

QUALITY, RELEVANCE & SUSTAINABILITY

LEEDS METROPOLITAN UNIVERSITY



STRATEGIC PLAN 2010-2015

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Introduction

I am excited to be leading a very special university, with an ethos of opportunity, inclusiveness and commitment to student success: we make a significant contribution to the social, economic and cultural achievements of our region and beyond; we make real improvements to people's lives with a long and proud history of raising aspirations and achievement; we make higher education accessible to under-represented groups, not least through our range of partnerships.

We have many areas of strength – our expertise in learning and teaching, our support for students and focussed excellence in research – but also the high quality learning environments we are creating for our students and our commitment to being a fair and developmental employer.

Across the sector, there are significant challenges to meet in the years ahead, with rising student expectations, increasingly difficult graduate employment conditions, public funding reduction and concentration, salary and pension pressures and the ever present need to recruit and retain motivated and creative colleagues to deliver on our high ambitions. We are working hard to achieve the necessary levels of efficiency and effectiveness in our internal operations and to increase our capacity to diversify our activities in the face of public spending constraints. It is clear that the key to taking control of our destiny in such an environment lies in increasing our level of self reliance.

We have developed our new Strategic Plan 2010-2015 following extensive consultation with students, staff, governors and other stakeholders. It is our route map for the road ahead; quality, relevance and sustainability will be our watchwords against which we will test all that we do. Whilst we can take pride in our prior achievements, in this plan we clearly redefine our shared values and our core purposes, following rigorous analysis of the environment in which we operate, nationally and internationally, and



equally rigorous identification of the actions necessary to survive and thrive in an increasingly competitive higher education sector. The Key Performance Indicators in this document give a flavour of the ways in which we will be monitoring our progress throughout the span of this plan, underpinned by detailed individual strategies with their own associated KPIs. Our annual planning and review process will ensure clear monitoring of progress and allow us to reflect changing circumstances.

These are genuinely testing times for higher education, but I have no doubt that here at Leeds Metropolitan University we have the qualities, experience and determination to build a strong and sustainable position for ourselves, characterised by the delivery of high quality learning and teaching in a sustainable and inspiring estate, underpinned by innovative and responsive research and enterprise. We have a great deal to celebrate in our university and I am continually impressed by the energy and commitment of students and colleagues.

I hope you enjoy reading this plan and feel free to get in touch directly to find out more.

Professor Susan Price
Vice Chancellor

Vision

To be acknowledged for our commitment to student success, our innovation and enterprise, our global reach and strong local impact.

Values

Our values, which are the principles that guide the way we do things, are that we should be:

Inspiring

We share our values and ideas with passion, energy and commitment, supporting all to achieve their potential

Creative

We stimulate innovation, imagination and discovery, generating challenging and original ideas

Enterprising

We identify and maximise opportunities, using our resources wisely and building on our strengths

Purposeful

We are clear as to our shared plan and are committed to delivering this efficiently and effectively

Professional

We expect and uphold high standards, leading by example with integrity and responsibility

Respectful

We are inclusive, supportive and ethical in our behaviours and actions, actively valuing diversity



Strategic Themes

Theme 1

Putting students at the centre of our activities and providing a flexible and relevant curriculum with excellent teaching and learning

Theme 2

Providing a supportive, inclusive and welcoming environment and preparing students for employment and lifelong learning

Theme 3

Being a catalyst for social and economic progress in and for our region, nationally and internationally, through research and enterprise

Theme 4

Engaging, valuing and developing our diverse community of colleagues

Theme 5

Ensuring financial and environmental sustainability and a high quality estate



Theme 1

Putting students at the centre of our activities and providing a flexible and relevant curriculum with excellent teaching and learning

The success of our students is at the heart of what we do and we aim to offer all of them a high quality learning experience. This is underpinned by our excellent reputation for innovation in teaching and learning and our performance in achieving external funding for technology-enhanced learning (TEL) and other pedagogic projects.

