Challenges and Opportunities for Keele - Beyond 2011

All Staff Briefing 22nd September 2011

Professor Nick Foskett
Vice-Chancellor
To review progress on key issues since October 2010
To share the outcomes of the updated strategic map and priorities for 2011-15
To reflect on the staff communications audit and proposed developments
To celebrate our achievements in the last year
Key Priorities for 2011/12
To unveil the University’s new corporate identity
Last year I said...

“A time of unprecedented uncertainty”

“Business as usual is not a possibility”

“A new economic environment for HE”
## Review of 2010/11

*Our objective was “Getting to the starting line for the new HE environment in good academic and financial shape”*

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Financial Strength and Stability

- Strategies to reduce pay costs (-£6.5m)
- Meeting HEFCE PIs
- Reaching target surplus (£4m +)
- New Investment Management (Jewsons)
- Review Capital Investments and Estates Developments
- Growing the University’s income from a range of sources
- Responding to new markets for students and research
- An Entrepreneurial Approach
Revised Strategic Map & Aims
Development of Strategic Map & Aims

- Inclusive and consultative process over 6 months
  - Reviewing the previous direction not wholesale change
  - Reflecting the emerging political and economical agendas
  - Positioning for strength in an increasingly competitive and uncertain (in the short-term at least) market
Revised Strategic Plan 2010-15

VISION  Keele will continue to be one of the UK’s leading campus-based university communities

MISSION  Keele will provide a high quality educational experience for students shaped by outstanding research contributing positively to social, environmental and economic agendas locally, nationally and internationally

VALUES  Transformative capacity of education; equality of opportunity; advancing knowledge; environmental and economic sustainability; high quality service; equality and diversity; probity and ethical behaviour; well-being of all our members
## Strategic Aims 2011-15

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<td>To be a broad-based university of about 10,000 students, recognised internationally for excellence in education and research</td>
<td>To provide the highest quality student experience to a diverse student body</td>
<td>To deliver international excellence and impact in focused areas of research</td>
<td>To contribute positively to the society economy, culture and health of the communities we serve through our research, education and enterprise</td>
<td>To develop an environmentally-aware and sustainable outward-facing campus community</td>
<td>To manage and develop resources effectively to ensure the University’s sustainability and development</td>
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Staff Communications Audit
Contextual Data

- This university carried out a survey of all staff using a HEFCE funded ‘toolkit’ called HEliX. There were a total of 471 responses representing about 23% of all staff.
- Proportionate responses based on gender, disability and length of service
- Disproportionately lower response from manual staff (clearly an area we need to work on)
On a scale of 0-10 (where 10 is very high) how likely is it that you would recommend the University as a place to work to someone you know, or who is working in a similar role to you elsewhere?

65% would Recommend Keele
The HEliX Survey

- Sought broad range of views on internal communications
  - including strategy, leadership, dissemination of decision making, news and the employee journey
- Overall view was very positive
- There are some areas to work on
The findings...you wanted

- Greater visibility and face-to-face communication from whole of UEC
- A more robust internal communication strategy
- To see innovation, success and creativity more openly ‘celebrated’
- Improved communication of decisions from University committees
- Identify ways of enhancing the sense of community
- ...and a rationalisation of *announce, campusstaff* etc.
Celebrating our achievements in the past 12 months
Some of the highlights

- Top 10 National Student Survey
- No.5 in England for Graduate Employment
- League Table position 32\textsuperscript{nd} up 8 places in Sunday Times 11\textsuperscript{th} Sept 2011
- Keele was NOT in Clearing 2011
- Stronger entry profile of undergraduates
- Increased media coverage (e.g. BBC Midlands Today)
Estates and Facilities

- £8.8m development in 2010/11
- £3.9m refurbishment & maintenance in 2010/11
- £10m+ planned in 2011/12
Keele Priorities 2011/12

Finance
Strategy
Education and Students
Research and Enterprise
Keele Priorities for 2011/12 (1)

FINANCE

➢ Continuing downward pressure on costs
  (Staff costs; Process efficiencies; Shared services)

➢ Increasing Income

➢ Some strategic investment

➢ Capital investment and infrastructure development
  - Keele Park Developments
  - Campus Facilities/Academic Provision (Sustainability Hub; Union Square; Nursery; KMS)
  - Hawthorns and student accommodation
  - Hotel development

➢ Commercial Developments
Keele Priorities for 2011/12 (2)

STRATEGY

- Implementing and Monitoring the Strategic Plan
- Connecting University Strategy, ‘Unit’ Strategy, and Budgeting
- Monitoring and responding to new HE markets
- Raising the market profile of Keele
  (Brand, Marketing, Communications)
Keele Priorities for 2011/12 (3)

EDUCATION AND STUDENTS

- Delivering Quality and Service
- Some strategic investment
- Implementing the Keele Distinctive Curriculum
- Preparing for Institutional Review
- Internationalisation
- Postgraduate Taught
- Capital Developments (including ICT etc.)
RESEARCH AND ENTERPRISE

- Raising the profile and engagement of Keele
- Developing research strategy
- Some strategic investment
- PGR Growth
- REF Planning and preparation
Brand Development and New Identity
Keele University: current Communication Footprint

**Means** (what get credit for?)
- Green/woodland campus
- Academia/research focus
- The original dual-honours

**Is** (associated personality)
- Friendly
- Traditional
- Quirky

*The NAKED TRUTH for Keele University is that it has slowly become a safe and unassuming institution*

This is a positive in terms of pastoral care, psychological comfort and sense of community/belonging

*BUT it is unappealing to those in search of the dynamic, the challenging and the intellectual — and is at odds with a heritage of radical liberal arts thinking, independent minded-ness and the challenge inherent in multi-disciplinary study*
Keele University: future Communication Footprint

• Means (what get credit for?)
• Deeper connection
  to knowledge, study, fields of study, inter-disciplinary study to one another and to others for lifelong relationships and community of interest
• Going beyond the academic
  rigorous and challenging study is enhanced with extra-curricular activity
  The Distinctive Curriculum / Keele Graduate
• Sense of Discovery
  for the curious and enquiring mind, discovery is the emotional benefit they seek to discover yourself, your capabilities, your peer group place and belonging

• Is (associated personality)
• Life long Connections
• Personal endeavour
• Meaningful Discovery

And is a high quality University that can truly aspire to be a premium yet accessible choice within the UK higher education sector
Our visual identity needs to be updated to better, and more accurately, reflect our aspirations at home and overseas. It needs also to celebrate and remind us of our heritage. The aim of this re-branding is to ensure that we present the University to its best advantage with consistency, confidence and pride as we look to the future.
How the logo will appear...