

Our VISION

We will become a university that is **globally significant** – a leader in higher education that provides the highest quality **research** and **teaching**, and **engages** locally and internationally on the issues and debates of the day and future. Driven by research, and stimulating learning, the globally significant university informs and changes practice and thinking worldwide.



Strategic goals

1 To establish ourselves as a global university

Our primary goal is to establish Lancaster University as a global leader in higher education. We define global leadership as being a 'go to' university for research and teaching that transform lives, communities, practices and thinking in countries across the globe.

We will measure this goal by securing a top 100 position in key global rankings of universities, which will require a step change in what we do and how we operate.

2 To strengthen our national position

We will strengthen our positioning and profile as a leading UK university, stimulating and shaping the national higher education agenda and public thinking. We will be a source and driver of new thinking and practice that improves communities, lives and the economy.

We will measure this by consistently being placed in the top 10 in leading national rankings of UK higher education institutions.

How will we achieve our vision and strategic goals?

Lancaster University is on a strong trajectory towards achieving our vision and goals. However, we have more to do.

We will grow by building on our current subject strengths, and through targeted and strategic investment to expand in new areas and to improve performance in existing activities.

This growth alone will not generate the scale of activities evident in the world's leading universities. Their size allows these universities to generate much more resource for investment and growth than is available to smaller institutions such as Lancaster. It also increases the scale and significance of their impact.

As such, we will adopt a dual approach to becoming a university of global significance.

We will continue to improve our performance and quality. This will be based on a 'growth plan' for the University that will be ambitious in enriching our subject mix and scope, building on our established areas of subject strength, expanding our research activities, and developing a strong global presence through international partnerships.

We will also seek to develop closer, long-term partnerships with like-minded universities seeking a similar vision of becoming global leaders in higher education. This is likely to involve new and path-breaking alliances that will transform Lancaster.

Specifically we will:

- raise the profile and recognition of the University nationally and internationally
- continue to grow the University's subject mix and portfolio
- build on our existing subject strengths, seeking to place each of our departments in the top 100 in the world and/or the top 15 in the UK
- explore new forms of partnership, unconstrained by historical relationships and forms of collaboration
- build on our growing transnational activities and partnerships to develop a substantial international presence at a scale that provides the resources and activities to be considered globally significant



Our CULTURE & VALUES

Our culture

Lancaster University has a strong sense of identity and a dynamic culture. Lancaster's culture can be characterised as:

- *Progressive*, in continuing to improve academically, as seen in key areas such as research excellence, student satisfaction, and employability
- *Ambitious*, personally, as can be seen by the appetite of our staff to forge successful academic and professional careers; and institutionally, as demonstrated by our recent achievements and rapid progress
- *Supportive* of all members of the University
- *Collaborative*, and collaborating, able to undertake inter-disciplinary research and teaching, cooperating across departments and through the University
- *Personal and 'human-scale'*, creating a conducive and beneficial environment for staff and for students to experience higher education
- *Exploring*, and challenging, through debate and enquiry, to ensure views are heard and there is input into decisions and discussions across the University

Our values and behaviours

How we do things is as important as *what* we do. The ways in which we engage with our students, staff, partners, and sponsors are a reflection of our values and beliefs.

Values We believe in:

- promoting and defending independent academic enquiry and freedom of thought
- pursuing excellence in all we do
- being brave in our decisions, ready to embrace new possibilities and achieve our strategic ambitions
- enabling all staff to fulfil their career and personal ambitions
- developing durable relationships and interactions that meet the needs of our students, alumni and partners
- ensuring accountability, integrity and professionalism in how we operate, both in the UK and overseas
- working together to support the development of the university
- engaging actively to change the world, through our teaching and research and also by leading on economic and social improvement

Behaviours We will:

