This plan is formulated in the wake of the University’s 50th anniversary. The celebration of this event has given us reason to reflect on our heritage and our founding principles and values. The University’s motto, ‘Cui Servire Regnare Est’ (‘Whose service is perfect freedom’), informs the commitments in the University’s Charter: ‘The objects of the University are to advance education and disseminate knowledge by teaching, scholarship and research for public benefit.’

In developing our strategic imperatives we are guided by our fundamental purpose, common to all research-led institutions, to create and disseminate knowledge. We are also committed to the advancement of that knowledge through the leadership, guidance and inspiration of our community of scholars and educators.

Our values enshrine academic freedom, integrity and accountability, sustainability, critical thinking and intellectual creativity. As the UK’s European university, we pride ourselves on being an inclusive and welcoming international community.
OBJECTIVE

The University of Kent, the UK’s European university, will secure its position as a top 20 UK university and be a globally recognised research institution by 2020.

We will achieve this through:

• The delivery of research of the highest quality, meeting international standards of excellence across the full range of our subjects

• The provision of an excellent education to our students, delivered by world-class researchers

• Strengthening our reputation for excellence, regionally, nationally and internationally, through effective engagement and communication with our communities and the wider world
FOREWORD

The University of Kent is a forward-thinking research institution, committed to the transformative power of education and research and to the development and support of its students and staff.

This plan has been drawn up after consultation with the university community, including academic and professional services staff, Kent Union, and Senate. It is endorsed by the University’s Council, its governing body.

The plan was written as we celebrated our 50th anniversary, giving us the opportunity to reflect on our past, to re-examine our origins and to re-discover what it is that sets the University apart. When our first students came on to campus in 1965, The Times newspaper commented that, Kent was “setting out to be different”. Fifty years later, the enthusiasm with which the anniversary slogan “We Are Kent” was seized upon by students and staff demonstrated that pride in our distinctiveness is as strong as ever.

Obviously, much has changed since the mid-60s. Our student body has grown and diversified, and there has been considerable expansion in our subject range. The three original Faculties – Humanities, Sciences and Social Sciences – continue to flourish and our academic schools now include disciplines such as Psychology, Drama, Film and Criminology as well as professional-facing subjects such as Architecture, Journalism, Forensic Science and Sports and Exercise Science.

So, what has remained constant? Research, of course, remains central to the University’s purpose, but the abiding commitment of the University over five decades has been to its collegial environment. Our college system allows us to retain the feel of a small friendly community despite our growth. This ethos and culture has enabled Kent to...
preserve its character as a university with genuinely open inquiry and debate that has fostered strength in both our research and our teaching – a testament to the importance of academic autonomy. That our academics conduct outstanding research owes much to their motivation, fuelled by their interest and curiosity in their chosen subject – enthusiasm which fires their passion to impart to our students enjoyment in, and engagement with, knowledge. Kent’s commitment to its students has never wavered, ensuring they are inspired, challenged and educated in the broadest sense, an achievement reflected in the University’s sustained presence in the top ten nationally for student satisfaction.

With national recognition for research intensity and the provision of an exceptional student experience, the University approaches the next 50 years with confidence and with ambition. Not just to be different, but to make a difference through the relevance and impact of our research in addressing the world’s major challenges, and to the lives and life-chances of our students through the opportunities we offer them.

The last decade has been one of great turmoil. We have seen the introduction of tuition fees and the growing marketisation of higher education; a major economic crisis; constraints in research funding; national policies which impacted significantly on our operations at home and abroad; and increasingly volatile global events. The pressures were huge, but Kent’s staff proved resilient and adaptable, responding with agility and imagination to succeed in the face of these challenges. External pressures will continue and others, possibly even more unpredictable, may arise. They make it even more essential that Kent keeps its eye on its goals, identifies its priorities and makes the bold, often difficult, decisions to ensure our future success.

This plan is a stepping stone to the University’s future and sets a path for success, over the next five years. It is a challenging vision, but with the support of the University community and its stakeholders, it is undoubtedly achievable.