We are committed to employing enthusiastic and inspiring academic and support staff who embrace opportunities for professional development to enhance our students' experiences. We recognise the value of excellent teaching, and of encouraging our research staff to engage regularly and purposefully with students. We continuously seek to enrich our curriculum using exemplary approaches to assessment, learning and teaching, informed by research and practice. We proactively seek opportunities to secure contestable funding to

develop further technologies and learning approaches in order to improve the academic experience of our students. Through this we aim to develop students with the capacity for critical thinking and a passion for learning.

We are responsive to market needs and student demands, and are recognised as innovators in establishing new curriculum areas. We regularly review and refine our courses, to ensure that we offer a viable and vibrant portfolio of learning experiences. Our programmes and academic partnerships provide opportunities for progression and personal and professional development for students regionally, nationally and internationally. We offer flexibility of mode of study, location and attendance patterns, attractive both to potential students and to employers, thus supporting workforce needs.



- We are the first university in the UK to be recognised as a Centre of Excellence for Tourism.
- Our staff have been awarded seven National Teaching Fellowships, with associated project funding of over £400,000.
- We have a network of more than 50 Teacher Fellows acting as advocates for excellent teaching.
- We are in the vanguard of innovation in curriculum areas including Public Relations, Events Management, Men's Health, Creative Enterprise and Sports Coaching.

We will

Continuously review and improve teaching and assessment practices across our university to ensure they are fit for purpose by:

- ensuring that when we recruit staff new to higher education teaching they can provide evidence of teaching capability, offer high levels of enthusiasm for engaging with students and commit to undertaking appropriate training;
- expecting all staff to maintain capability through continuing professional development and to engage with peer observation each semester;
- recognising staff who demonstrate excellent teaching and a commitment to enhancing the student experience.

Offer a range of appropriate student learning experiences by:

- enabling staff to identify and implement innovative approaches to learning and teaching;
- exploring ways to improve assessment, learning and teaching through technology-enhanced learning approaches;
- ensuring that assessment is fit for purpose and integrated within the learning experience;
- providing our students with intellectual and critical challenges and building in opportunities for them to be inspired by engagement with research and researchers.

Improve monitoring and tracking of student progression and achievement by:

- reviewing students' achievements regularly against appropriate benchmarks, seeking opportunities for enhancements;
- using academic support systems to review individual progress in order to reduce attrition;
- implementing flexible approaches to learning which provide better opportunities for students to pace their studies appropriately, with multiple exit points for those who need to interrupt or accelerate their learning pathways.

Explore means of strategic curriculum development and positioning by:

- analysing market trends and skills needs as an integral part of curriculum review;
- developing new areas for curriculum provision in emerging subjects that meet the needs of students and employers;
- seeking out sources of contestable funding to support curriculum renewal and refreshment;
- ensuring that our curriculum is relevant to the diverse needs of our students.



Theme 2

Providing a supportive, inclusive and welcoming environment, and preparing students for employment and lifelong learning

We have a strong tradition of providing access to education for a wide range of learners. As a diverse and inclusive university, we promote cultural awareness and respect for this diversity through our curriculum, the wider university experience and community engagement. Our Helpzones provide a friendly welcome to students and help them access high quality, professional support, whatever their needs. Our library is internationally acclaimed, our Skills for Learning information materials are widely recognised in the sector, and our well-established student services are highly valued by our students.

Through our partnerships with schools, further education colleges and employers we encourage all those with a willingness to learn to access our courses and progress to higher education and a lifetime of learning.

There is national recognition of the centrality of the role that universities play in fostering graduate employability and enhancing social and economic success. We therefore encourage all our students to engage in activities which extend their learning beyond the curriculum through volunteering, part-time employment, placements and cultural and sporting activities. We work closely with our Students' Union to encourage student participation in clubs and societies and have a strong Student Academic Representative System which allows students to be actively involved in curriculum development, quality enhancement and the life of our university. We encourage our students to participate in extra-curricular activities both to enrich their skills and to contribute to the community during their education and following graduation.



- Our Customer Service Excellence accredited Library is open 24/7 365 days per year and is rated sixth in the world by the International Student Barometer.
- Our outstanding student commitment to community service is evidenced by the Students' Union through 14,000 hours volunteering annually.
- We have an exceptional reputation for sport performance, teaching and research: being top in the UK for Women's sport and second in the British Universities and Colleges Sport (BUCS) table in 2010.
- Our part-time languages provision is the largest campus-based programme in the UK with over 2,000 learners studying 25 languages.

