

CORPORATE STRATEGY 2013-18



vision2025



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.

This is all achieved by working as One University, which is underpinned by our Values.

Our Values

Academic Excellence: We are committed to the best teaching, research and knowledge exchange. We are determined to set global horizons and world-class standards. We will encourage initiative, academic freedom, critical independence and innovation in the creation of new knowledge and its application.

Community: We will enhance the wellbeing and personal and professional development of every staff member and student. We will work with organisations and communities, regionally, nationally and globally to promote a culture of mutual respect, collegiality, trust and cooperation.

Inclusivity: We are committed to equality of access to all our opportunities and services – practising and promoting fairness and mutual respect and providing appropriate solutions to different needs and expectations.

Integrity: We will practice ethical, consistent and responsible behaviour – promoting a culture of honesty and fair access through initiatives and processes that are open and transparent.

Professionalism: We will strive to make our services effective, efficient and customer-focused – seeking value for money, having regard for the environment and making sustainable use of Northumbria's human, physical, technological and financial resources.

Vision 2025: Northumbria University is a research-rich, business-focused, professional university with a global reputation for academic excellence.

Achieving Vision 2025 will mean:

Our graduates are distinguished by their intellectual expertise and prowess, their leadership capability and their employability.	We have significant global reach, with our skills and research deployed to benefit societies world-wide, making full use of technological advances in delivery.	We produce world-leading and internationally excellent research that drives excellence across the University.	Partnership working is 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.	We have a One University culture - modern, ambitious and demand-focused. Our financial sustainability maximises reinvestment in the quality and impact of our core activities.
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The Corporate Strategy 2013-18 is the first phase of achieving that step change, with an overarching ambition to be in the top 30 of universities in the UK.

Between 2013 and 2018 we will achieve these four Strategic Outcomes:

Build global reputation, market position and revenue streams	Grow high quality research and use it to drive excellence in all of the University's activities	Maximise student and stakeholder satisfaction	Strengthen operational efficiency and effectiveness, and foster a culture of continuous improvement
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Successful delivery of the four Strategic Outcomes means that over the next five years we will:

Raise the average UCAS points of our undergraduate entrants to 410	Grow the number of postgraduate taught students by at least 10%	Increase the number of international students on campus by 50% and grow income from overseas collaborative ventures and distance learning by 30%	Increase the proportion of Northumbria graduates in graduate-level jobs or further study by 10 percentage points	Maintain overall student satisfaction at 90% in all subject areas
Increase the proportion of our academic staff who would be submissible to a future research assessment exercise to 60%	Grow research grant and contract income by 15% per annum	Increase our income from Continuing Professional Development by 10% per annum and grow income from user-led research and consultancy by 15% per annum	Increase the investment available for delivering this Corporate Strategy to at least 14% of our income	Ensure our staff feel they are contributing to the future of the University, as defined by Vision 2025

Vice-Chancellor's Introduction

The Corporate Strategy 2013-18 sets out the first phase in the implementation of Vision 2025. Approved by our Board of Governors in 2012, it sees Northumbria



University positioned in the top 30 of UK universities by 2018, as a research-rich, business-focused, professional university with a global reputation for academic excellence.

Vision 2025 shows how we will create a distinctive appeal based on academic excellence and professional, business and real-world focus, deployed in the UK's two best cities for students, Newcastle and London, and globally. It captures the real opportunity that the University has to transform itself, bringing benefits for students, staff and other stakeholders. Vision 2025 brings change, which is an opportunity but also a necessity if we are to shape our own future, attract outstanding students and staff and achieve our mission.

This Corporate Strategy sets out the steps that are needed to take us from where we are to where we want to be, and shows how we will develop our core activities of research, the student experience, international work and partnership-working to achieve the overall goal of our Vision.

The Corporate Strategy 2013-18 sets out four Strategic Outcomes for the next five years to mobilise our work on these core activities, together with the actions, timescales and milestones that will help us achieve them. In the

period to 2018 we will build global reputation, market position and revenue streams, attracting a larger number of outstanding students and increasing the scale of our educational activities at postgraduate taught level and overseas. We will grow high quality research and use it to drive excellence in all of the University's activities, increasing the proportion of inspirational research-excellent staff and their impact on students, with international recognition of our areas of strength. We will maximise our student and stakeholder satisfaction, placing a high priority on responsiveness to our students' needs, the employability of our graduates, and the strength of our engagement with enterprise and innovation. We will strengthen operational efficiency and effectiveness and foster a culture of continuous improvement, creating a University that is integrated, agile, professional, technologically-enabled and flexible.