Professor Dame Julia Goodfellow
Vice-Chancellor

[Signature]
THE VISION

By 2020, the University of Kent will have secured its position as a UK top 20 university and be a globally recognised research institution. We will build on our distinctive position as the UK’s European university to extend our reach and impact and become a beacon of excellence in education and research in our region, the UK and internationally. Our global reputation will be built on the application of our knowledge and expertise to find solutions to some of the world’s major challenges.

Context

The University Plan 2015-20 expresses a collective ambition to drive the University forward in a defined and measurable way. It establishes challenging objectives and builds on existing strengths to ensure increased success in a rapidly-changing global environment.

It commences at a time when there have been significant step-changes in Kent’s national standing and research achievements, and sets the framework for further development and progress, confirming the University as an academic, economic and cultural force in the UK, Europe and internationally.

It builds on the achievements of the previous University Plan 2012-15. During that time we secured a top 20 position in the UK based on the quality of both our research and student experience. These have been demonstrated by our performance in the Research Excellence Framework (REF) 2014, our consistently high scores in the National Student Survey (NSS) and our steady climb up the UK university league tables.

We have been awarded a second Queen’s Anniversary Prize for Higher and Further Education; acknowledgement at the highest level of world-class achievement. More recently, we have been shortlisted for the Times Higher Education’s University of the Year Award 2015 and the Times and Sunday Times’ University of the Year 2016.

Kent was placed 17th in the UK for research intensity by the REF, with 97% of our research judged as being of international quality. The results demonstrated excellence in research and impact across all disciplines.

We continued to develop our collaborative research partnerships and, together with the universities of East Anglia and Essex, we launched the Eastern Academic Research Consortium (Eastern ARC) to respond creatively to key drivers in research and research training in the UK. We are a leading partner in the Economic and Social Research Council South East Doctoral Training Centre and a member of the Consortium for Humanities and the Arts South-East England (CHASE), funded by the Arts and Humanities Research Council. Kent & Medway Health Partners is a recently established consortium which brings together stakeholders in health and social care research. Together with other higher education institutions in Kent, Surrey and Sussex, we support a health education training collaboration. In addition, we are a project partner for an Engineering and Physical Sciences Research Council equipment award with University College London with whom we have a memorandum of understanding to co-ordinate and co-locate advanced level equipment purchases.
We have strengthened and embedded our international activities; 26% of our student body and 41% of our academic and research staff come from outside the UK. We continued to build on long-standing relationships in Europe and remain the only UK university to lead two European Commission funded Erasmus Mundus Joint Doctoral programmes which support over 70 PhD students.

Kent is ranked among the top 20 in the UK university league tables and our performance in the 2015 National Student Survey saw Kent achieve the fifth highest score for ‘overall satisfaction’. These achievements demonstrate Kent’s continued commitment to providing its students with an excellent education delivered by world-class researchers.

Although undergraduate fees rose to £9,000 a year, our student numbers have grown to over 15,500 undergraduates and 3,700 postgraduates. The increase in the number of AAA+ students registered in each of the last three years reflects the rising quality of our entrants while our focus on employability has ensured that 6 months after graduation in 2014 less than 6% of undergraduates were without a job or further study opportunity.

We have invested substantially in our infrastructure with the extension of the Templeman Library and the establishment of Turing College on the Canterbury campus, the development of the School of Music and Fine Art on the Medway campus, and the expansion of our European centres to include a site in Rome. A generous charitable donation enabled us to build the Colyer-Fergusson music building and concert hall. We plan to make further capital investments of £238m over the next five years that will ensure our teaching and research facilities remain of the highest quality.

We are firmly committed to equality, diversity and inclusivity in all our activities. All schools in the Faculty of Science now hold an Athena SWAN Bronze Award and in 2014, the award was gained at institutional level. In addition, the Stonewall Workplace Equality Index ranked Kent 15th among the UK’s higher education institutions and, for two years running, we were ranked in the top five in the Times Higher Education’s Best University Workplace survey.