We will

Facilitate access to higher education and help learners to identify and meet their lifelong learning goals by:

- ensuring all our academic partnerships operate effectively and in line with our core educational aim of enhancing access to higher education;
- providing a welcoming environment for all students, particularly those living away from home for the first time and those returning to study;
- monitoring the composition of our student body against equality metrics to ensure it is in line with our benchmarks;
- implementing our programme to recognise and reward extra-curricular learning as well as aligning with national expectations in relation to Higher Education Achievement Report (HEAR).

Prioritise student satisfaction by:

- creating opportunities for students to give us their views and responding to their feedback and suggestions;
- adopting service standards for staff and clarifying our expectations for students, so all are clear about roles and responsibilities;

- reviewing a wide range of feedback and other data to evaluate student satisfaction and guide our actions to promote continuous quality enhancement;
- providing support services that demonstrate we value diversity, champion inclusion and foster widening participation.

Foster the acquisition of higher level skills and deepen employer engagement so we can contribute to regional, social and economic development by:

- ensuring that our courses maximise opportunities for students to develop and evidence essential graduate skills to enhance their employability, entrepreneurship, enterprise capability and job satisfaction on graduation;
- increasing opportunities for work placements, work-based learning, undergraduate internships and volunteering;
- making use of employer panels in curriculum development and feedback.



Theme 3

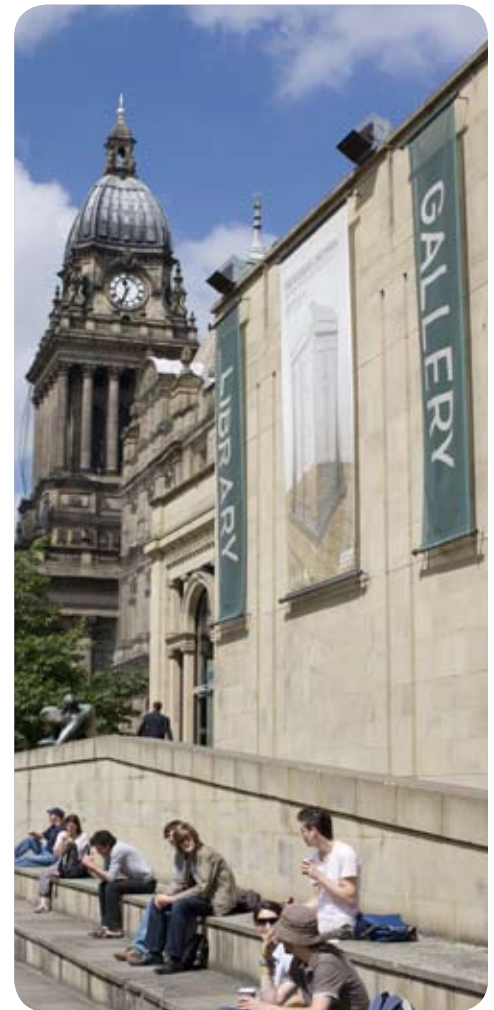
Being a catalyst for social and economic progress in and for our region, nationally and internationally, through research and enterprise

We are a progressive university, continually seeking to build on our reputation for working with our region and to expand our contributions nationally and internationally. We contribute to the region by attracting and retaining talented staff and students, we enrich the region through the purposeful application of our knowledge and expertise, and we cultivate growth in the region by enhancing skills and capabilities.

Our capacity to make this contribution depends on the national and international reach and quality of our research and enterprise activities, the attractiveness and relevance of our curriculum and the calibre of the partnerships that we create and sustain. We were recognised in the 2008 Research Assessment Exercise (RAE) as having

world-class research in all of our faculties and we shall focus on our areas of strength and continue to develop as we meet the challenges of future research assessments. Our research and enterprise activities will increase, developing our reputation for innovation, acknowledged through external review.

