

Strategic Plan 2009–2015



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Foreword

Since the last revision of our strategic plan much has been achieved and much in the external environment has changed. Higher Education has become a global activity driven by demands for education from growing numbers of students, by businesses' need for skilled people and novel research and by changes to the complexity of knowledge ownership and transmission.

The global economic turbulence, which began in 2008, will continue to resonate across higher education for much of the period of this plan. Lancaster University has tailored its strategy to these new circumstances. We expect income growth to slow from the sustained high levels of the past decade and to return towards the long-term trend line. In order to maintain growth Lancaster University will need to be responsive to the changing landscape and capitalise on the opportunities for expansion in international engagement. We will need to focus on overseas students studying at the Lancaster campus and develop sophisticated partnerships in the Middle East, South Asia and South East Asia. At the same time the University will need to be sensitive to the needs of home students and the business community in the region, the changing environment for research support, and the important role played by regional F.E. colleges in helping widen access to higher education.

The national Research Assessment Exercises of 1996 and 2001 ranked Lancaster University in the leading group of institutions. The most recent RAE in 2008 confirmed the University's standing as a top 15 university. The University submitted 635 members of staff, representing 90% of the eligible total, and the results highlighted world-class research activity in all units of

assessment, demonstrating that the University has some of the leading groups of researchers in the UK in all Faculties and Schools. Using HEFCE's criteria 92% of our research output was considered to be of international quality with 19% regarded as world leading.

Our academic departments have an outstanding record of teaching quality. This is evidenced through the national quality assurance process and the accolades and awards made to our staff. Lancaster University's results in the National Student Survey are consistently strong and in the top 15 institutions. Over 80% of our students rate the overall experience at Lancaster as "good" or "excellent".

Over the past decade the University has established a reputation for a highly successful financial strategy and we aim to retain this hard-won position over the coming period. In recent years we have invested in excess of £300m in new college residential and social facilities, new and refurbished teaching spaces and new research facilities. This plan sets out a framework for continued investment to maintain an infrastructure appropriate for a world class university.

Our campus, with its distinctive academic and college structure, is a major asset which encourages interactions between staff and students and the opportunity to build up new interdisciplinary work. Much

of our work is relevant to the economy and society. The University has a first-class reputation for the standards of our graduates and the production of new knowledge and services. This strategic plan reasserts our desire to be world-class and highlights the way in which Lancaster University expects to build on our strengths and engage with and influence our alumni and partners in the region and beyond.

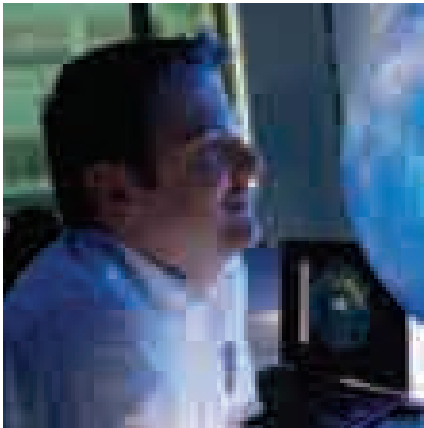
Higher Education is a critical national asset. As a consequence of the current economic downturn, there will be massive demands placed on universities both in the short-term as part of re-skilling the workforce and in the longer-term as part of the renewal of the economy. Our investments since 1964 pre-adapt the University to make substantial contributions in emerging areas of the economy such as education services, healthcare services, business leadership, creative industries, the digital economy and new environmental technologies. This strategic plan sets out an approach that will enhance our impact, deliver innovative solutions to global challenges and enable Lancaster to enhance its position as a world-class centre of higher education.

