



UNIVERSITY OF
LINCOLN

Strategic Plan 2011 - 2016



Our Mission
*'A university looking to the future'
where we serve and develop our local,
national and international communities
by creating purposeful knowledge
and research, confident and creative
graduates and a dynamic and engaged
workforce.*



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Executive Summary

This new strategic plan sets out the direction for the development of the University of Lincoln over the next five years, with the overall aim of establishing the University on a clear trajectory towards being a leading provider of higher education nationally and increasing its global reputation. The plan is built around the four key themes of Ambition, Mission, Values and People and focuses on the following key areas:

- **A Great Student Experience** - A high quality personal student experience remains central to our mission and we will continue to provide this by ensuring that we listen and respond to our students and ensure continuous improvements in student satisfaction.

- **Employable and Successful Graduates** – The plan focuses on creating graduates who will be leaders of the future in whatever field they choose, by ensuring they are confident, innovative, creative and enquiring, developed through opportunities within and beyond the classroom and meeting the needs of employers in the future.

- **Growth and Diversification** - Developing our culture of opportunity, encouraging new creative, innovative ways of working to manage and develop the University in challenging times. Attracting and diversifying income is key to creating the financial strength that is essential to drive the University forward and provide us with opportunities for investment. Improving the quality of provision and diversifying the scope and capacity of the University will enable the University to respond to the challenges of the next five years.

- **Meaningful Research** - Critical to our mission and central to what we do, growth in research capacity and performance, evidenced by a successful entry in the Research Excellence Framework (REF), will position Lincoln well to fulfil its mission to support transformational change in society. As creators, generators, communicators and transferers of new and purposeful knowledge, we will ensure that our discoveries and insights not only have practical application, but can change the way that people see the world. A particular emphasis on new forms of research, that are relevant to and focused on the key questions of the day, will continue to enhance our reputation for rigour, robustness and independence.

- **An International University** - We aim to internationalise our student experience by increasing the number of international students and staff and by creating a truly internationalised student experience by developing a 21st Century curriculum which reflects the international environment. Our research will deal with global issues and we will develop further our global partnerships. We will prepare our graduates for a global environment career-wise, culturally and experientially, while framing the creation and communication of our knowledge in a genuinely global context.

- **Talented People** - Living in uncertain, challenging times where people need to be equipped and prepared to adapt to a fast-paced ever-changing environment as our focus evolves, the plan focuses on attracting ambitious and talented staff who will build a culture of entrepreneurialism and innovation across the organisation, where people are able to grasp opportunities and do the best work of their careers.

- **An Interactive and Responsive Real and Virtual Estate** - Integral to the plan is ensuring that we develop and improve our physical infrastructure to enhance the student and staff experience, which extends to shaping the estate around the delivery of our strategic objectives. We will create an openness to technological innovation, developing creative solutions to enhance our provision to enable and facilitate both teaching and research, and responsive and focused management of the organisation.



Introduction

As a young, dynamic and vibrant institution, the University of Lincoln has created a transformational environment, is continually looking to the future, seeking out new challenges and sees change as a catalyst of opportunity.

This strategic plan sets out the direction for the development of the University of Lincoln over the next five years and is set within the context of a wider ten-year vision. With our distinctive reputation for a personal student experience and a belief that the research we do makes a real difference, the plan is a blend of continuity, by building on our existing strengths, and of change as we enter one of the most challenging and unprecedented times in the history of higher education (HE) in England.

The higher education landscape in which this strategy has been developed has changed significantly since the previous plan in 2007. Over the last four years, the University has grown in reputation and standing in the sector. The University is confident it can adapt and flourish in the new environment with a clear direction, focus and mission, ensuring that it is swift in its responses, adaptable where necessary but determined on continuing its trajectory as a strong, successful University.

Different countries within the UK are taking different paths in their Higher Education policy and in England the shift of funding for Home/EU undergraduate students from institutions to loans for students creates a number of challenges and opportunities. The environment presents opportunities to focus on the student experience, being clear about the specifics of our offer not only in, but also beyond, the classroom. Marketing intelligence and swift responses to the changing environment will be central to our practices through the life of the plan and we will ensure our internal structures are fit for purpose in this volatile environment.

Globally, higher education systems have changed with many HE markets maturing. This process suggests that for a university in the UK, international engagement is essential and needs to be conceived and developed in partnership, with HE providers, with students and their families and with other providers. The University will continue to develop its global visibility, ensuring our distinctive approach to partnership is woven into the fabric of our engagement on the world stage.

