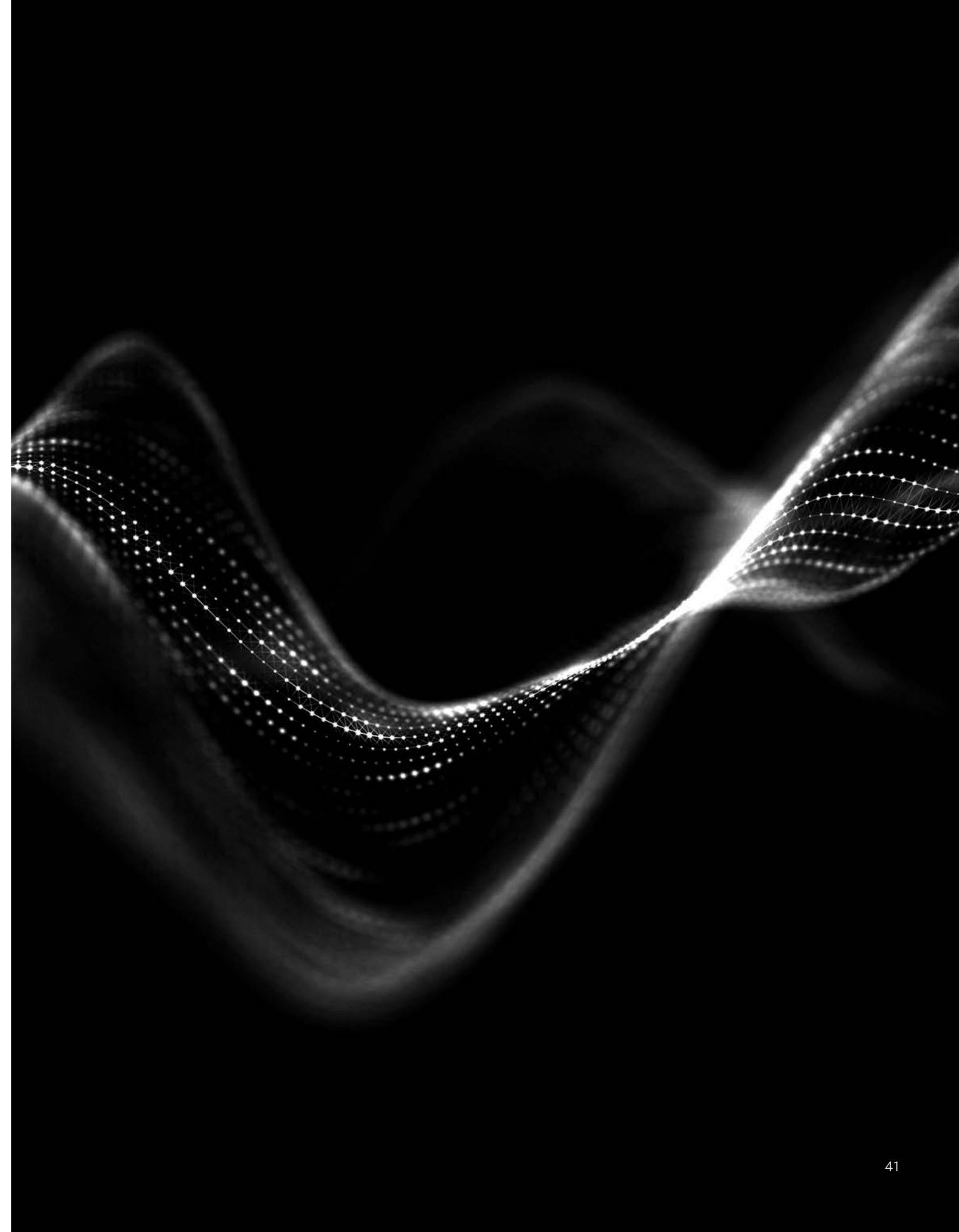
*Primary aligned Strategic Outcome in bold

	Business Outcome	Description	When will the change be made	Aligned Strategic Outcomes*	University Executive owner
49	Northumbria's operations will be transformed through digital and integrated technology	Northumbria's processes, operational performance and information management will be transformed to support the delivery of this Strategy. We will focus on value contribution, driving value for money and enhancing Northumbria's reputation with students and stakeholders. Technology will be co-created between a strategic and enabling IT Service and University users, and in partnerships with suppliers.	2018/19	Organisational sustainability, Exceptional people, Global reputation	PVC International
50	Professional support services are strategic and enabling, underpinned by digital systems	We will transform Human Resources so that specialist advice and support is underpinned by relevant management information and business processes that are simple, quick, efficient and, where possible, automated. We will transform Finance so it utilises financial expertise, analysis and insight to enable the University to deliver this Strategy – ensuring the availability of resources for the required investment and achieving the required levels of income.	2019/20	Organisational sustainability, Exceptional people	Director of Human Resources/ Finance Director
51	Decision-making is supported by easily accessible robust and tailored management information	To support effective decision-making, a new management information and business intelligence portal will provide the University's leaders and managers with a single, robust and tailored source of the information required.	2019/20	Organisational sustainability	Director of Strategic Planning