**Bryan Gray,
Pro-Chancellor and Chair of Council**

**Paul Wellings,
Vice-Chancellor and Chair of Senate**

July 2009

Catalysts and Drivers



Economic and Social Impact

- The funding for basic research and its supporting infrastructure is becoming increasingly concentrated in relatively few centres of excellence
- Research funding policy is placing greater emphasis on market facing and collaborative research focussed on national priorities
- Universities are expected to manage effectively and exploit their intellectual property to maximise economic and social benefits
- The skills and knowledge of graduates are expected to be relevant to the changing demands of the workplace
- The emergence of new sectors and promotion of sustainable development in areas of national and international priority need to be underpinned by the availability of suitably qualified new graduates and the development of new knowledge
- Public policy is enhanced through the engagement of the academic community



Internationalisation of Higher Education

- The growth of the world's population is increasing the demand for and supply to higher education. This offers new opportunities for UK HEIs, but also increases global and international competition
- Globalisation has transformed the range of skills and cultural understanding required by graduates
- Large scale complex environmental and social problems require the research community to collaborate across international boundaries
- There is greater diversity in academic and professional staff groups and more competition to recruit the best staff as international mobility increases
- Global rankings of higher education institutions are placing a greater emphasis on defining and measuring the attributes that are associated with leading universities

Institutional Sustainability

- In the UK an expected demographic decline in the number of UK students up to 2015 will increase competition and the emphasis on recruiting international students
- The challenge of climate change and increased energy costs requires a step change in the H.E. sector's environmental standards.
- Newly built infrastructure needs to meet enhanced standards of environmental sustainability
- The strain of increasing payroll costs and pension pressures emphasises the need for the sector to set priorities and continue generating the surpluses required for infrastructure maintenance and future reinvestment
- The breadth of academic provision, particularly in relation to strategically and nationally important subjects, requires better co-ordination across the sector

Demands on Universities

- Innovation policies consistently identify universities as key actors in the national innovation system
- The need to maintain the UK's competitiveness in the globalised economy emphasises the importance of the Higher Education sector stimulating the move to a knowledge- based economy
- Social inequalities in access to education place a continuing obligation on universities to have strategies to engage with schools and students from disadvantaged groups
- The changing demands of all segments of the student population requires a student experience that is flexible and responsive
- Policies and practices in universities require modernisation to make the most efficient use of assets and other resources
- Novel technologies and facilities are needed to allow all staff and students to access content and services from providers elsewhere

Lancaster 2015



As we approach our 50th Anniversary we should reflect on the brief period since our establishment in 1964 and celebrate our world-wide reputation as a centre for research, scholarship and teaching. This achievement has been built by successive generations of staff and students, and their commitment to quality.

Our Vision for the Future is to be a sustainable and academically excellent institution recognised as one of the leading universities in the world. We will measure our success by:

- The quality of our teaching, research, third mission activities and external engagement.
- Our reputation and impact at all scales, whether these be international, national or regional.
- The global identity and esteem of our multi-cultural staff, students and alumni.

We expect to grow in excellence and to build a network for research and teaching partnerships relevant to the demands of the changing global landscape of higher education. Our priorities will shape our focus and our scale. In research, Lancaster University's role is to be excellent in a selected number of fields, all of which are internationally recognised. In teaching, Lancaster University's degrees will be delivered to a wider community of students in a range of locations both in the UK and elsewhere. Our flexibility remains a key strategic asset. We will use our strengths to identify new multi-disciplinary opportunities and be known for taking action.

Over the past decade our focus on quality in research and teaching, while maintaining our long-term financial position, has paid dividends. This approach has allowed us to build up a number of important centres of excellence and to make a distinctive offer among UK higher education institutions. As we approach our Golden Jubilee we have a singular strategic ambition which builds on these strengths. Our agenda is simple:

To be a world-class university in the global top 100.



Mission



Our mission is to pursue research at the highest international level, creating new knowledge and expertly transmitting the benefits of this to our students, partners and users of our research.

Beliefs & Values



Our beliefs and values shape our direction, our ambitions and our passion for the work of the University.

We are committed to meeting the needs of our students and collaborators through our research and teaching.

We are committed to celebrating the diversity of members of the University and maximising their potential.

We believe that accountability, integrity and professionalism in all our staff are touchstones of an international university.

We believe that our enduring relationships with alumni and collaborators make a difference to their communities.

These beliefs are underpinned by our emphasis on:

- Equality of opportunity
- High standards of scholarship
- Academic freedom
- The pursuit of excellence and innovation
- Turning our ideas into action
- An atmosphere of collegiality
- Mutual respect for each other and those we serve

Our graduates



Lancaster's graduates are able to rely on a framework that triangulates expectations between students, academic staff and students' future employers, each reinforcing the other two.