This Corporate Strategy sets a pace and scope of change appropriate to the opportunities and challenges that Northumbria faces.

It leverages the University's strengths and advantages: the talents of our staff and students, our academic excellence and demand-responsiveness, and our ability to invest in transformation. It enables us to chart and measure our progress towards our goals, and to effect our transformation in an organised and connected way. It is the route-map for the next five years, and it marks the beginning of the change that will define our future among the nation's most successful universities.

Professor Andrew Wathey
Vice-Chancellor and Chief Executive

Vision 2025 and our Corporate Strategy 2013-18

Achieving Vision 2025 will give Northumbria a distinctive, competitive advantage by combining academic excellence with a real-world focus. The Corporate Strategy 2013-18 is the first phase of transforming the University to achieve our Vision.

This document helps us to understand the Corporate Strategy and identify our role in its successful delivery by focusing on:

Vision 2025

> What achieving our Vision will mean

Corporate Strategy 2013-18

> Our Strategic Outcomes

> How we will do it

> Measuring our success

The Corporate Strategy is the route-map for the next five years, and it marks the beginning of the change that will define our future among the nation's most successful universities.

Vision 2025: What achieving our Vision will mean

In the future, Northumbria University will be known as a research-rich, business-focused, professional university with a global reputation for academic excellence. Vision 2025 identifies how we will create a distinctive appeal based on academic excellence combined with a real-world focus. This will be delivered in the UK's two best cities for students, Newcastle and London, and globally.

Our Vision captures the real opportunity that the University has to transform itself, bringing benefits for students, staff and other stakeholders. This will be done through research, the student experience, international work and partnerships.

> The ability to create new knowledge is an integral part of being a university. Research capability, integrated with other activity, is the prime driver of academic quality and a catalyst for excellence across the University.

We will produce world-leading and internationally excellent research and be ranked in the top 30 for research in the UK in a majority of our academic areas. We will invest in our research capability, undertake interdisciplinary research, value all types of excellent research and impact, and be known for our development of early-career researchers.

> The future success and sustainability of the University depends on attracting students. As student recruitment becomes more competitive, students are naturally becoming increasingly demanding consumers.

We will provide an outstanding student and learning experience, attracting the most talented students irrespective of background. Our graduates will be distinguished by their intellectual expertise, their leadership capability and employability. We will be a leading university for postgraduate taught students in the subjects we offer.

> Part of our mission is to transform lives globally, but global reach is also essential for the University's sustainability.

We will have significant global reach, working in teaching and research with high-quality partners overseas, educating students in the UK and abroad. We will deploy our skills and the fruits of our research to benefit societies worldwide, making full use of technological advances in delivery. Half of our total student body will be from outside the UK.

> This Vision can only be achieved by being outward looking and working with others.

We will collaborate with other universities on research, and work closely with business and government to solve their problems. Our strategic alliances will enable us to recruit more high quality students. We will create mutual gains in reputation and sustainability through our partnerships at home and overseas, both within and beyond higher education. We will be known for our partnership working, both nurturing a One University approach internally and developing productive external networks.

> Achieving this Vision means transforming our organisation and this will require fostering the right culture.

We will create an organisational culture that is modern, ambitious, open, dynamic and demand-focused. We will take pride in our achievements, recruiting, developing and retaining the best talent available to us. Our leadership style will promote the University's Values. We will focus on the academic performance and satisfaction of our students and staff.

> Transforming our operations will require significant investment. The increasingly competitive environment and continuing economic uncertainty mean we have to manage all our resources more effectively and efficiently.

We will be a financially sustainable university, managing our cost-base, income, surplus and assets flexibly to create maximum scope for re-investment. We will invest in the quality and impact of our core activities, as well as our culture, infrastructure, market position and reputation.

> Technology is transforming the higher education sector. Students and staff expect to be able to access academic content online and interact remotely with Northumbria and other partners. It will change the world of distance learning in the UK and abroad.

We will invest in technology to transform our operations year on year. It will shape the taught on-campus experience, particularly lectures, and facilitate a highly attractive distance learning offer. It will support collaborative research, student sociability, and our relations with employers and alumni. It will ensure that we are as efficient as possible.