The international standard for Environmental Management was awarded to the University in 2012 and, in 2014, we revised our Environment Policy committing to the implementation and operation of ISO 14001 Environmental Management standard.

We have achieved all this, and more, against a challenging external backdrop. There is no doubt that the challenges will intensify as the pressures on UK public funding increase, competition for high quality students escalates, and there are further expectations for universities to improve standards in both teaching and research.

As a well-managed university with robust finances and an effective governance structure, we are well placed to evaluate critically current activities against our vision. We will need to prioritise goals and associated resources, ceasing activities that do not contribute to our longer term strategic objectives, and focusing on those that do.

Our leadership will be informed and committed while remaining agile and responsive. Staff will be encouraged and empowered to deliver this plan.

Kent is on an upward trajectory. We are recognised for the excellence of our education, we have significantly improved our research performance and we have established a distinctive identity. We now need to work towards even greater success, increasing the volume and quality of our research and renewing our commitment to the education of our students. We must sustain our ethos and reputation as a collegial place to work and study, and project and protect our distinctiveness, further raising our national and international profile.

The plan focuses on three main strategic objectives: Research, Education and Engagement. Within each strategic objective we have set ambitious, but quantifiable, targets against which we and others can judge our progress. Our success in meeting these goals will depend on the contribution and engagement of our community of staff, students, alumni, Council, and supporters and friends. With this support, our ambition to be a globally recognised research university is achievable.
STRATEGIC OBJECTIVE
RESEARCH

Kent provides solutions to global challenges through the delivery of world-class research.

The Research Excellence Framework (REF) 2014 ranked Kent 17th in the UK for research intensity in all subjects. Overall, 97% of our research was judged to be of international quality. The results showed that our academic schools provide an environment that produces internationally excellent research that has demonstrable impact. We submitted 86% of our research staff to the REF; the 13th highest proportion submitted overall, and saw 15 out of our 23 submissions ranked in their subject’s top 20 for research intensity.

Kent has made significant progress since it was assessed by the forerunner of the REF (the RAE) in 2008. There has been a 10% increase in research classified as being of international quality, an 18% increase in research that is world-leading or internationally excellent, a 40% increase in the number of research active staff and the score for research power increased by 59%, representing the third largest increase of the top 50 research intensive universities.

We are beginning to see the impact of our achievements in the international league tables. The 2015 QS World University Rankings by Subject placed Kent among the world’s elite institutions in eight of the 36 featured subjects and in the Times Higher Education World University Rankings Kent appeared in the top 10% for international outlook and in the top 30% overall. However, Kent needs to do more to secure a place at a global level.

We need to deliver more of the highest quality outputs across all our subjects, identifying areas of specialism where we will be recognised as global leaders. Our ability to do this relies on the quality and visibility of our research in an increasingly competitive global landscape. We will need to establish high-calibre international partnerships and ensure our academic networks are strong and effective, building on our national activities as members of the Eastern Academic Research Consortium, the South East Doctoral Training Centre, the Consortium for the Humanities and Arts in the South East and the Kent & Medway Health Partners.

Citation data, the quality of our networks both within the university sector and elsewhere, and demonstrations of impact are all indicators of success, as is a rise in research and contracts income. These are areas in which we need to focus and to devote energy and resource.

We have had considerable success in growing our postgraduate student population, both taught and research, and we have to continue to increase their numbers. We have to ensure we develop and retain early career researchers who have the potential to become world leaders in their fields.

Inevitably, we will have to make some difficult decisions, particularly around resource allocation, but we are committed to sustaining the supportive and collegial environment that sets Kent apart from many other leading universities.

To attain the highest standards of research, judged by international comparators, across our range of subjects; to raise Kent’s research standing and visibility worldwide and embed a research culture in our academic and innovation activities.