We aim to expand our engagement with local businesses, the public sector and others, adding value through education, research and knowledge transfer. We are also striving to develop productive regional, national and international partnerships. These initiatives, delivered cost-effectively, will act as catalysts to drive social and economic progress, grow our business and positively support our core educational purposes.



- The RAE 2008 identified evidence of “world leading” research activity in all Units of Assessment returned by our university.
- Combining quality and quantity of research activity as assessed in RAE 2008 our Sport-Related research ranked third, Communication, Culture and Media eighth and Library and Information Management tenth in the UK respectively.
- We doubled our income for research in RAE 2008.
- Our Centre of Excellence in Learning and Technology (CETL) is one of only three Enterprise CETLs nationally.
- In 2009-2010 the economic benefit of our university to the regional economy was over £300 million.

We will

Further develop the capacity of our staff to fulfil our research and enterprise aspirations by:

- ensuring research and enterprise excellence, as well as learning and teaching capability, is prioritised when appointing academic staff;
- ensuring new research staff and students can demonstrate evidence of the capacity to develop integrated research and enterprise activities.

Ensure the quality of our research and enterprise activity by:

- increasing the proportion of our research activity that is internationally excellent or world leading as determined by national assessment;
- extending our reputation with stakeholders for the responsiveness, relevance and impact of our engagement work.

Ensure that research and enterprise activity contributes to the sustainability of our university by:

- securing funding for research and enterprise activities both independently and jointly with partners and collaborators;
- demonstrating the impact of our work by monitoring and evaluating inputs, outputs and outcomes associated with our research and enterprise activities using internal and external indicators;
- increasing our revenue from profitable enterprise activities;
- identifying and developing no more than five interdisciplinary areas of research strengths and potential to act as pillars for future research growth.

Contribute to the social and civic development of the Leeds City Region by:

- increasing the number of staff serving on boards and committees which manage organisations, steer policy and delivery, and provide advice;
- being valued and utilised sustainably by cultural and community organisations.



Theme 4

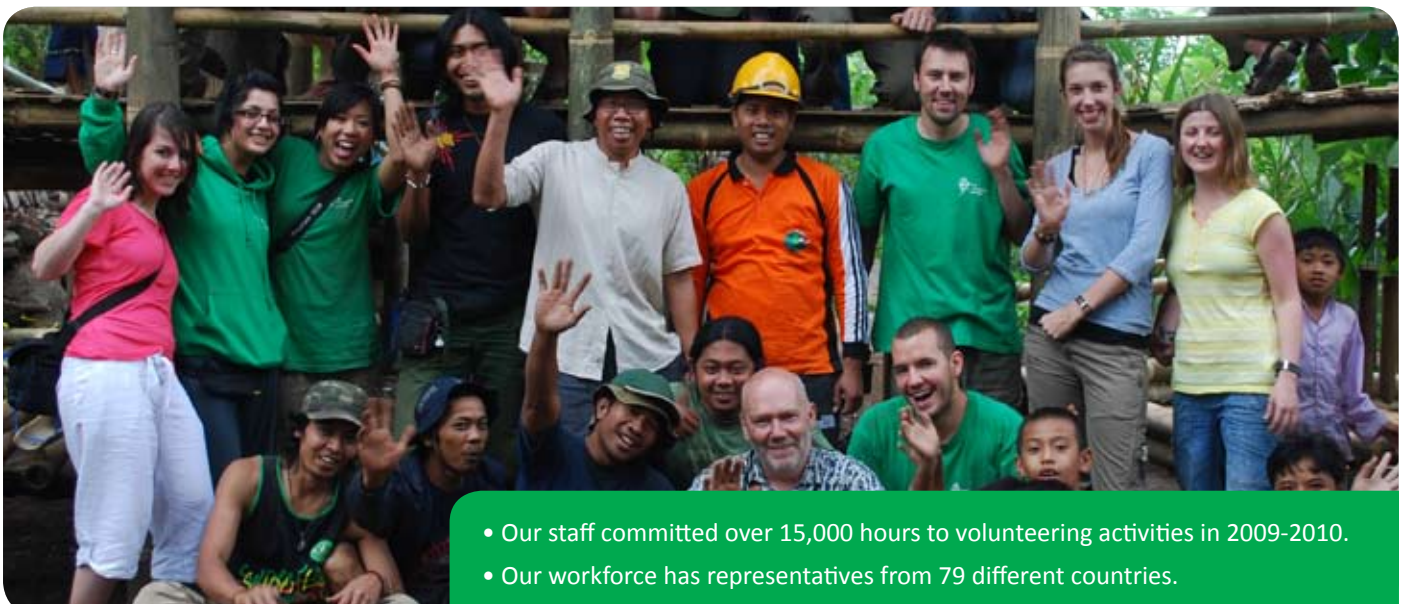
Engaging, valuing and developing our diverse community of colleagues