We seek to produce graduates with a strong knowledge of their subject area who are characterised by the ability to make a positive difference to society, a willingness to take the initiative in their jobs and communities, and well-developed leadership skills.

During their courses of study they have opportunities to develop high level skills in:

- Problem solving
- Application of knowledge
- Analysis and critical reflection
- Oral and written communication
- Negotiation and influence
- Application of modern technologies



Strategic Planning Framework



Lancaster University’s strategic planning cycle covers a six year period.

For the forthcoming period we have identified seven areas of strategic development: International, Research and Impact, Teaching, People, The Lancaster Experience, Finance and Organisation. This plan outlines the specific objectives within each strategic area. These strategies are intended to underpin the University’s Mission and Vision. We take these to be longer-term and enduring features of the type of institution we aim to be.

This strategic plan and key performance indicator set is approved by Council and used to inform the direction and governance of the University. In order to support the strategy a range of Management Operational Plans and Supporting Strategies are developed by the Vice-Chancellor’s Office, Central Services and within the Faculties and Schools.



International



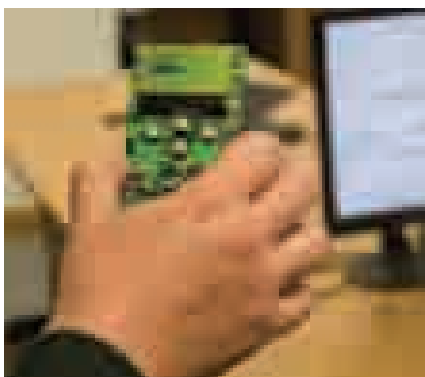
International students, from one hundred countries, form well over half of our graduate school, while international staff, from sixty countries, constitute almost one third of our academic staff

For 2009–2015 our priority is 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 an international mindset as the cultural norm at Lancaster:
 - by incorporating international perspectives into development, career planning and staff appraisal schemes
 - by raising the international profile of the institution through recognition of international work in the different faculties
- We will continue to develop research partnerships with top-ranked global institutions:
 - by encouraging joint delivery of research degree programmes
 - by supporting staff exchange and collaborative research
- We will continue to develop teaching partnerships:
 - by expanding our portfolio of joint degrees with partner institutions
 - by increasing our delivery of Lancaster degrees overseas
- We will develop closer partnerships with government and business both at home and overseas:
 - by pursuing research and consultancy of mutual interest both to the University and to government and business
 - by engaging more actively with employers and international agents on the employability agenda
- We will enhance the international intellectual environment of Lancaster:
 - by seeking to increase our numbers of international students and developing more opportunities and support for our students to study overseas
 - by enhancing the opportunities and facilities at Lancaster for visiting researchers from overseas
- We will, drawing on our expertise, enhance our contribution to the discussion and resolution of global issues:
 - by working collaboratively within and across faculties on issues of global importance
 - by investing in research and teaching which advance our knowledge in globally important areas



Research and Impact



The University has increased its research grant income by 45% over the last 5 years and is currently working with more than 1000 businesses per year

Lancaster University will continue to demonstrate that it performs research that is highly respected by peers and has a significant impact on society through benefits to business and influence on public policy. We will maintain a thriving research community that recognises the importance of developing new researchers and provides the support to allow our staff to achieve their maximum research potential.

- We will ensure that our research portfolio continues to be world class and sustainable across all our disciplines:
 - by increasing the proportion of our staff that are recognised as world leaders in their fields and ensuring that all of our research is of international quality
 - by supporting research from a wide range of funding sources
- We will maximize the impact of the research:
 - by addressing key issues for civil society, business and policy makers nationally and internationally as well as in our region
 - by ensuring that the results of our research are appropriately disseminated within academic and user communities
- We will encourage interdisciplinary approaches to major global issues:
 - by continuing to invest in major research centres
 - by ensuring that inter-faculty and inter-departmental projects are facilitated
- We will aim to be a University of choice for early career staff and postgraduate research students:
 - by having a Graduate School environment that provides high quality research training and skills development and is attractive and supportive to students from all backgrounds
 - by providing support for personal and professional development of researchers at an early stage in their careers
- We will provide a world class research environment:
 - by ensuring that our staff have appropriate time and resources to do their research
 - by ensuring that our facilities, equipment and research support structures are first class and attractive
- We will aim to be productive partners in research for other universities, research based institutions and business:
 - by fully engaging in important regional, national and international research collaborations
 - by developing sustainable research relationships with major companies as well as small and medium enterprises, government departments and non-government organisations

“We will maintain a thriving research community that recognises the importance of developing new researchers and provides the support to allow our staff to achieve their maximum research potential.”