We will achieve this by:

1. Building on our research activities to ensure delivery of high quality and impactful outputs and enhancing our knowledge exchange activities
   - We will identify and invest in those areas which have the potential to become world-leading ‘pinnacles of excellence’
   - We will increase world-leading research and innovation across all disciplines
   - We will increase research grant and contracts income to levels that improve our ranking and global recognition
   - We will improve our internal mechanisms to promote collaboration and sharing of good practice
2 Ensuring research and innovation are integral to academic excellence, nurturing those who have the potential to become world leaders in their fields
• We will recruit academic staff with exceptional research and innovation portfolios and those who demonstrate excellent potential
• We will support academic staff who have the potential to become world leaders in their fields through training, mentoring and effective performance review
• We will increase the level of innovation activity and output

3 Developing our reputation and increasing our visibility as an outstanding research institution
• We will maximise the visibility and impact of research through, for example, effective use of digital technologies and publishing our output in high-calibre outlets
• We will extend our networks of international collaborations and increase the volume and level of productive engagement with high-calibre individuals

PERFORMANCE INDICATORS AND TARGETS

Improve the quality of our research
• Raise REF GPA by increasing the proportion of 4* outputs (or equivalent) to 25%
• Increase the number of highly cited (top 1% field weighted) articles by 25%
• Increase the proportion of research staff by 20%
• Increase research grant and contract income by 100%
• Increase the proportion of staff with externally funded research projects to 50%
• Establish doctoral training centres in all faculties
• Increase the proportion of 4* environment statements to the upper quartile boundary value

Strengthen the University’s research and innovation culture and environment
• All Schools in the Faculty of Science to achieve a silver level, and all other Schools a bronze level, Athena SWAN
• Increase the number of papers co-authored outside of academia by 25%
• All schools to include external professionals, appropriate to their subject area, on their research and innovation boards
• Increase the level of innovation income by 50%
• Increase the numbers of PhDs awarded by published work and/or professional doctorates by 25%
• Increase the volume of externally sourced funding for postgraduate research scholarships by 25%
• Improve the quality and availability of space for research students
• Increase the number of postdoctoral researchers and research fellows by 25%

Higher university rankings reported by independent organisations
• Achieve a top 250 position in international league tables
• Increase the proportion of publications co-authored with international academics by 10%
• Increase the number of visiting academics from overseas by 25%

Subjects which excelled in each REF 2014 category:
Research intensity
Seven of our subject areas are in the top ten for research intensity: architecture; biological sciences; English language and literature; history; law; pharmacy; social work and social policy. An additional eight subjects are in the top 20: anthropology; classics; computer science; modern languages and linguistics; philosophy; psychology; sports and exercise sciences; theology and religious studies.

Research impact
Four of our subject areas are in the top ten for research impact: classics; physics; social work and social policy; theology and religious studies. An additional four subjects are in the top 20: anthropology; modern languages and linguistics; philosophy; politics and international studies.

Research power
Four of our subject areas are in the top ten for research power: anthropology; law; music, drama and performing arts; social work and social policy. An additional six subjects are in the top 20: classics; English language and literature; history; modern languages and linguistics; philosophy; politics and international studies.

Research quality (GPA)
Three of our subject areas are in the top ten for overall quality: modern languages and linguistics; social work and social policy; theology and religious studies. Furthermore, our modern languages and linguistics submission was the highest-ranked nationally to include modern languages – a testament to our position as the UK’s European university.

Research output
Three of our subject areas are in the top ten for research output: architecture; modern languages and linguistics; social work and social policy. An additional four subjects are in the top 20: biological sciences; classics; law; theology and religious studies.
STRATEGIC OBJECTIVE
EDUCATION

Kent provides an excellent education, delivered by world-class researchers.

The provision of an excellent education is one of our primary functions. We are committed to the dissemination of new knowledge across our subject range, the delivery of core competencies and the development of attributes that ensure our graduates can address the complex challenges of our global and changing environment.

Our objectives, while simple, are challenging: to attract excellent students ambitious to learn, to ensure an excellent educational experience, both curricular and extra-curricular, and to produce graduates equipped for personal and professional success.

Kent has expanded rapidly in recent years, increasing significantly the enrolment of undergraduates and postgraduates to create a learning community of almost 20,000 students. This planned growth allowed us to secure a student base and tuition fee income that have supported investment in staff and infrastructure. The very considerable increase in postgraduate students, both taught and research, has resulted in a more balanced student body, critical to a research university.