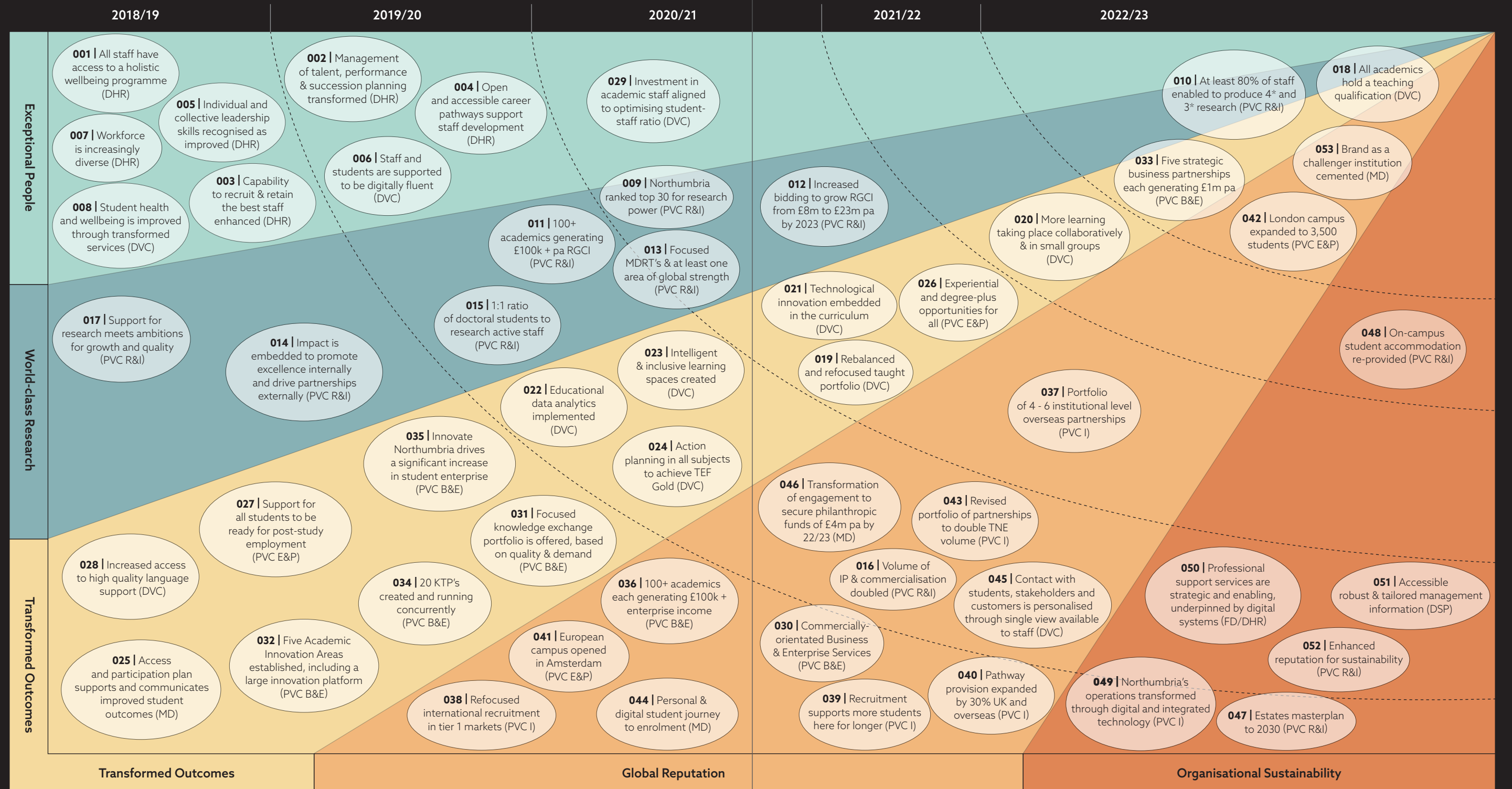
*Primary aligned Strategic Outcome in bold

	Business Outcome	Description	When will the change be made	Aligned Strategic Outcomes*	University Executive owner
52	We have an enhanced reputation for sustainability	We will optimise the University's contribution to the UN Sustainable Development Goals through our research and teaching, by focusing activity based on mapping our current contribution. We will define and realise significant enhancements to the environmental sustainability of our campus and operations including further improvements in carbon emissions and reduction in waste and the use of plastics.	2019/20	Organisational sustainability, Global reputation	PVC Research and Innovation
53	We have cemented our brand as a challenger institution and our reputation as a new kind of excellent university	We will reposition our brand through a fully integrated marketing plan to build our reputation in areas of quality, repositioning Northumbria as a challenger university by 2023. This will drive awareness and consideration across national and international markets and make us the natural choice for ambitious and talented staff, students and partners locally, nationally and internationally.	2022/23	Global reputation	Marketing Director

*Primary aligned Strategic Outcome in bold



Transformation Map 2018 - 2023



KEY

DVC - Deputy Vice-Chancellor
PVC B&E - Pro Vice-Chancellor Business & Enterprise

PVC R&I - Pro Vice-Chancellor Research & Innovation
PVC E&P - Pro Vice-Chancellor Employability & Partnerships

PVC I - Pro Vice-Chancellor International
MD - Marketing Director

DSP - Director of Strategic Planning
DHR - Director of Human Resources

FD - Finance Director

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