Teaching



National surveys of students' assessment of all aspects of teaching and learning repeatedly show that Lancaster is an elite teaching institution

For 2009–15 our main priority, while maintaining stimulating programmes delivered to the highest standards, is to improve the employability of our students in national and international job markets.

- We will recruit students with increasingly higher levels of entry qualifications:
 - by providing financial assistance to be able to recruit on a merit basis
 - by offering attractive and relevant degree programmes underpinned by Lancaster's high academic reputation and institutional quality standards
- We will provide innovative and challenging programmes:
 - by being at the forefront of changes in knowledge as well as being responsive to student and employer feedback
- by developing flexible, blended learning and modular programmes
- We will provide our students with highly enthusiastic and knowledgeable staff:
 - by recruiting staff who are at the international cutting edge of research
 - by supporting staff in developing innovative approaches to teaching and rewarding staff for high quality teaching
- We will continue to develop an outstanding learning environment:
 - by providing a variety of high quality and stimulating learning spaces both on campus and at international partner institutions
 - by providing state of the art library and IT facilities and high quality e-resources
- We will broaden the horizons of our students:
 - by achieving a step change in the number of students taking up opportunities to study abroad
 - by providing a stimulating mix of students from all backgrounds and all parts of the world
- We will produce graduates whose skills and knowledge are sought after in the national and international job markets:
 - by working increasingly closely with employers and alumni to inform our activities and by providing opportunities for students to engage in placements, work experience and volunteering
 - by enhancing enterprise skills and labour market awareness in our students



People



In 2008 Lancaster University was ranked top University in the North-West for overall satisfaction in the National Student Satisfaction Survey, and staff survey results for 2008 identified 80% of staff self reporting as “highly satisfied”

For 2009–2015 our priority is to place increasing emphasis on the employability of our students and on the professional development of our staff. We will foster a culture of continuous improvement and respect for all, rewarding initiative, performance and creativity. We will continue to provide an ethical, healthy place to study and work and encourage lifelong links with staff and students.

- We will enhance the employability of our students:
 - by encouraging and supporting our students to develop transferable skills through their study and outside their core learning activities
 - by developing programmes of study and qualifications that have ‘real-world’ applicability
- We will promote personal and professional development of our staff:
 - by offering high quality training and development opportunities
 - by reinforcing a culture of continuous improvement and learning from each other through observation feedback and coaching
- We will create a performance-based culture:
 - by rewarding initiative, both individual and collective, and by ensuring performance of a high standard from all staff
 - by reviewing policies and procedures that inhibit our ability to transform the institution
- We will provide an ethical environment:
 - by continuing to build a culture in which any form of harassment or discrimination is totally unacceptable and we are responsive to the needs of all social and ethnic groups
 - by recognising our responsibility to help promote wider access to higher education for currently underrepresented social and ethnic groups
- We will sustain a healthy and safe place to study or work:
 - by providing information and promoting ‘well-being’ in its broadest sense
 - by monitoring and responding to workload pressures
- We will support a life-long association with the University for graduates and staff:
 - by working in partnership with alumni to realise joint goals
 - by having an open campus to facilitate lifelong links with staff and members of the public in the region



The Lancaster Experience



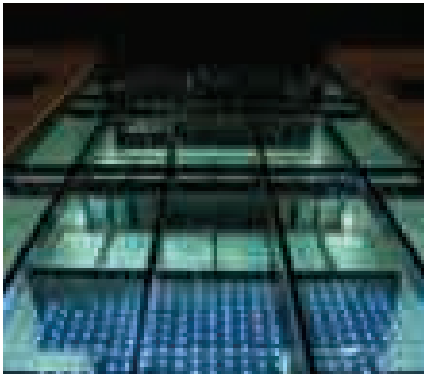
Since 2003 we have now invested in excess of £300M in new college residential and social facilities, new and refurbished teaching spaces and new research facilities

For 2009–2015, our priority is to develop further an open and sustainable campus with contemporary design that meets the highest environmental standards. We will provide highly appealing and sociable places for living and working and promote a strong sense of community, taking full advantage of our distinctive collegiate structure.