In line with our improved league table position, we have attracted more students with AAA+ at A level (or equivalent), but we need to ensure that we attract good quality students across the board; engaged and engaging students who are rewarding to teach. We remain committed to the provision of education to all those who could benefit and our outreach programmes are nationally recognised; the University’s success in procuring HEFCE funding for the Higher Education Access Tracker project and the award of one the largest allocations in the 2015 UK Postgraduate Scholarship Scheme are testaments to our excellence in this area.

Our curriculum and its delivery will reflect our expertise and be responsive to the needs and demands of our students and society. We need to engage with appropriate teaching and learning techniques and technologies and enable our students to develop the skills and attributes necessary to be among the most employable graduates, influential in their spheres of expertise and in their wider communities. We will ensure a quality learning experience for our students wherever they are based, exploiting the specialist facilities and resources of each of our study sites and ensure, in accordance with our values, that our students are instilled with a sense of purpose and responsibility, prepared to live productive and creative lives.

Kent is just one of a small number of universities that consistently scores well for overall student satisfaction in the National Student Survey (NSS). Yet we need to ensure that students are satisfied with all aspects of their educational experience and we are committed to improvements so that all our students, in all our Schools, rank us in the top 20 across all areas in the survey. We are similarly committed to improvements in our postgraduate offer so that we rank in the top 20 in the Postgraduate Research/Teach Experience Survey (PRES and PTEs).

Similarly, we need to prepare for the national teaching excellence exercise to ensure we perform at the highest possible level.
STRATEGIC AIDS

To provide an excellent education, delivered by world-class researchers and accomplished educators, to all those who have the ability and are ambitious and motivated to learn. We will do this through the provision of programmes informed by our research, designed to address global needs and challenges and which take full advantage of the facilities and resources at all our study locations.

We will achieve this through:

1. The provision of a curriculum that is internationally attuned and attractive to high quality students who are rewarding to teach
   • We will offer a portfolio of subjects across a range of disciplines (traditional as well as professional) which reflect our research activity and our global engagement

2. The delivery of a student experience that is the best in the sector
   • We will embrace and engage with innovative teaching that is of uniformly high standard across subject and campuses

3. Equipping graduates for personal and professional success
   • We will develop those attributes in our graduates which will make them not just highly employable but which will enable them to gain influence and respect in their interactions with the wider world
   • We will add value by embedding elements of employability in our curriculum and increase and broaden the employment opportunities available to our students
   • We will develop and deliver, in conjunction with the Students’ Union, a range of extra-curricular activities that support a vibrant and inclusive environment in which students can broaden their ‘cultural capital’

ATTRIBUTES

• Curiosity – to have a passion for learning and to be intellectually curious, creative and resilient; to think critically and to continue to advance and disseminate knowledge

• Integrity and accountability – to take responsibility for one’s ideas and actions; to be responsible citizens who engage proactively with issues for public benefit; to be committed to ethical thinking in decision making, the ideals of sustainability and to achieving the highest standards in all endeavours

• Global awareness – to understand the impact of cultural, political and economic systems on society; to be interculturally aware, engaging with different attitudes and approaches
## PERFORMANCE INDICATORS AND TARGETS

### Provide a relevant, attractive and viable portfolio of programmes

- Review annually our programme portfolio and respond to changing student, societal and employer needs
- Ensure the viability of programmes and modules by implementing recruitment norms
- Simplify Kent’s offer by reducing the number of programmes while retaining flexibility and breadth of curriculum within programmes
- Identify synergies in subject and location to expand the number of European centres and develop relevant programmes and opportunities, including summer schools, conferences, placements and internships
- Provide flexible modes of learning and teaching that meet the needs of part-time learners and, whenever feasible, address the needs of students with disabilities
- Ensure every degree programme, UG and PG, includes an internationalised element
  - All new, and 50% of existing, modules to include an element of internationalisation
  - Increase European Doctoral collaborations by 100%
  - Increase study abroad opportunities by 25%
  - Extend selected cross institutional collaboration and teaching

