Our Vision 2020

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INTRODUCTION

OUR VISION
Keele University has ambitious plans for its future growth and development, building upon its reputation as a traditional, research-led campus University with a broad academic base. Keele is large enough to have high impact and profile, but small enough to sustain its commitment to community and individuals. Whilst being rooted in its locality, the University is international in outlook and character and in the reach and impact of its education and research programmes.
Keele is a well-respected provider of inspiring education, preparing graduates who make significant and wide-ranging contributions in their chosen fields. Students form a strong affinity with Keele during their studies and throughout their lives, as evidenced by our outstanding success in relation to student satisfaction, our significant alumni networks across the world and the active role our alumni take in the development of the University.

**UTILISING OUR SUBSTANTIAL INTELLECTUAL RESOURCES**
World-leading research is undertaken in all faculties – Health, Sciences, Social Sciences and Humanities; and in diverse fields such as tropical diseases, the production of scholarly editions, understanding the causes of crime, improving social care outcomes, developing sustainable energy technologies and alleviating arthritis. We are committed to harnessing our substantial intellectual resources and the talents of our academic staff for the benefit of wider society in economic, environmental, social and technological terms. We also remain committed to providing leadership in environmental sustainability in all that we do. Our distinctive and diverse academic profile, our campus-based academic community and our extensive networks of influence and impact are unparalleled in the British education scene, and we are close in character to the prestigious and niche liberal arts colleges in the United States.

**LOOKING AHEAD**
As we look ahead to 2020 our key priorities are well-established and well-understood by our community and stakeholder groups, who have assisted us in preparing our next Strategic Plan. Our strategic course set in 2010 remains at the heart of the strategy. Building upon our successes since that time, Keele beyond 2015 will be a University characterised by ‘aspiration and ambition’ – an aspirational destination for students and staff, and ambitious and aspirational in itself.

We aim to expand in terms of size, scale and reach as:
- One of the leading universities in the UK (Overall top 30) and the world (the top 2%)
- World-leading in our research in key areas, with most areas being in the top 20% in the UK
- Growing our student base at home and overseas (to support our internationalisation agenda) – 30% growth would support continued financial sustainability whilst retaining our character and our academic community
- A destination for outstanding students from all backgrounds who will benefit from a leading broad research-led education and exceptional student experience supported by our two Students’ Unions
- International in outlook, culture and performance
- A beacon for environmental sustainability in HE and in wider society, characterised by distinctive and distinguished achievement in education and research but also in our ethos and business operation
- A key driver within the growth and regeneration of the local, regional and national economies, through interactions with business, government and the third sector in the UK and beyond
- The preferred partner regionally, nationally and internationally
- A leader in innovation in academic and technological terms
- An environment where, building on our founding principles, our staff community have the opportunity to flourish and directly contribute to our future successes
INTRODUCTION

CONTINUING OUR SUCCESS

This ambitious and aspirational agenda will be delivered during a time of significant external uncertainties, the precise details and implications of which cannot be known at this time. In the shorter term, the heralding in of a new government will lead to a review of the funding and regulatory oversight of higher education addressing the absence of a Higher Education Act. Pressing issues within the system include: the increased diversity of the sector and the entry of new providers on a different footing to established universities; the complex web of regulation and monitoring by government agencies; and the fundamental question of how to secure the financial sustainability of the sector given the scale of the student loan company debt and the low repayment rate by graduates. The continued success of Keele and all other UK universities within the highly competitive international education market will be shaped by support for UK research and UK immigration policy and practices, plus global political instability, environmental and economic factors. The growth of higher education systems within emerging economies will present not only challenges in terms of competition, but also opportunities for partnership and collaboration to support our internationalisation strategy.

FINANCIAL CHALLENGES

Financial sustainability is a cornerstone of our strategy because we recognise the need to be in a good position to respond to and weather the changes in global market places and government policy. As a university with a successful health faculty we are also acutely aware of the impact of changes in NHS policy and funding for education, training and research, and future changes to the profile and needs of the workforce in the health economy. The challenges of extended life expectancy and twenty-first century lifestyle choices facing the NHS also feature in our planning; in terms of our research and in our financial management of future challenges relating to pensions.

“As a university community we look towards 2020 with expectation and optimism.”