- We will develop our attractive, open, green and sustainable campus:
 - by continuing to invest in our existing estate and new buildings
 - by using designs, that are innovative and meet the highest environmental standards
- We will provide highly appealing and sociable living and working spaces:
 - by continuously developing a diversity of recreational, retail, and social facilities
 - by providing study or working environments that cater to different styles and patterns of work and foster communication and interaction
- We will maintain and promote a strong sense of community:
 - by supporting a distinctive college system
 - by valuing open and responsive modes of interaction that emphasise collaboration
- We will promote multi-culturalism and internationalism:
 - by creating an environment where all categories of students and staff are welcomed to campus and catering to the distinctive needs of international students
 - by actively learning from and incorporating good practice from leading international institutions
- We will foster an innovative culture:
 - by encouraging new ideas from across the institution
 - by promoting participation and active involvement in ideation and decision making at all levels
- We aim to provide a stimulating and challenging intellectual environment:
 - by valuing academic freedom and critical inquiry
 - by fostering inter-disciplinarity and a willingness to address and analyse problems of global significance



Income Generation, Productivity and Financial Sustainability



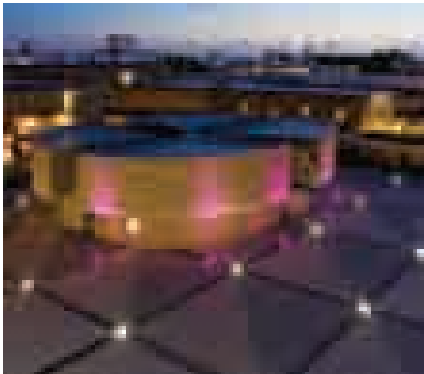
Over the last ten years our average underlying surplus has been in excess of 4% and Lancaster has been an exemplar within the sector for successful sustainable financial management

Our aim is to continue and build on our successful financial management and meet the challenges posed by a more difficult economic environment through integrated financial and academic planning and by achieving gains in productivity.

- We will continue to deliver income growth ahead of inflation:
 - by diversifying our income sources
 - by systematically expanding existing income streams
- We will ensure that growth is sustainable:
 - by maintaining a balance between payroll and non-payroll costs
 - by ensuring that the full costs of our activities are identified and provided for
- We will deliver greater productivity:
 - by focussing on core activities and key strategic objectives
 - by extending our programme of administrative process reviews and achieving efficiency gains
- We will integrate financial and non-financial objectives:
 - by establishing and meeting clear goals for improving non-financial measures such as intake quality and citation levels
 - by ensuring that growth enables us to continue to build the capability of the University
- We will generate the cash required to support our growth plans and our capital expenditure programme:
 - by improving our surplus levels from 4% to 5% of turnover
 - by selective use of both on and off balance sheet financing to support appropriate projects
- We will improve our underlying credit strength:
 - by achieving the key ratios in our financial strategy
 - by strengthening our international reputation



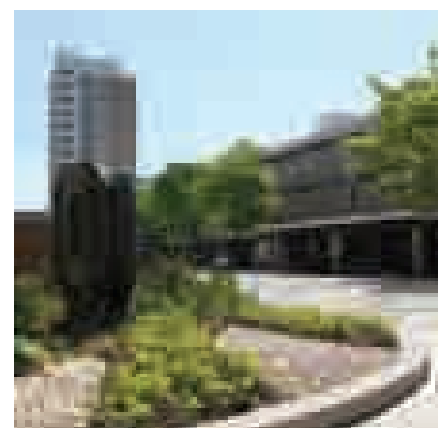
Responsive Services and Integrated Processes



Over the last 5 years we have taken major steps towards modernising our processes, structures and systems in the academic faculties and the central administration

As a result of the growth of the University, the current economic environment and the ever-increasing expectations of staff and students we need to redouble our efforts to deliver fully integrated administrative processes that are recognised for quality, innovation, responsiveness and efficiency.