### Manage our student population

- Increase the number of students at the Medway campus by 1000 full-time equivalents
- Increase the number of PGT students to 15% of our population
- Increase the number of PGR students to 7.5% of our population
- Increase the number of students at our European Centres by 50%
- Increase the number of students from the EU to 15% of our population
- Increase the number of overseas student to 25% of our population
- Improve the diversity of our student body by monitoring and progressively increasing the percentage of students from lower participation neighbourhoods and from non-traditional backgrounds

### Provide a student experience that is the best in the sector

- In the NSS, achieve top 20 scores across Q1-23 at institutional and subject level
- Achieve top quartile in the PTEs and PRES
- Achieve top 20 scores in the teaching excellence framework
- Ensure and recognise excellence and innovation in teaching; 80% of staff to hold a teaching qualification
- Support the Students’ Union in attaining a top 20 position in Q 23 in the NSS
- Continue to enhance mechanisms that allow teaching spaces, learning resources, student accommodation, social and sporting facilities and restaurant, eateries and shops to be responsive to student needs

### Improve the success of student and graduate performance

- Raise average entry qualification tariff to top quintile of UK universities
- Embed the values and attributes of the Kent brand throughout the culture of the University
- Increase sandwich year opportunities by 50%
- Ensure credit based employability skills modules can be combined with all disciplines
- Develop internship modules at European Centres
- Monitor progression to postgraduate study to ascertain the impact of the fee increase on student participation from 2015
- Monitor and progressively eliminate disparities in attainment related to BME status, postcode indicators, and mental health and disability indicators
- Improve employment outcomes of students with disabilities by 5%
- Improve employability options by extending and raising the profile of the work-study scheme and by creating targeted internships for students from lower participation neighbourhoods
STRATEGIC OBJECTIVE
ENGAGEMENT

Kent’s established presence across Europe, distinctive identity and academic profile provide a basis from which to secure global recognition as the UK’s European university.

A reputation for excellence is fundamental to becoming a globally recognised institution, serving to attract the highest quality students, staff and researchers. Kent’s international reputation is supported by its partnerships and exchanges with over 350 universities worldwide, engagement with global research initiatives and its international alumni community. Our 50th anniversary provided a vehicle from which to launch our global esteem programme which has taken us from China and Malaysia to the USA and South America, with initiatives designed to raise awareness of Kent’s distinctive identity.

We need to build on this activity to ensure the Kent brand is synonymous with excellence. Effective communications and stakeholder engagement have a crucial role to play and we will develop strategies to convey the University’s work and its impact, and which demonstrate our distinctiveness, quality, ambitions and global reach.

Our increased international engagement and our enduring commitment to Europe, creates a dynamic and stimulating environment. Students, staff and alumni benefit from a constant exchange of people and ideas and they can be strong advocates for the University. Celebrating personal achievement is a powerful way to engage and we will continue to develop initiatives which engender a sense of pride among the University and wider community.

An informed and engaged workforce is crucial to the positioning of the University. We are proud to be recognised as an outstanding employer by the Times Higher Education and we need to ensure we attract staff who are best able to deliver our ambitions. We are proud of the high standards that typify all our professional service departments. Nearly 100 members of staff were recognised in 2015 Learning and Development Awards in a range of categories from the Association of University Administrators and Continuous Professional Development to Kent Hospitality’s ‘Consistent Excellence in Customer Services’.

Through outstanding leadership and an effective and supportive governance structure, we will protect our collegial culture and enable our staff to thrive in a global environment; we will support them to make bold, sometimes difficult, decisions.

We will develop a more strategic approach in our transactions with external stakeholders, and will strengthen our engagement with opinion formers and decision makers, focusing on those who can make a positive contribution to and for the University. We now have more than 145,000 alumni around the world, many with the potential to be influential advocates and supporters. Through a range of initiatives, such as our digital mentoring and networking platform, we encourage our alumni to contribute personally and professionally to our academic community.