BEING AGILE, FOCUSED AND DECISIVE

Whilst charting a course through this dynamic and changing external context, we will remain committed to enhancing the experiences and contributions from both our staff and students. We recognise that as a community we need to be agile, able to make decisive choices as the future unfolds and work together in new ways, using technology and our intellectual resources in creative ways. As a university community we look towards 2020 with expectation and optimism, recognising our enduring strengths: our large and beautiful campus, our impressive academic lineage, our strong sense of community and our shared vision for the future.
The 2020 Vision was developed in wide consultation with all of the Keele community.
MISSION

We are committed to making a difference in society by providing innovative, high-quality education for students from all backgrounds and by undertaking world-leading research that transforms understanding and brings benefit to society, communities and individuals.
VISION

We will be a leading campus-based university that stands out due to our unique community, our world leading research and our broad-based education that produces graduates who have a genuine positive impact across the globe. Our research will be transformational in higher education and across society more broadly and we will be internationally recognised for our professionalism, collegiality and environmental sustainability.

KEELE VALUES

Observing Keele’s founding ethos of ‘the pursuit of truth in the company of friends’, the University is committed to:

• The transformative capacity of education for individuals, communities and society
• Equality of educational opportunity
• Advancing knowledge through independent research and academic enquiry
• Environmental sustainability for the sake of future generations
• Delivering exceptional service and experience in all its activities
• Valuing the rights, responsibilities, dignity, health and well-being of individuals through its commitment to equality and diversity
• Valuing probity and integrity in all its activities
• Exemplifying the highest standards of leadership and governance in the Higher Education sector
AIM 1

To continue building Keele as a broad-based research-led University of about 13000 students recognised internationally for excellence in education, research and enterprise
Maintain a comprehensive, multi-disciplinary and sustainable portfolio
• Continuously enhance programmes across sciences, social sciences, humanities and health
• Maintain a strong and focused portfolio combining contemporary academic disciplines in a creative and integrated way
• Develop high-quality consortial degrees to provide students with academically-challenging interdisciplinary learning opportunities

Support and develop our staff in a culture of innovation in education and research through:
• Innovation in research-led teaching and learning
• Establishing international reputations in research
• Personal and career development

Grow overall student numbers
• Increase numbers on programmes that can attract high-quality students
• Develop new disciplinary areas

Increase the proportion of postgraduate students
• Increase postgraduate taught provision through new programmes, integrated Masters and flexible credit accumulation
• Increase provision of Continuing Professional Development
• Grow postgraduate research numbers across the whole university

Grow and diversify our international student base
• Develop strong institutional partnerships in targeted geographical hubs
• Increase the number of high-quality international students on the Keele campus from a targeted but broader range of countries

Admit outstanding students from all backgrounds
• Increase the standard of qualifications needed to come to Keele
• Increase the number of applicants putting Keele as their first choice
• Support students from all backgrounds who would benefit from a Keele education

Increase the number of students taught abroad
• Deliver first-rate programmes overseas through strong and sustainable partnerships
• Broaden our blended learning approach to support overseas students

We will provide world-leading opportunities for an increasingly diverse student body

TRANSFORMATION PROJECTS
• Refine the portfolio, curriculum and delivery of taught programmes at all levels to further promote enhanced academic attainment and graduate employability
• Establish a regional hub in South-East Asia for both teaching and research
• Invest in new state-of-the-art laboratories to support research and education in STEMM (Science, Technology, Engineering, Medicine and Mathematics) and related subjects
AIM 2

Through the Distinctive Keele Curriculum provide outstanding discipline-based education and a unique portfolio of personal development opportunities in the context of a sector-leading student experience.
Produce students who will have a positive impact in their communities and are highly employable

• Increase opportunities for external academic, community-based or work-based experience
• Further support the development of transferable and employability skills
• Increase our high-quality career, employment and employability skills support

Provide multi-disciplinary opportunities and a personalised learning experience

• Ensure that we have a strong and focused portfolio combining contemporary academic disciplines in a creative and integrated way
• Refresh and focus student choice within our programmes
• Expand opportunities for developing foreign language skills

Be innovative in delivery and approach

• Introduce appropriate technological developments
• Develop the estate to provide both specialist and generic flexible learning and social spaces
• Ensure our libraries are central to innovation in learning

Provide a highly supportive environment and experience for students on all programmes and from all backgrounds

• Recognise and provide for students’ diverse learning styles
• Support the development of learning skills, in particular to support the transition into, and on from, university
• Continue to build on students’ engagement with global approaches and issues

Deliver Keele curricula overseas through strong high-quality partnerships

• Ensure that students taught abroad have access to the essence of the Keele ethos and sense of community

Continue to deliver the highest quality student experience

• Provide excellent student accommodation both on- and off-campus
• Work in partnership with KeeleSU and the KPA to provide first-class services and resources to all students, both on campus and studying or living elsewhere
• Provide innovative and exceptional quality student support services

At Keele we are committed to providing a high quality learning and living environment in which our students can flourish