We are one of the major employers in the Leeds City Region, with 3,000 staff recruited locally, nationally and internationally. Our strength lies in our staff who are crucial to our reputation for excellence and enterprise. We recognise the need to have effective and well motivated staff who offer diversity, quality and creativity.

Our university is committed to providing lifelong learning opportunities for colleagues in the workplace as well as students enrolled on our courses. Our comprehensive people development initiatives are recognised for their excellence and we aim to ensure that they continue to enhance our performance and improve the experience of our students. We are an Investor in People (IIP), an accredited centre for the Institute of Leadership &

Management (ILM) and have achieved the gold standard of the Royal Society for the Prevention of Accidents (RoSPA). We set high standards of ethical and professional conduct through our commitment to diversity and equality and our wellbeing programmes. These are designed to create and maintain a healthy and safe work environment based on trust, integrity and mutual respect.

We engage in meaningful discussion and consultation with our recognised trade unions and our staff. Our policies offer an attractive, supportive and valued working experience to engage our colleagues in working towards achieving their potential, contributing to our vision and values, and sharing in our success.



- Our staff committed over 15,000 hours to volunteering activities in 2009-2010.
- Our workforce has representatives from 79 different countries.

We will

Ensure a diverse and capable workforce by:

- promoting appropriate and transparent recruitment practices to achieve diversity;
- developing effective and equitable employment diversity policies which go beyond those required by legislation;
- being an employer of choice for excellent candidates.

Encourage active engagement by:

- achieving high levels of participation in biennial staff surveys along with improved levels of commitment and satisfaction from colleagues;
- developing further an organisational learning culture that thrives on receiving and acting on feedback;
- recognising and celebrating individual and team achievement.

Ensure our staff are well-motivated and perform effectively by:

- developing relevant and effective performance management practices where expectations are clear, measurable, communicated and supported;
- encouraging and recognising excellent performance through transparent criteria to determine appointment, access to development and career progression;

- undertaking effective performance and development reviews each year;
- remunerating all colleagues fairly.

Offer an attractive, supportive and valued working experience by:

- enhancing succession planning to develop high calibre internal candidates, appointable in open competition;
- communicating speedily and effectively in ways that are most accessible to our university community;
- ensuring a healthy and safe environment;
- encouraging positive working relations with colleagues and their representatives, including the recognised trade unions.

Meet the wider business needs of our university by:

- developing new, cost-effective and flexible ways of working that make optimal use of our estate and technology;
- developing people to lead and manage effectively and efficiently;
- managing organisational change sensitively, in an increasingly challenging and resource-constrained sector.