- encourage debate, enquiry and discovery as drivers of research and teaching, and as a key aspect of university life
- expect the highest standards of all staff, and support them to achieve this
- encourage staff to explore new opportunities and ways of working, from research and teaching to ensuring the University operates effectively
- create a fair and open working environment that embraces all staff and supports them in their personal as well as organisational goals
- engage closely with students, alumni and partners, listening to them and hearing their voices, concerns and ambitions
- develop effective and robust means and processes for how we work and operate
- engage with, hear from and listen to all staff as the University continues to develop and pursue its aspirations
- engage with and seek to improve our local and global communities in partnership with practitioners, policymakers and citizens

In order to ensure we have the right culture, values and behaviours, we will:

- listen to the views and concerns of staff, students and those engaging with the University as we implement the strategy
- recognise our distinctive culture, within a broader context of change that will be created through our institutional ambition and wider environmental uncertainty and dynamism
- uphold and demonstrate our values in how we behave and make decisions

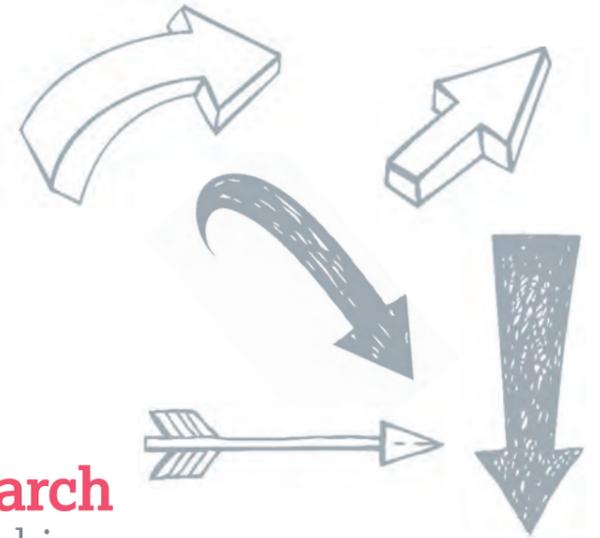
Our PRIORITIES

Our future strategy is focused on three priorities – **research**, **teaching** and **engagement**. Combined, they offer a powerful and compelling model of higher education across the full range of university activities.



Our PRIORITIES

Research



To produce world-class **research** that changes practice and thinking

The creation of new and original knowledge, and the insights and inspirations produced as a result, lie at the heart of the university endeavour. Our first priority is to undertake research of the highest quality by international standards, as recognised by our peers and by users and adopters. Being research ambitious as well as intensive is at the heart of Lancaster's success and its way of working.

We are committed to fundamental research exploring underpinning concepts and problems as well as research that actively and intentionally engages with and seeks to understand the issues 'of the day and future'. We will seek to tackle key problems and questions, creating an agenda for enquiry-driven engagement with global issues.

An increasingly important dimension of our approach to research will be collaborations and partnerships, with fellow researchers and with a wider community of research funders and sponsors. This will build strong research networks and infrastructures with the capacity to address the big issues and generate new insights and knowledge.

This will lead to closer engagement with organisations interested in using our research, in particular employers, governments, charities and NGOs involved in advocacy and socio-cultural as well as economic and political change. These interactions will enable and stimulate knowledge exchange, as well as co-production and application of our research.

We will continue to develop our research culture, through better support for our research students and early career researchers, and through enhancement of our areas and centres of research excellence. We will nurture talented researchers and bring them through to have fulfilling and successful careers with us.

We will continue to judge the quality of our research by our performance in research assessment exercises, looking to future cycles beyond the Research Excellence Framework (REF) and to other measures of research quality and impact.

In order to achieve this we will:

- continue to improve Lancaster's research performance, as measured in the REF and future assessment exercises as well as other external benchmarks of research quality
- grow our research income, securing a larger share of Research Council and European research funding as well as securing grants from international funding bodies
- diversify our research income, generating greater revenues from employers and policymakers, maximising the benefits and impacts of the knowledge and intellectual property we generate
- continue to support our research students and researchers, especially during the early stages of their careers, by securing ongoing funding from Research Councils and other sources, growing our postgraduate research population and supporting career progression
- develop a culture and environment that enables the best research globally to be undertaken by staff and students at Lancaster, including the encouragement of multi- and inter-disciplinary work across the University



Our PRIORITIES

Teaching



To transform people's lives and society through **teaching** and student experience

Student experience and learning lie at the heart of what a university does, and at Lancaster we have achieved real success in teaching and learning of the highest quality and to the highest satisfaction. This is evidenced by external benchmarks, including the National Student Survey (NSS) as well as other surveys and assessments, all of which show that Lancaster has excellent teaching and one of the best student experiences in the country.