“Locally, regionally and nationally, the University of Lincoln has established some significant partnerships, developing relevant curriculum, research and innovation to meet the needs of employers.”

We believe we have real opportunities to continue this process to ensure our researchers and graduates are able to contribute to the development of our economy and are successful leaders of the future.

The University is proud of its ability to develop purposeful knowledge, seeking to solve the big questions of the day. Our research in the future will be focused on making a positive contribution to society in our time. We will foster and support enquiry, creativity and innovation in our academic community and within our professional services, as well as in our students.



Our Mission

‘A university looking to the future’ where we serve and develop our local, national and international communities by creating purposeful knowledge and research, confident and creative graduates and a dynamic and engaged workforce.

The University has travelled far in a short period of time and we intend to continue this speed of development to ensure the sustainability of the organisation and the needs of our various communities. We have set clear objectives and measurable outcomes to ensure we can meet our goals and we will develop our data analysis to enable effective monitoring and response to progress.

We are a 21st Century institution where our students and partners are at the heart of driving our plans forward. We see the use of technology, strong partnerships and human interactivity as critical to development and as key components of our core values.

Our Vision

By 2016, we will be recognised internationally as having a distinctive reputation for a strong ethos of partnership with employers and students and for providing a research-engaged academic experience which has a personal student experience at its heart.

Our Strategic Objectives:

- To continuously improve our learning environment based on personal engagement with all students through quality research-engaged teaching and learning where students create and develop new knowledge in collaboration with their lecturers
- To promote an internationalised culture of enterprise and innovation across our communities - locally, regionally and internationally, working closely with employers
- To develop and promote purposeful knowledge and research and develop innovative practices working to support the changing environment
- To help students develop into highly engaged, employable and creative-thinking graduates who contribute to the development of the society and economy
- To create a financial environment to allow us to invest in our future.

Ambition

Lincoln is a young, dynamic institution - brave, audacious and determined to succeed. We have come a long way in a short period of time with the University continuing to grow in popularity and quality. Our rapid rise up the HE league tables is a result of our motivation and attention to detail with a clear focus on the future. Our aptitude for and our swift response to change are key strengths which we will continue to foster in the future. As we develop further we see ourselves as key influencers in the environment in which we operate, taking a lead role in shaping and directing the future direction of the sector.

The development of a culture of entrepreneurialism, which encourages new ways of working, attracting and diversifying income is key to creating the financial strength that is essential to drive the University forward and provide us with opportunities for investment. Creating a culture of opportunity and flexibility across the institution will be a key focus which will allow us to grow and transform our income levels.

“A strong and vibrant staff community is essential to the success of our ambitions, with inspirational academics and service driven professional services staff key to our plan.”

Growing and diversifying our student population is a central part of this approach. Growth in full-time undergraduate student numbers across the sector will be different in the new climate and we will seek to take opportunities as they arise. We see scope to grow our undergraduate numbers in specific areas such as Science, Technology, Mathematics and Engineering (STEM) within a culture of improving and promoting quality and cross-disciplinary working. The introduction of our new College system will provide considerable opportunities for new provision as we move forward.

Our focus on developing and growing our postgraduate and international student body over the period of the plan will mean growing these student numbers. This will require us

to build our market intelligence and develop a clear understanding of our markets, new delivery modes and pricing in order to optimise our positioning. We will ensure that our academic and support structures allow for swift decision-making and responsive practices to maximise opportunities for growth.

Developing a clear strategy for international growth through networking and partnerships with other universities and partners in other parts of the world will be important. We need to develop content and delivery of curriculum to attract international students as well as creating an international experience for all our students. Our developing partnership with Study Group will be central to the growth of our international student numbers in the next five years. We will also need to respond to strategic priorities and market requirements through new modes and mechanisms of study with new developments in our curriculum, including the use of technological innovations such as mobile technologies.

Growth in research capacity and ensuring a successful entry in the REF will position Lincoln to fulfil its mission to support transformational change in our society. We expect all our academic staff to be research active, meeting our minimum standards for research and we expect that by the end of the planned period at least 60% of our academic staff be recognised as having a research profile of at least 2.5*, moving to more than 75% by 2021.



Our research is distinctive and is proudly focused on making a difference to our society. We will develop clearer and more powerful ways of communicating our research advances and promoting our research strengths linked to and focused upon the development of strong research centres. International research partnerships will grow and be supported to enhance our research capacity and our research reputation.