Theme 5

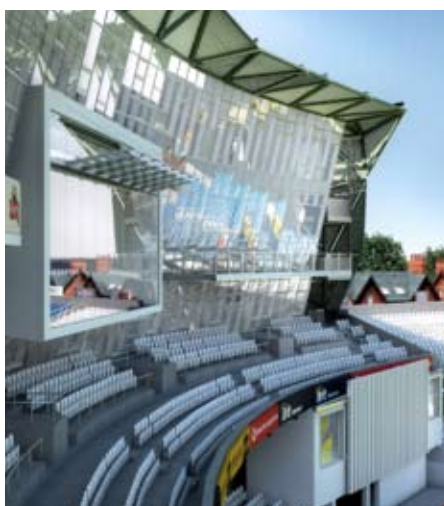
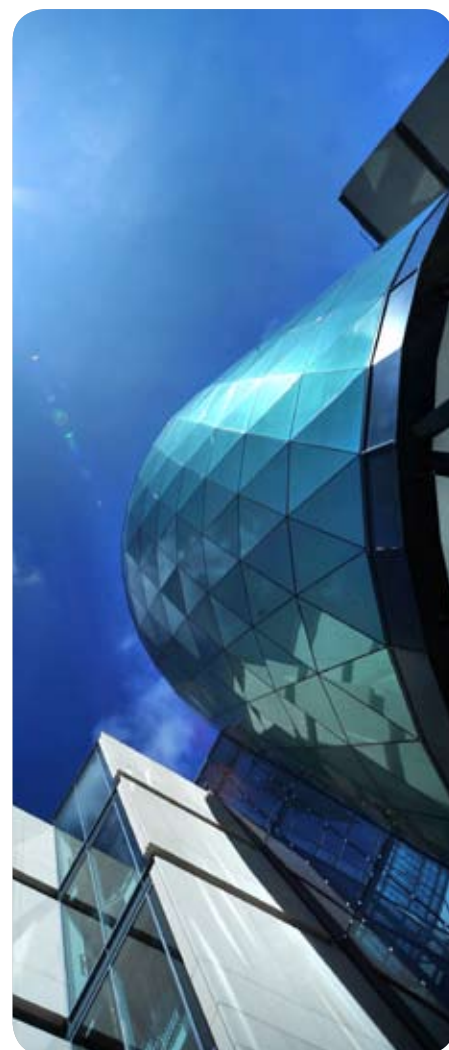
Ensuring financial and environmental sustainability and a high quality estate

We are committed to responsible and sustainable financial planning and performance, having full regard for national funding constraints and the wider financial environment. Whilst seeking to support the strategic and operational plans of our university, we will prioritise the generation of sufficient operating surpluses to produce and maintain appropriate cash reserves, whilst facilitating investment in the necessary enhancement of performance. In particular we are committed to increasing our percentage of income from non-government sources, to maintaining an appropriate balance of expenditure on staffing and to ensuring value for money. This is a challenging but essential agenda to ensure the future stability of our university and the delivery of our wider educational purposes.

We will continue to develop our achievements in environmental

performance and sustainability, linking this with appropriate academic research and student involvement. Through this commitment we will seek to meet the challenging government and funding council targets for a significant reduction in carbon emissions by 2020 and forward to 2050. This will be achieved through holistic planning across our university, as well as our continuing commitment to the environmental and efficient performance of our estate.

Having completed several years of major property development by 2010, we are proud of our award-winning properties in our City Campus, our excellent award winning residential accommodation, our beautiful campus set in 94 acres at Headingley and further high quality developments around the Headingley Carnegie Stadium. Our focus in the next few years is to rationalise and, where appropriate, improve existing properties.



- The Rose Bowl, home of the Faculty of Business and Law, has the Building Research Establishment's Environmental Assessment Method (BREEAM) Excellent rating and has won awards including Best Commercial Development in Property 2009.
- Broadcasting Place, home of the Faculty of Arts, Environment & Technology, has won awards including a Leeds Architectural Award 2010.
- The Carnegie Village residential development has won the National BREEAM Award in Multi Residences 2010.
- We are the only university in the Sunday Times Best Green Company Awards 2008 and the first English university to achieve the International Organisation Standard (ISO) 14001 for environmental management.

We will

Ensure responsible and sustainable financial planning by:

- achieving an annual historical cost surplus before exceptional items and Financial Reporting Standard 17 (FRS 17) in line with sector norms;
- achieving a position whereby cash generated from operations and asset sales provides approximately 30 net liquidity days, with any excess cash being used to pay off variable rate debts;
- ensuring that borrowing remains within funding council limits;
- realigning payroll costs to be in line with sector norms;
- further diversifying income sources through developing new markets and niches;
- ensuring and reviewing value for money, particularly including external sponsorships;
- seeking to increase student numbers wherever possible and appropriate to achieve a balanced mix of students, whether home or international, by level, mode and location of study.