Enhancement of our reputation will allow us to grow our strategic networks of academic, public-sector and business partners in the UK, as well as expand our networks in mainland Europe and overseas. Our international focus directly benefits our knowledge exchange and business interactions and, through collaboration with our partners, we will ensure our global ambitions have a positive impact on the region’s academic, cultural, social and economic landscape.

We are proud to act as an international gateway for our region, attracting students and visitors to Kent and Medway, and to act as an ambassador for our region when we are overseas. Similarly, our proximity to mainland Europe and our centres in four of its capital cities enable us to act as a gateway to Europe for our international community.

Kent’s distinctiveness owes much to many things: our collegial approach, our long-held commitment to social responsibility, our proactive approach to sustainability and to equality, diversity and inclusivity. In an increasingly volatile world in which the UK is in danger of becoming insular, retaining our ethos will be of particular importance to ensuring the University remains true to its vision, enabling us to fulfil our obligations to our communities.
STRATEGIC AIMS

To build a clear and distinctive reputation for excellence through strategic engagement and communication with our regional, national and international communities, and to increase the engagement of our students, staff, alumni and stakeholders in support of our ambition to become recognised as an institution of international calibre.

We will achieve this by:

1 Developing and conveying a strong narrative about the University to inform our engagement and communications activities
   - We will protect and project our distinctiveness through a range of engagement and communication strategies
   - We will ensure the Kent brand becomes synonymous with excellence

2 Contributing to the broader educational, employment, social and cultural objectives of our communities and our region
   - We will embed and enhance our European and international engagement activities for the benefit of the institution as well as the region
   - We will increase engagement with business and industry beyond the region to improve our offer to students and staff as well as develop our innovation activities

3 Promoting the University as a centre of excellence to national, international and influential audiences
   - We will identify and develop strategic partnerships that enhance our effectiveness and visibility
   - We will develop a more strategic approach in our interactions with external stakeholders with a focus on opinion formers and decision makers
   - We will engage further with alumni as professional partners and potential fundraisers in support of our ambitions
   - We will increase our presence in the international press with a particular focus on research and impact

PERFORMANCE INDICATORS AND TARGETS

Enhance the reputation and raise the profile of the University

- Protect and enhance our European reputation by:
  - Increasing the number of EU research grants and contracts
  - Increasing staff mobility to Europe and overseas
  - Exploiting opportunities available through our European Centres
- Use more effectively a portfolio of publicity including reputation surveys, polls, media coverage and league tables
- Establish a system to encourage, facilitate and support staff in promoting the University
- Develop, implement and evaluate the impact of our external communications and engagement strategies
- Develop, implement and evaluate an institution-wide sustainability strategy
- Increase the number of alumni engaging with the University
- Support academic staff in the expansion of their professional and international networks

Develop and empower staff to deliver the University’s ambitions

- Engage staff with the University’s vision and mission
- Regularly undertake staff surveys to gain insight into changing views/expectations
- Provide training in cross-cultural communication, networking and relationship building
- Link appraisal mechanism to succession and recognition opportunities
- Embed an equality, diversity and inclusivity culture throughout the institution
- Encourage a culture that rewards initiative
- Develop an equitable work allocation model
- Regularly review administrative processes and procedures to ensure they are transparent, flexible and appropriate to need
- Develop engaged and effective governance with effective and ambitious leadership

Improve external engagement

- Develop and evaluate strategies to increase engagement with a range of national sectors including cultural and creative industries, life sciences and health and social care
- Increase and deepen interactions with business
  - Build on existing, and increase the number of, employer links to support enterprise activity
  - Broaden our links with the NHS
- Contribute to the educational and life chances for those in our local/regional communities
  - As a major employer, expand apprenticeship and similar internship opportunities
- Deliver a nationally recognised widening participation strategy informed by practice-based research
- Develop and evaluate the impact of a range of strategies to increase engagement with city, county and regional bodies, including our Euro-region
- Increase influence and participation within the Local Enterprise Partnership framework