The Corporate Strategy 2013-18: Our Strategic Outcomes

The Corporate Strategy 2013-18 is the first phase of achieving the step change set out in Vision 2025, and our overarching ambition to be in the top 30 of universities in the UK.

To achieve this goal, between 2013-18 we will:

- Build global reputation, market position and revenue streams
- Grow high quality research and use it to drive excellence in all of the University's activities
- Maximise student and stakeholder satisfaction
- Strengthen operational efficiency and effectiveness, and foster a culture of continuous improvement.

These four Strategic Outcomes describe what we need to achieve by 2018 to make the necessary progress towards Vision 2025.

Build global reputation, market position and revenue streams

This means:

- More high-reputation activity in North East England, the UK and worldwide
- A more innovative, flexible and attractive academic portfolio
- A student body of increasingly high achievement and satisfaction.

As a university committed to academic excellence, our ability to attract the most promising students, irrespective of background, is a vital measure of our academic quality. To build strength in student markets best fitted to the type of institution we want to be, we will ensure that our academic programmes are innovative, flexible and attractive in content and methods of delivery, making greater use of leading-edge technology. We will target moderate growth over the period of this Corporate Strategy, investing in areas of strength and potential and with an approach differentiated by academic discipline. We will increase the number of high quality collaborations in teaching, research and knowledge transfer, building on existing strong partnerships such as those with the BALTIC Centre for Contemporary Art, the Northern Design Centre and highly-ranked universities overseas.

Grow high quality research and use it to drive excellence in all of the University's activities

This means:

- Increased volume and quality of research
- Research is embedded in teaching and knowledge transfer to drive academic excellence
- International recognition of world-class research in key areas of strength.

Northumbria will continue to invest in the recruitment and retention of inspiring, research-excellent and entrepreneurial staff, an essential building block of academic quality. We will adopt a workload model that increases the volume of internationally-excellent and world-leading research, and use it to inform teaching and knowledge transfer. Investment in research will focus on Northumbria's strengths and improving quality, but our ambition is to grow research across the University. Success will be demonstrated by our partners – the research councils, government and industry – increasingly valuing and funding our research.

Maximise student and stakeholder satisfaction

This means:

- A customer-centric, right first time operation that maximises student and stakeholder benefit
- A One University approach in all our relationships that is recognised by students and stakeholders
- Recognition as a high quality professional and business-focused university by students, partners and staff.

Both the UK and global higher education sectors now operate in an increasingly competitive environment. We will develop a distinctive appeal based on academic excellence combined with a demand focus. Northumbria University will invest in a student-centric approach that continually

improves the student experience, drives satisfaction and is responsive to student needs, including the move into employment or further study when they leave. Part of achieving this outcome will be meeting the Students' Union's own educational goals. Research-informed teaching will go hand-in-hand with meaningful staff-student contact hours, supported by technology-enabled learning. Partnership working will be a stylistic trait, providing a robust basis for our relationship with the world of business and the regional agenda. We will work more closely with businesses, using new knowledge to solve the problems they face.

Strengthen operational efficiency and effectiveness, and foster a culture of continuous improvement

This means:

- An integrated, seamless, technology-enabled and effective business
- A flexible operation that is responsive to new market demands
- Professional, self-motivated, customer-focused people and teams.

Achieving Vision 2025 requires a high performing and sustainable organisation. We will invest in the right skills, and in leadership, recruitment, retention and talent development. High performance will be recognised and rewarded. We will generate the resources needed for the investment to achieve our four Strategic Outcomes. We will need to make greater use of technology, re-engineer our business processes, improve our space utilisation, and drive improvements in our environmental sustainability. It is clear that successful universities are likely to be those that achieve at least moderate growth, so our Corporate Strategy 2013-18 is predicated on a year-on-year increase in income.