- We will ensure that we have a good understanding of the needs of both staff and students:
 - by ensuring that information on existing services and processes is effectively shared
 - by finding new ways of communicating with staff and students
- We will establish clear priorities for improvements to services and processes:
 - by listening to views and requirements of relevant staff and students
 - by identifying links to other priorities in the Strategic Plan
- We will implement integrated, effective and efficient services that meet the needs of staff and students:
 - by engaging in thorough process analysis
 - by establishing effective change programmes that are properly planned and resourced
- We will ensure that processes are supported by effective deployment of technology:
 - by ensuring that we have an IT capability that can deliver in a timely fashion
 - by ensuring that we have clear and consistent standards for the use of technology around the campus
- We will continue to develop organisational structures that help promote joined up thinking in delivery of services and processes:
 - by deploying resources efficiently in support of agreed priorities
 - by ensuring a fully integrated approach across central services and the faculties
- We will establish clear service standards and monitor our progress against them:
 - by ensuring that our processes support the production of good quality data
 - by benchmarking our performance and setting ourselves challenging improvement goals



Key Challenges

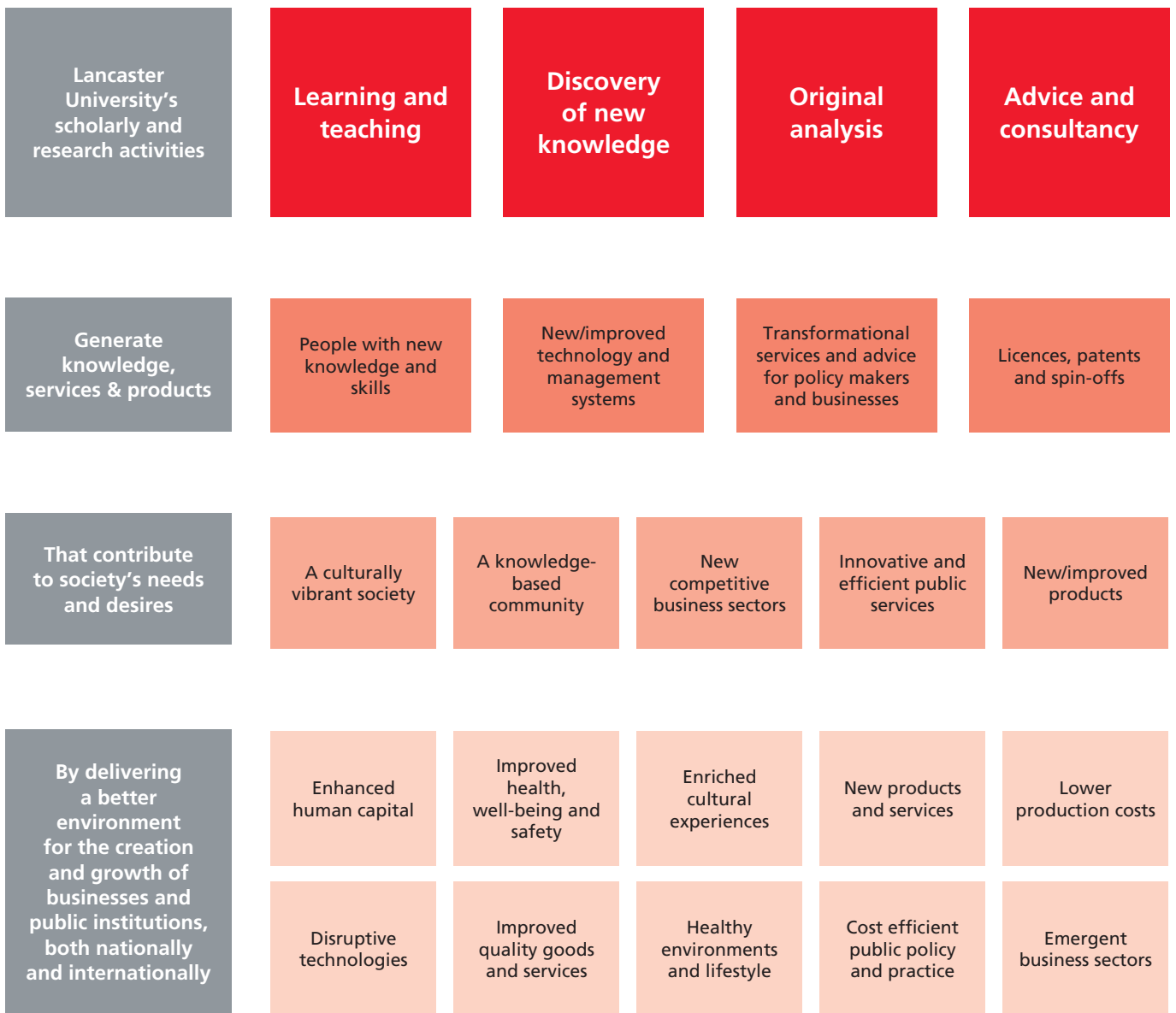
Key Challenges	Indicator by 2015
<p>Commit to Sustainable Internationalisation</p> <ul style="list-style-type: none"> • Enhance our reputation and esteem • Increase the number of international students at Lancaster • Implement new off-shore programmes 	<p>Top 100 in the world 50% increase A third of the Lancaster's total student population registered overseas</p>
<p>Increase Research Excellence</p> <ul style="list-style-type: none"> • Increase research income • Demonstrate research impact • Increase post-graduate research student numbers and the quality of the graduate school experience 	<p>20% increase in income from research grants Lancaster in the world top 100 for citation rates PGRs 10% of Lancaster's total student population</p>
<p>Engagement with Students</p> <ul style="list-style-type: none"> • Maintain a high level of satisfaction with teaching and the teaching environment • Inform priorities through understanding the diversity of needs from all categories of student • Improve our ranking for students in graduate track jobs 	<p>Top 10 NSS Lancaster surveys of post-graduates & undergraduates Top 40 in England</p>
<p>Engagement with Staff</p> <ul style="list-style-type: none"> • Attract and retain high quality staff • Increase the number of world-leading researchers • Offer modern and flexible working conditions and practices 	<p>100% increase in highly cited & recognised researchers Leading edge policies in place</p>
<p>Financial Sustainability</p> <ul style="list-style-type: none"> • Deliver consistent financial targets as per strategy • Enhance the effective use of assets • Improve the balance of resources set aside for repairs and maintenance and capital expenditure 	<p>5% surplus Space Utilisation rate at 40% Maintenance spending at 1.8% of insured value</p>
<p>Improved Systems</p> <ul style="list-style-type: none"> • Invest in quality communications • Improve data management systems and their uptake • Execute a successful campaign for Lancaster's Jubilee 	<p>Stakeholder feedback £40m raised</p>