Our estate plays a key role in our future development. We define our campus as comprising both the physical campus and the virtual estate. With campus consolidation plans already under way our focus will be on our Brayford campus in the heart of one of the world's great small cities. We will continue to maintain state-of-the-art facilities and seek to develop further our new and vibrant campus in a sustainable way.

We will also explore different ways of engaging in educational transformation and will take our place in supporting world-class education in the county. We will do this by seeking to develop our strategic partnerships in the locality of Lincoln, the south of the county and beyond, with a strong commitment to serving the needs of the industries of Lincolnshire and where we see the partnership of our Holbeach campus with our School Academy partner acting as a key driver for further educational change.

We aim to:

- Create a culture of entrepreneurialism which encourages and increases our research and external income generation, providing us with opportunities to invest in our future direction
- Develop our research capacity across all discipline areas in the University
- Be key influencers in the environment in which we operate
- Create a diversified student population which encompasses and embraces an internationalised student experience
- Maintain a high quality teaching and learning environment by investment in inspiring academic staff, and by developing the estate and its facilities, including the development of technology, that meets the needs and expectations of an increasingly diverse student body.

We will measure our success by:

- Increasing and diversifying our income streams
- Increasing our postgraduate and international student numbers
- Increasing the proportion of research active staff and associated research funding streams.

Mission

Creating confident graduates and purposeful research lies at the heart of our mission, with the delivery of a high quality, distinctive student experience continuing to remain central to our plans and values.

In the National Student Survey (NSS), the University is currently highly rated for student satisfaction. In the future we will build on this and continue to ensure that the student experience remains at the heart of all our activities with continual improvements in student satisfaction across the institution. Our research focus ensures that we offer our students a true 'higher' education experience, particularly through our research-engaged teaching and learning agenda, which positions staff and students as collaborators in the production of knowledge.

Research is also critical to our mission and has a distinctive flavour. Our research is socially and economically useful and supports employers, government, social enterprises and the community (locally, regionally, nationally and internationally) to develop and improve society. We will seek wherever appropriate to share knowledge creation with our partners, employers and colleagues in other institutions, as well as community members. As creators, generators, communicators and transferers of new knowledge we ensure that our discoveries and insights not only have practical application, but can change the way that people look at the world.

Linking our focus on purposeful research developed in partnership with employers and communities, the employability of our graduates is central to our mission. Our responsibility is to create graduates who will be leaders in society by ensuring they are confident, innovative, creative and enquiring,

developed through opportunities within and beyond the classroom. We will produce industry-ready graduates who have the skill sets required by employers. This will involve us ensuring that our curriculum is developed in partnership with employers and that we create placement and work opportunities for our students.

"We will ensure that the development of our academic and support structures will enable the development of the student experience, and allow research and enterprise activities to respond swiftly, flexibly and appropriately to maximise opportunities as they arise."

We aim to:

- Ensure that the student experience continues to be at the heart of our development
- Create a strong distinctive research culture, based on the development of purposeful knowledge developed by inspiring academic staff
- Create a culture where students and their lecturers are creative co-producers of knowledge
- Grow placements and industry linked opportunities to improve the employability of our graduates
- Develop innovative new portfolio offers to meet changing needs.

We will measure our success by:

- Continuing to achieve high levels of student satisfaction in the NSS
- Success in the PTES and PRET surveys and any new Postgraduate NSS that might be developed
- Increasing levels of graduate employability and improving starting salaries
- Increasing the number of internships and graduate placements
- Increasing our flexible and work-based portfolio.



Values

We are an institution that prides itself on its strong links with its communities. As we continue to grow and develop we will need to spread our networks wider within a global context. Our aim is to be a university which is embedded in the fabric of the communities in which it operates; ensuring that at the heart of these partnerships is the philosophy of sharing the development of knowledge.

We will develop strategic links with other European and global universities and develop and maintain partnerships with key global companies. The development of the academic college structure within the University will allow us to develop our relationships with relevant employers to ensure deep, entwined partnerships to support our students and our research. We will work with alumni and friends of the University to secure a borderless interaction between our academics, students and the wider community, taking the opportunity to utilise the skills and expertise of our past graduates to contribute to the future development of the University.

We have a commitment to engaging all staff and students equitably, priding ourselves on our flexible, supportive and personal student experience. We will bring students into every aspect of our activities ensuring that the student experience remains at the core of both our mission and our values. We will provide work placements and internships ensuring that we provide students with the skills that will enable them to compete in the global work place. We will also engage with the leadership of the student body within the management structures of the University, alongside a commitment to listen to and respond to our student voice.

As we progress towards a more internationally focussed and diverse institution we will be required to develop a curriculum which is challenging, internationalised and relevant to the 21st Century.