We will continue to improve our teaching, as determined by our own assessments, including intensive and active feedback from students, and from key external benchmarks in particular the NSS. We will also continue to improve our student experience, for undergraduate and postgraduate students.

At the heart of our student experience is the collegiate nature and structure of the University, which offers a strong sense of community and identity, as well as extensive opportunities for extra-curricular activities that stimulate learning. The 'Lancaster experience' is epitomised by this combination of excellent teaching with wider opportunities for personal development and learning, within a friendly and collegiate environment.

A key and increasingly important dimension of this will be engagement with our students in the learning endeavour. We will stimulate a higher education by encouraging our students to learn for themselves, and to apply this learning as they study and advance through their careers. This will be a key emphasis for both undergraduate and postgraduate study.

Our approach to teaching is research-driven and research-stimulated. We will create an atmosphere and culture of exploration and enquiry amongst our students that brings leading edge discovery and insight into all our teaching and learning environments – from the library, lecture theatre and seminar room to laboratories, studios, public spaces, and formal as well as informal study environments.

In order to further our aim of providing transformational teaching stimulated by research, we will encourage innovation in our approaches and strategies, developing diverse and innovative means and modes of teaching.

We will also explore and pursue new and alternative approaches to teaching and learning that open up access to higher education for all.

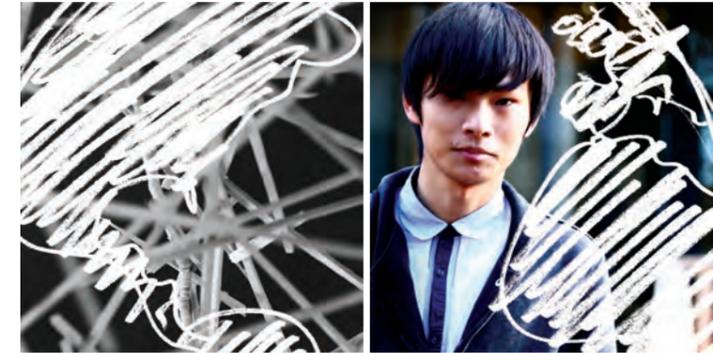
In order to achieve this we will:

- continue to improve on our teaching, as evidenced by the NSS and other assessments, in order to establish Lancaster as one of the highest quality teaching institutions in the UK
- emphasise the transformational nature of teaching and learning enabled by Lancaster University
- continue to enhance the student experience, and in particular our collegiate approach and opportunities for wider learning and development
- support the development and practice of teaching and learning through internal staff development and support, including formal and informal personal development and recognition by external bodies
- develop research-stimulated teaching and learning that is open, innovative and engaged, and is an exemplar to learners and universities globally
- enhance our provision of flexible learning through enabling technologies, including distance and open learning



Our PRIORITIES

Engagement



To **engage** actively with students, businesses and our communities

Our overall strategic commitment to being a globally significant university places engagement at the heart of our mission. As we expand our presence overseas, we engage with new communities that will be affected by our developments. We intend these impacts to be positive and beneficial, and for us to engage in an open and respectful manner.

Our vision of global significance will extend our engagement to new communities that can benefit from and be stimulated by our work. We will learn from these communities, and will be mindful of how we interact with and affect communities indirectly as well as directly.

Our students are one of our most important communities, both while they study with us and as our alumni. We will strengthen the importance of the student voice in informing what we do. This has created strong and improving ties with both current students and alumni that we will continue to reinforce and expand.