TRANSFORMATION PROJECTS

• Deliver state-of-the-art learning and teaching spaces in the Walter Moberly, Dorothy Hodgkin and Library buildings, and specialist spaces in Huxley/Lennard-Jones
• Deliver an enhanced student community through a reconfiguration of the student accommodation offer
• Develop physical and technological resources to establish a student networked community both on-campus and in partner locations to enhance the learning and student experience
AIM 3

To deliver international excellence and impact in focused areas of research
Be a centre of world-leading excellence in focused research areas and have an international profile in all disciplines
• Encourage multi-disciplinary approaches, in part through the establishment of a small number of University Research Centres
• Focus our use of resources to support areas of research strength

Provide a supportive environment for all research active staff
• Have a well-founded research support system in our Faculties and professional services for emergent and established researchers
• Have a strong physical research infrastructure
• Provide top-class IT support for research

Enlarge our Postgraduate research community
• Support international recruitment of postgraduate research students
• Increase our participation in Doctoral Training Centres
• Allocate appropriate internal funds to leverage external support and maximise recruitment of postgraduate research students

Maximise impact and realise social, economic, health, environmental and cultural benefits of the research we do
• Maximise the external visibility and usefulness of the research we do, for example through a widely used institutional research repository
• Underpin regional regeneration through research and knowledge exchange, and through using the campus as a demonstrator of innovative practice and technologies
• Engage with the public to enhance the understanding of the research we do

Build key research partnerships
• Develop and support key research partnerships within academia and beyond
• Be recognised as a reliable and high-quality collaborator
• Develop a small number of institutional-level research partnerships where mutual strengths align and complement each other

Appoint, develop and retain outstanding researchers
• Provide sector-leading mentoring and support for early career researchers
• Ensure staff appointed have a research profile that will align with, and enhance, existing research strengths and the University research strategy

Be a top quartile research university in REF 2020
• Encourage and support the production of outputs of world-leading quality
• Develop and measure the impact of the research we do
• Appoint and retain high-quality researchers

We will provide a high quality, dynamic research-led environment, with world-leading research across Health, Natural Sciences, Humanities and Social Sciences

TRANSFORMATION PROJECTS
• Establish University Research Centres in Environmental Sustainability, Ageing and Community Animation
• Develop a physical focus to promote Keele’s research and enrich and stimulate the research environment for students
• To establish a sustainable and strong research portfolio in secondary care with our NHS partners
AIM 4

To contribute positively to the society, economy, culture, health and well-being of the communities we serve
Develop partnerships with business and industry
• Offer multi-dimensional relationships with identified individual organisations
• Create and manage activity-focused clusters of collaborators
• Develop undergraduate and postgraduate programmes in which students work on projects with business and industry
• Maximise the policy impact of our research through relationships with business, government and NGOs

Collaborate with local communities, enterprise and the Third Sector
• Be the centre of an extensive network of SMEs with which we will work on research or training
• Be a leader in our delivery of student volunteering opportunities
• Be at the centre of networks in the NHS, creative industries and social enterprise
• Enhance our arts and cultural programmes

Develop the University as an integrated innovation campus
• Provide high-quality co-location spaces on campus and on the Science and Innovation Park
• Maximise the beneficial interfaces between our academic community and the businesses on our campus

Increase the number of people who come onto campus for continuing professional development (CPD)
• Deliver bespoke training for organisations in the public and private sectors where our expertise allows
• Provide executive education in the UK and beyond

Provide a supportive environment for Knowledge Exchange
• Take a positive approach to IP exploitation that is robust and entrepreneurial
• Undertake dynamic partner relationship management and provide interdisciplinary solutions to identified business needs
• Ensure that there are clear entry routes into the University for potential partners

Actively promote the involvement of students and graduates with our collaborations and relationships, in part through collaboration with the Students’ Unions
• Further develop volunteering initiatives involving our students and staff
• Provide opportunities for our students to acquire business skills and develop an entrepreneurial approach
• Further increase opportunities for students to gain work experience and for graduates to secure internships leading to increased graduate employment
• Engage our alumni in supporting current students and providing links for research collaborations

“Keele is playing an increasingly important role as an economic anchor and catalyst of local growth, harnessing its excellence in research, education and global reach

TRANSFORMATION PROJECTS
• Develop our integrated Science and Innovation Campus to underpin our research and knowledge exchange programmes; increase graduate employment and support regional regeneration
• Develop a coherent and integrated CPD portfolio, building on regional and national priorities and Keele’s academic strengths
• To establish Keele as a national exemplar in the role of a research-led university as an anchor in the regional economy supporting its regeneration
AIM 5

To promote environmental sustainability in all that we do
Continue to improve the environmental sustainability of the University through campus developments, carbon reduction and the impact of University operations