The Corporate Strategy 2013-18: How we will do it

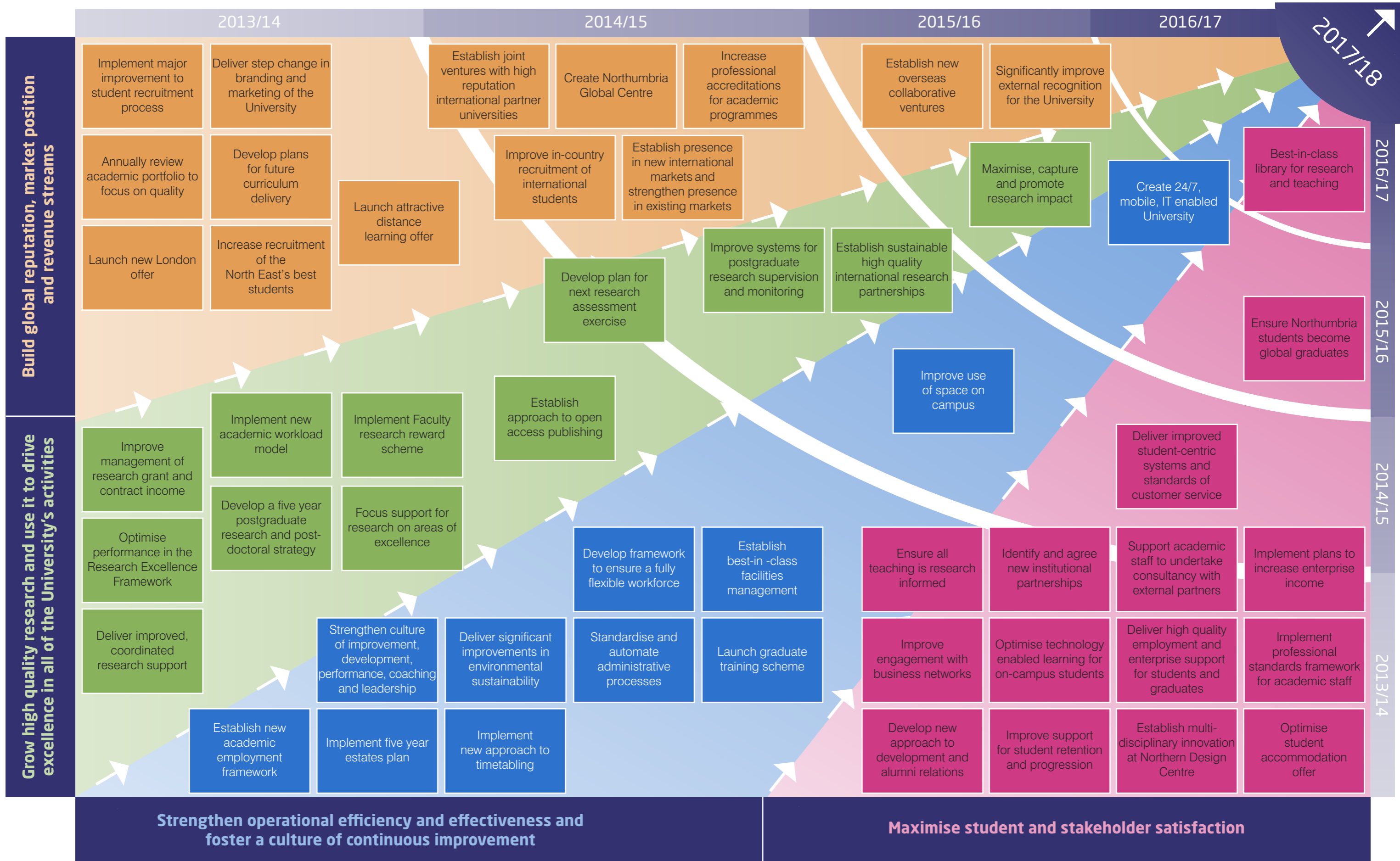
The transformation of the University through this Corporate Strategy must be carried out in an organised and connected way as One University. The following map of Business Outcomes shows how we will do it. It does not capture everything that the University does, but each Business Outcome is a high level description of what we will implement to deliver the required step change. They will drive the prioritisation of our activity.

There will be clear accountability for each Business Outcome. Detailed project plans will underpin them alongside a system of rigorously monitoring progress. Implementing each Business Outcome will involve contributions from across the University.

Any strategy that covers a significant period requires flexibility around the priorities for the later years. As we implement the Business Outcomes already on the map, we will identify additional steps we need to take. We will also respond to future events. The map will therefore develop and evolve as our detailed implementation of the Corporate Strategy progresses.



Corporate Strategy 2013-18: How we will do it



Corporate Strategy 2013-18: Measuring our success

Key Performance Indicators (KPIs) are a set of measurements designed to evaluate our performance against the goals we have set ourselves. We will use ten KPIs to measure our performance against the four Strategic Outcomes that we aim to achieve. They have been chosen because they reflect what is most important to us as an organisation.