Develop our achievements in environmental performance and sustainability by:

- putting in place a carbon management plan which will meet the government and Higher Education Funding Council (HEFCE) targets of a significant reduction in carbon emissions by 2020 and forward to 2050;
- providing effective sustainable procurement techniques and delivering best value for money in all sustainable technologies on our campuses;
- continuing to develop innovative ways of reducing our carbon footprint through education, enterprise and e-business;
- empowering staff, students and visitors to reduce their environmental impact by encouraging, rewarding and celebrating environmental improvements.

Continue to improve our estate and infrastructure by:

- rationalising and enhancing the existing estate, providing professional settings that are fit for purpose, effectively maintained and sufficiently flexible to support rapidly changing business needs;
- ensuring quality cultural and sporting facilities in line with our heritage;
- ensuring optimum efficiency and effectiveness in the use of the estate and providing a safe environment for all users.



Key Performance Indicators

Theme 1

Putting students at the centre of our activities and providing a flexible and relevant curriculum with excellent teaching and learning.

All academic staff new to higher education teaching to complete appropriate professional development within two years of starting teaching at our university;

All academic staff to participate in peer observation of teaching twice a year;

All programmes of study to include elements of TEL;

Annual faculty plans to identify viable new courses for development and any less effective courses for withdrawal;

The percentage of students achieving good honours degrees will match the average for benchmark HEIs;

The percentage of PhD students completing their doctorates within target dates to match the average for benchmark higher education institutions (HEIs);

The proportion of postgraduate students to increase to a minimum of 25% of student numbers;

Successful outcomes to be achieved in all Quality Assurance Agency (QAA) and Professional, Statutory and Regulatory Body (PSRB) reviews.

Theme 2

Providing a supportive, inclusive and welcoming environment, and preparing students for employment and lifelong learning.

At least 80% of students to express overall satisfaction with their experiences at our university as measured by the National Student Survey (NSS);

The percentage of students from under-represented groups to match or exceed the Higher Education Statistics Agency (HESA) performance indicators;

The percentage of students who are employed or engaged in further study on graduation to exceed the HESA performance indicators;

The percentage of students in graduate jobs to be at least equal to the sector average;

The number of students taking advantage of our recognition scheme of extra curricular experiences to increase year on year by 10%.

Theme 3

Being a catalyst for social and economic progress in and for our region, nationally and internationally, through research and enterprise.

The number of research outputs per head of academic staff, particularly outputs rated “internationally excellent”, to increase year on year;

Income from research grants and contracts to increase year on year;

Recruitment and completion rates for postgraduate research students to be comparable to benchmark HEIs;

Enterprise revenue to at least double from circa £3 million per annum, exploiting a range of continuing professional development and consultancy activities;

Conferences and hiring of our estates income to increase by at least 10% year on year.

Theme 4

Engaging, valuing and developing our diverse community of colleagues.

Our biennial staff surveys in 2012 and 2014 to have response rates of at least 70%;

The number of people stating that they are proud to work for our university to increase to at least 90% in the 2012 and 2014 staff surveys;

Key quality accreditations to be maintained and expanded, including IIP and RoSPA;

To achieve the Customer Service Excellence Standard for our university;

The number of colleagues engaging in relevant personal and professional development to increase year on year.

Theme 5

Ensuring financial and environmental sustainability and a high quality estate.

The historical cost surplus, before the effects of exceptional items and FRS 17, to improve to 3% of turnover;

The cash and investment balance to improve to a minimum of £15 million, equal to approximately 30 days’ liquidity cover;

The cost of staffing to be reduced to less than 60% of total income;

The level of borrowing to be reduced by at least £10 million;

Carbon emissions to be reduced in line with our carbon management plan and international regulations;

Space management to be improved to an overall utilisation of 55%, in line with sector good management practice;

The percentage of buildings in maintenance categories A and B to be in line with sector norms and no buildings in use to be in category D.

Key Supporting Strategies

Theme 1

Assessment, Learning & Teaching Strategy

Theme 2

Widening Participation Strategy

Employability Strategy

Theme 3

Research Strategy

Commercial Services Strategy

Theme 4

Human Resources Strategy

Equality Scheme

Theme 5

Financial Strategy

Estate Strategy

Environmental & Transport Strategy



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