“Our curriculum will be based on students enquiring about their world not just within the narrow confines of their subject area and we will develop and produce international, cutting-edge, relevant research emphasising ethical responsibility.”

Whilst the quality of our students has continued to increase we remain committed to the principles of widening participation and fair access from underrepresented groups. We will work with our partner schools, colleges and employers to ensure that those who have the talent and are capable of benefiting from higher education have the opportunity to do so. We will also put policies and processes in place that provide members of underrepresented groups with fair opportunities to gain access to our academic programmes, including providing appropriate support where necessary. We will ensure students from lower socio-economic backgrounds are given support to aid their social mobility.

A critical component of the student experience is the physical environment of the estate and its facilities, including technology. Integral to our plans is ensuring that we develop and improve our physical infrastructure to enhance the student and staff experience whilst ensuring that we take into account environmental considerations and impact. As we continue to grow our position within a competitive global



environment we will be required to develop our infrastructure to support our changing community. We acknowledge the need to develop a clear strategy to reduce the University's environmental impact whilst improving utilisation and use of our assets. We aim to make a positive contribution to the environmental impact through our carbon management and sustainable travel policies and through such activities as our Healthy Campus initiative and the development of fair trade across the institution.

Developing openness to technological innovation plays a role in driving us forward. We will work with our students to enhance our use of technology. We operate in a world in which technological change and development are key enablers and we need to adopt technological advancements that enable and facilitate both teaching and research. At the heart of this is human interactivity in which we seek the technological solutions to speed up our work communications and practices.

We aim to:

- Develop the institution within a global context
- Continue to work in an ethical way that is aware of and responsive to the needs of our students, staff and those we work with
- Develop and produce cutting edge research and teaching that is embedded in a culture of creativity and innovation
- Continue to promote participation of underrepresented groups in HE
- Ensure that our curriculum is relevant to the issues of the day
- Promote and develop technological innovation across the institution
- Develop our infrastructure to support an internationalised student and staff body.

We will measure our success by:

- Increasing the number of international and EU partnerships
- Increasing high-quality national and international research collaborations
- Exceeding all HEFCE benchmarks relating to widening participation
- Improving the usage and utilisation of our estate
- Investing in long-term maintenance of the estate.

People

We are living in uncertain, challenging times where people need to be equipped and prepared to adapt to a fast-paced, ever-changing environment. Our staff, students and wider community are key to the future of the University. We intend to continue to promote a strong staff and student community that makes a positive impact and contribution to our strategic vision in an environment where staff and students support and value each other. We aspire to build on a culture of developing talent, where people are able to grasp opportunities and are creative producers of knowledge. We will seek to appoint and retain the very best staff who will enjoy the challenge of delivering the ambitions of the University.

“Our aim is to create an environment which challenges our staff and students to develop and grow with the University.”

We expect that staff will be responsive, flexible and adaptable and that they will feel comfortable and effective in a fast-paced, changing world. We also recognise that continuing to deliver a high-quality service and student experience will remain essential. Clear expectations will be established for all staff across the institution and a framework of continuing professional development will be available and accessible to support and enhance performance.

As our research culture develops, we will provide clear expectations for our academic staff to ensure we can meet our aspirations. Professional services teams will be entrepreneurially focused and work with a strong evidence base to ensure the University can respond and act swiftly and with confidence.

We intend to focus on developing both staff and students who are able to engage and operate in a world with globalised employment markets. As our international student numbers increase, the diversity of our

staff base will also need to evolve to enable us to develop a truly internationalised student experience through a curriculum which reflects the international environment.

We recognise the importance of effective leadership as a key enabler in driving our plans forward and will focus on further developing these skills at all levels in the organisation to promote a culture which values innovation and improvement. Alongside this, we will develop business process improvements in order to streamline decision making. We need to embrace the idea that change means doing things differently and ensure that processes are fit for purpose in the future.