For each KPI we have set a University target for 2018, with annual targets mapping out the milestones along the way. They will be regularly reviewed so we can consistently identify how we are performing over time. Faculties will have individual targets that reflect their contribution to the University's KPIs. Beneath the umbrella of these ten KPIs, we will measure and manage other aspects of performance that contribute to achieving them.

KPI 1: Average undergraduate entry points

Our ability to attract more students with high academic potential as demonstrated by their entry qualifications, irrespective of background or domicile, is an important indicator of academic quality. It is one measure of the extent to which we are providing an outstanding education and student experience. The combination of academic quality and graduate employability will set us apart from the competition.

Target: Increase to 410 UCAS points by 2018

KPI 2: Number of postgraduate taught students

Attracting home and international students for postgraduate study is another significant measure of academic quality. Postgraduate education is increasingly important in today's knowledge economy. Focusing on our academic strengths, Northumbria will be a destination of choice for masters students in the subjects we offer.

Target: Increase by 10% by 2018

KPI 3: International student recruitment

Our success in attracting international students demonstrates our global reach and the reputation of our academic programmes and research. It is essential to both building our reputation and enhancing our financial sustainability. Progress towards the Vision 2025 aspiration for half our student body to be from overseas will be met by growing the number of international students on campus and by increasing recruitment to Northumbria programmes offered through overseas partners and distance learning.

Target: Increase the number of international students studying on campus by 50% and increase income from overseas collaborative ventures and distance learning by 30% by 2018

KPI 4: Proportion of leavers in graduate employment and further study

An essential part of Northumbria's distinctive appeal as a professional university is our ability to prepare students for a graduate job and to provide excellent graduates for employers. We will also support our students to enter postgraduate study. Northumbria will respond to demand for high skills by providing innovative employer-relevant programmes with professional accreditation. We will expand the range of opportunities for students to gain professional experience during their studies.

Target: Increase by 10 percentage points by 2018

KPI 5: Proportion of students who express overall satisfaction in the National Student Survey (NSS)

Overall satisfaction is an indicator of the quality of the student experience at Northumbria. An essential part of the demand-focus at the core of Vision 2025, this measures how well we are serving our current students and is also a powerful selling point for the new students we want to attract. Although we will use the NSS to measure this KPI, we will use other surveys to understand how we are doing and where we need to do more.

Target: Achieve 90% satisfaction in all subject areas by 2014 and maintain this level afterwards



KPI 6: Proportion of academic staff who would be submissible to a future research assessment exercise

This is a measure of the University's research capability which, integrated with other activity, is the key driver of academic quality and a catalyst for excellence across the University. Building on the doubling of our research capability between 2008 and 2014, the majority of our staff will produce research which will meet submission standards for a future research assessment exercise. As a consequence, a higher proportion of academic staff will be qualified at doctoral level and we will have more professors in the University.

Target: Increase to 60% by 2018

KPI 7: Research grant and contract income

Research grant and contract income is a litmus test both for the volume of research and for research reputation. It measures the research, including collaborative research, that others, in the UK and overseas, consider worth funding. We will develop a culture and workload model that supports this activity.

Target: Increase by 15% per annum

KPI 8: Enterprise income

Northumbria's professional and real-world focus will be reflected in the scope of the activity we undertake with business. In some instances the relationship will be based on the supply of excellent graduates; in others it will be a deeper partnership based on developing and providing knowledge to help businesses innovate and improve their operations. The University will build on its existing strength in providing Continuing Professional Development, and will expect the

higher number of research active staff to increase user-led research and consultancy. The income we earn from providing knowledge to others is an indicator of this activity.

Target: Increase income from Continuing Professional Development by 10% per annum and grow income from user-led research and consultancy by 15% per annum

KPI 9: Resources available for investment in the Corporate Strategy

Transforming the University will require significant investment. We will invest in people, information systems and technology, and our campus, in that order. We will seek to grow Earnings Before Interest, Taxes, Depreciation, and Amortisation (EBITDA), which is a direct measure of the cash resources available to the University to invest in the Corporate Strategy. The underlying assumption of this Corporate Strategy is that this target is achieved alongside year-on-year growth in income.

Target: Increase EBITDA to 14% of income by 2017/18

KPI 10: Proportion of staff who feel they have made a contribution to the future of the University, as defined by Vision 2025

Developing a One University culture, based on continuous improvement, is essential to Northumbria's success. Delivering this Corporate Strategy will depend on the contribution of all our people and on them having the right skills.

Target: Benchmark in 2013/14 through a staff survey and set target accordingly