Universities play an important role within their local and wider communities. We are a space for exploration, discovery and expression that can open up new insights and ways of thinking.

We can take leadership roles, bringing insights and the opportunities they create into wider communities, in order to improve them and the lives led by their residents. We have the capacity for civic leadership, able to inform and improve lives and society through active engagement and exchange.

We are mindful of the important role the University plays within its own community of Lancaster and the North West of England. Our involvement in and contribution to Lancaster and our wider local community will be a key consideration within this future strategy. We believe we can do more locally in ways that complement our growing international presence.

Lancaster University works closely with employers and our pioneering work has been disseminated and transferred nationally and internationally. We engage with businesses, including small and medium enterprises, as well as policymakers and other agents of social and economic change and development, including charities, NGOs and international organisations. We will strengthen these ties, building innovative and interdependent relationships that inform and stimulate our research and teaching.

In order to achieve this we will:

- develop ever closer and more interactive relationships with our students and alumni
- lead on renewal and growth of our local community, seeking ways for the University to better integrate with Lancaster and the wider area
- contribute to the development of the economy and society locally, including partnerships to enhance key dimensions of our local community such as the arts and creative industries, and more widely the experience and visitor economies of Lancaster and the North West
- play a wider role of engagement as a civic leader – contributing and leading culturally, socially, intellectually and economically
- be an exemplar of engagement with businesses and other organisations in research, teaching and learning
- develop closer and innovative relationships and partnerships with businesses and employers as well as with the public, policymakers and practitioners
- engage actively in economic stimulation and innovation through the exploitation, exchange and transfer of intellectual property and relevant insight and knowledge

Dimensions of **OUR** STRATEGY

Our strategy is only as good as our ability and capacity to deliver it. We will deliver this strategy through the following four **dimensions**

The best staff

The core strength of a university is its people – academics and professionals. We recognise the importance and value of attracting the best people to work here at Lancaster, and indeed see this as one of the most important drivers of future success.

An essential, and central, component of our strategy will be to create an environment and framework that will actively attract the best staff and create the conditions and structures to enable them to fulfil their career ambitions in a university that is not only 'right' for them, but also challenges and supports their development. Our staff want to succeed and expect the University to work with them to achieve their personal objectives.

In order to achieve this we will:

- refresh our 'people strategy' so that we can attract, develop and retain the best staff

An international university

The University is establishing a global presence, through partnerships and strategic presences internationally.

This strategy continues the previous plan's priority "to be seen as a world player in terms of the research we do, the students we teach, and the global problems to which we contribute ideas and solutions".

We will continue to develop our overseas activity, through a genuinely global curriculum and learning environment, recruitment of a nationally diverse staff body, and closer partnerships with international and global partners.

We will also ensure that we effectively and appropriately embark on and support our international activities.

In order to achieve this we will:

- provide an effective and viable framework for establishing Lancaster as a global university

Ensuring sustainability

Our strategy considers sustainability of the Institution and the means to ensure we are planning over the longer term, as essential. Universities are durable institutions that need to anticipate their more distant futures as well as immediate issues and constraints. We embrace all dimensions of sustainability and see them as interdependent. As such, our commitment to environmental sustainability, which is at the heart of our strategy, complements and indeed should enhance financial, social and organisational sustainability.

We see sustainability as consisting of the following components:

- *Financial sustainability*, in terms of ensuring a sufficient surplus for immediate cash flow and other financial purposes, as well as to generate longer term investments and holdings to provide financial security for the University and to support strategic investments and ongoing commitments
- *Environmental sustainability*. This can be seen in terms of meeting our current carbon reduction and other environmental targets, as well as over the longer term becoming an exemplar in practice and thinking on environmental sustainability



- *Community and social cohesion*. How we work as a community, including overall wellbeing and security, is important on campus and in the neighbouring communities where our students and staff live
- *Organisational sustainability* relates to a wider consideration of the capacity of the University to fulfil operational requirements as well as achieve its strategy. Shared organisational knowledge and institutional 'memory' are important aspects of organisational sustainability. Our ability to respond to pressures, crises and significant external change also constitutes an important component of organisational sustainability