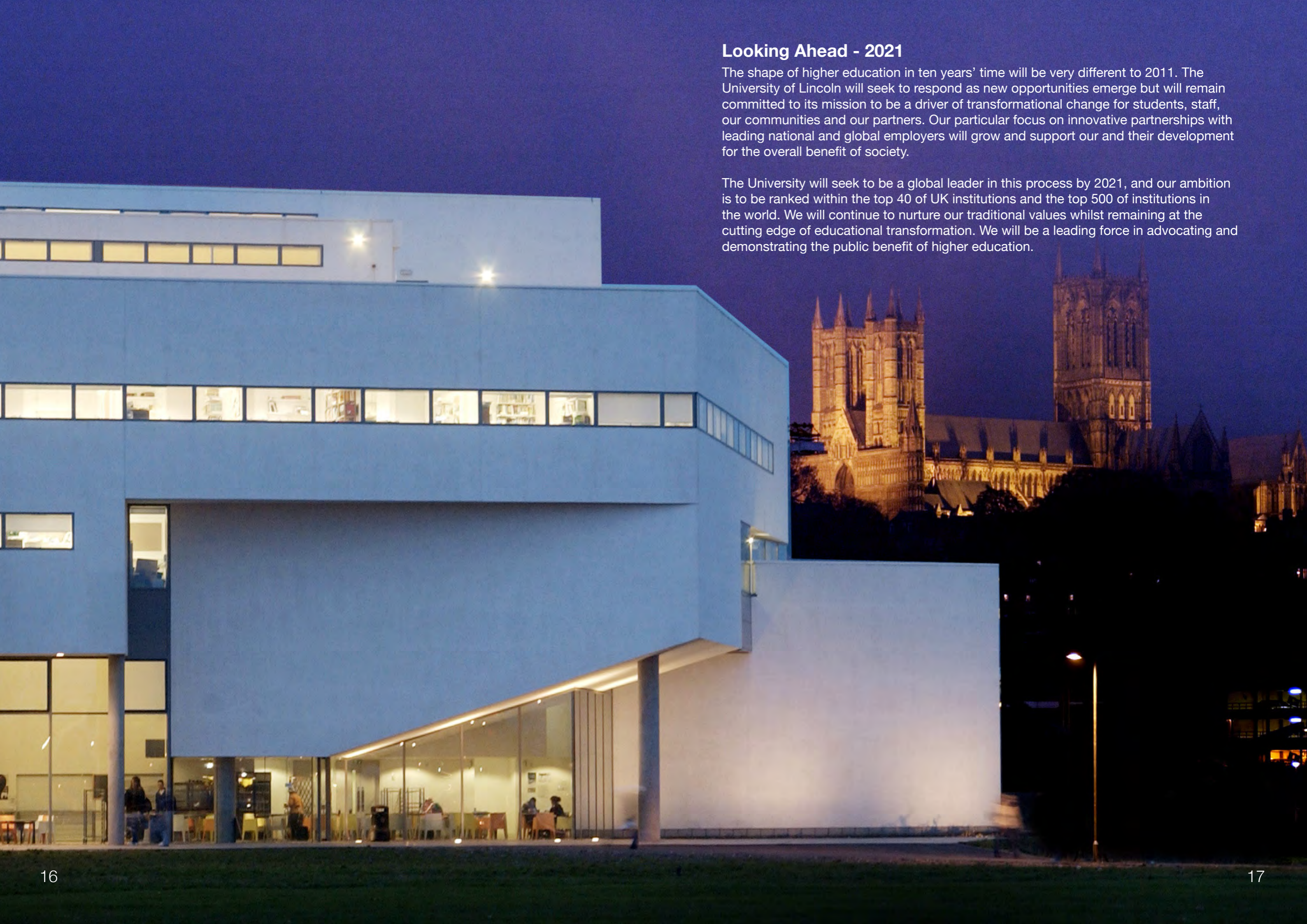


We aim to:

- Develop inspirational academics and professional service staff
- Develop a culture where staff and students work together as one community
- Ensure staff have the opportunity and support to realise their potential
- Review and improve our business processes to support staff and contribute to improving the student experience.

We will measure our success by:

- Evidencing high levels of staff satisfaction through the staff survey
- Becoming an employer of choice
- Increasing the number of academic staff with professional teaching qualifications
- Increasing the diversity of our staff base as our student body evolves
- Increasing the number of academic staff who are research active.



Looking Ahead - 2021

The shape of higher education in ten years' time will be very different to 2011. The University of Lincoln will seek to respond as new opportunities emerge but will remain committed to its mission to be a driver of transformational change for students, staff, our communities and our partners. Our particular focus on innovative partnerships with leading national and global employers will grow and support our and their development for the overall benefit of society.

The University will seek to be a global leader in this process by 2021, and our ambition is to be ranked within the top 40 of UK institutions and the top 500 of institutions in the world. We will continue to nurture our traditional values whilst remaining at the cutting edge of educational transformation. We will be a leading force in advocating and demonstrating the public benefit of higher education.

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Whilst every effort has been made to ensure the accuracy of this information, it is naturally subject to change.