• Ensure maximum energy efficiency in our buildings and modes of transport
• Reduce waste production and increase our level of recycling
• Use renewable and low carbon sources of energy when possible

Have world-leading research in environmental sustainability

• Develop our research profile through a University Research Centre in Environmental Sustainability
• Encourage postgraduate studentships in relevant areas of research

Educate our students on environmental issues and provide opportunities for them to put strategies into practice

• Provide opportunities for all our students to learn about environmental sustainability and support University initiatives in this area
• In partnership with the Keele Students’ Unions, co-ordinate student activities that articulate, demonstrate and implement strategies around sustainability

Provide leadership in application and implementation of environmental sustainability

• Use the Keele campus as a demonstrator site for approaches to energy management, distribution and efficiency
• Be sector-leading in providing education and training in environmental sustainability for external organisations and communities
• Utilise our Sustainability Hub to reach out to external communities

Be sector-leading in environmental education and engagement with business, external organisations and communities

• Continue to embed environmental sustainability throughout our curriculum

“Keele will have a global reputation for providing leadership in sustainability”

TRANSFORMATION PROJECTS

• Promote a portfolio of environmental sustainability student projects and encourage postgraduate studentship through the University Research Centre in Environmental Sustainability
• Develop a range of alternative energy sources utilised on site to reduce our carbon footprint and underpin research and education programmes associated with environmental sustainability
• Establish a Smart Energy Network Demonstrator (SEND) as a national demonstrator and focus for research, on the dynamic management of energy resources around a complex residential and commercial site
AIM 6

To transform how we work to ensure the University’s development is sustainable and delivers world-leading teaching and research
Maintain financial sustainability and build revenue reserves
- Increase income and generate increased levels of surpluses and cash from operations for investment in the University’s infrastructure, in line with a clear funding plan
- Target staffing investments in areas of growth, whilst managing staff costs
- Strategically prioritise the programme of capital development funded by both internal and external sources
- Continue to develop robust risk management processes
- Promote fundraising and deliver the development campaign

Further develop a collegial and creative working culture to promote success, efficient services and a sense of inclusivity and shared ownership
- Continuously develop robust and streamlined business and academic processes and agile decision-making mechanisms.
- Develop a full and effective operation of revised leadership routines fully integrated into relevant promotion and succession planning processes
- Develop an integrated approach to service planning and workforce planning, incorporating a relevant and flexible approach to staff recruitment and reward
- Develop effective and rewarding service and staffing structures, realising opportunities for efficiencies, career development and training
- Support the rights, responsibilities, dignity and health of our staff and students through delivery of our Equality and Diversity Strategy
- Enhance our internal communications

Provide staff and students with excellent, innovative and reliable information technology and resources
- Provide a cutting-edge, flexible, integrated and secure IT infrastructure
- Develop valuable management information and tools for communication and collaboration within the Keele staff community
- Enhance the Library as a key teaching and research resource
- Support and deliver IT innovation in the use of technology for teaching and research
- Use technology to promote the University on a global scale

Develop the estate to meet the future education, research, academic and social needs of the University in the medium and longer term
- Develop the Estates Master Plan relating to the future of the campus and Keele’s contribution within its locality
- Develop flexible space that is future-proof and suitable for alternative functions
- Ensure the appropriate stewardship of the natural and physical resources of the Keele campus

Develop the estate to meet the future education, research, academic and social needs of the University in the medium and longer term
- Develop the Estates Master Plan relating to the future of the campus and Keele’s contribution within its locality
- Develop flexible space that is future-proof and suitable for alternative functions
- Ensure the appropriate stewardship of the natural and physical resources of the Keele campus

Strengthen the University’s reputation and the Keele brand
- Continuously enhance the University’s marketing performance
- Mobilise alumni to support the education, research and the student experience

"Keele will have a global reputation for innovation in the way we support our staff and students"
IMPLEMENTING OUR STRATEGY

Implementing our strategy for Keele Beyond 2015 will be reliant upon our effective delivery and our ability to flex and adapt to the changing and challenging external context. Flexibility will therefore need to go hand-in-hand with our ambitious and aspirational agenda to ensure that we can realise our optimistic expectations as we progress towards 2020.

The delivery of our plan will therefore be undertaken through an annual planning cycle which will allow key priorities, actions and resources to be allocated where Keele’s aspirations and ambitions can be met alongside providing sufficient agility and creativity in our response to the changing external and internal demands as the future unfolds.

Monitoring progress of our achievements will be undertaken through a series of institutional Key Performance Indicators to demonstrate progress against our strategic objectives outlined in this plan. These will provide the University Executive and governing Council with the assurance of our progress against our aims and aspirations by 2020.