In order to achieve this we will:

- produce a financial sustainability strategy to ensure future financial health and the resources needed to achieve our strategy and ambitions
- produce a university sustainability plan that incorporates community and social cohesion, environmental viability and contribution, and organisational capability and wellbeing

A great place to study and work

Estate

Our values, behaviours and culture shape *how* we work. *Where* we work and study is also of real importance. The quality of our campus and the nature of the staff and student experience, both in Lancaster and elsewhere, will determine who we attract to work and study with us, as well as their experiences and memories of these engagements. We will continue to develop the Bailrigg campus, to ensure we have the highest quality estate and facilities possible.

We will pay particular attention to the nature of the student experience for students studying for Lancaster degrees elsewhere. Providing a good environment within which to study and learn will be a key concern for us, regardless of where our students are studying.

Technology

As important as the physical environment will be the virtual academic environments we create. We see the virtualisation of learning as a promising technological 'wave' of provision and learning opportunity. As such, we will create the highest quality virtual environment, enabled by virtual learning technologies that meet our students' aspirations.

Ways of working

How we work is also of real and central importance to future success. Better internal processes and procedures for delivering our academic and organisational 'business', and more efficient ways of working will make Lancaster a better and easier place to work.

We will improve how we work, reducing burdens on staff, making processes more efficient, and improving internal and external communication and engagement.

Our professional services departments and staff will be responsive to the development and operating needs and priorities of the University, and will drive improvements to the ways in which we work that enable us to become a top 100 university of global significance.

In order to achieve this we will:

- create an integrated strategy to continue to improve the physical, technological and organisational aspects of our work, creating an environment for students and staff to succeed

Delivering **OUR** STRATEGY

Implementation and improvement

Delivering our strategy

Effective implementation of the plan is as important as strategy design and validation. How we deliver our strategy will be affected by the ways in which we implement it as well as by changing external conditions. We will need to be flexible, in other words, in how we implement our strategy and achieve our overall objectives as conditions change, and new opportunities and challenges emerge.

We will deploy an effective framework for identifying and prioritising actions and allocating resource and effort to these priorities through a rolling planning cycle. We will ensure that we develop and continue to refine an effective planning and resourcing process that prioritises appropriately and deploys resources to achieve our immediate and longer-term objectives.

Monitoring our plan

We will develop a clear implementation plan, on a three-year rolling basis, that will include an annual operating plan. This will fit with the annual planning process, and with the production by departments of their own annual plans.

In addition, we will develop a detailed monitoring framework to measure progress against our strategy. In particular, we will align performance measures with the strategic objectives outlined in this strategy.

As well as more detailed performance measures, we have identified a set of institutional indicators to gauge overall progress and achievement. These will operate as our overall 'dashboard' to monitor progress and are summarised overleaf.



Key MEASURES OF SUCCESS

Institutional

University rankings	UK World	Top 10 Top 100
Subject rankings	UK World	Top 15 Top 100
Financial health	Surplus as per cent of income Turnover	>6% as average trend £300 million by 2020

Research

Research quality	Research Excellence Framework	Top 15 in UK
Research income	Grant income	£45 million
Research students	Number per academic and completion	Top 15 in UK

Teaching and learning

Entry standards	A level tariff points on enrolment HEFCE access indicators	460 by 2020 2% above benchmarks for HEFCE PIs
Student satisfaction	NSS	Top 10 in UK
Employability	Employment Average salary	>75% graduate employment Top quintile

Engagement

Businesses/employers	Income earned from employers	20% of total income
Impact on community	Economic impact assessment	Multiplier >2.5x University income

Culture and values

Staff satisfaction	Staff satisfaction survey Staff recruitment & retention	Top 10 UK HEI >60% staff appointed from top 100 universities or departments
Business/community satisfaction	'User' satisfaction surveys	>60% re-engage with Lancaster in 12 months