Key Performance Indicators

Key Performance Indicators

International Position in QS/THES international league table Proportion of total tuition fee income from overseas students Percentage of overseas students at Bailrigg campus Number of student registrations at overseas campuses Proportion of non-UK academic staff Number of international research collaborations	People Proportion of staff formally appraised Proportion of staff on fixed term contracts Absenteeism Staff diversity Graduate employment (relative ranking) Proportion of UK BME students
Research Share of national HEFCE R funding Research grant and contracts income Research grant income from industry and commerce Citations PGRs as proportion of total student population PGR completion rate	Lancaster Experience and Environment % of Estate in condition A/B Utilisation/occupation of teaching space Maintenance spend as percentage of insured value Survey of non-academic student experience: student satisfaction with campus environment BREEAM ratings Energy costs as proportion of total expenditure
Teaching Entry grades: UK ranking Retention rates: UK ranking Percentage of offers firmly accepted (undergraduate applications) Percentage of offers firmly accepted (postgraduate applications) Proportion of 1sts and 2:1s awarded: UK ranking Overall position in National Student Survey	Income generation, productivities and financial sustainability Surplus Cash flow Credit rating Payroll/non-payroll ratio Debt to income ratio Development campaign income
Transformational projects <ul style="list-style-type: none"> • International partnerships, with an emphasis on G.D. Goenka, New Delhi, and Sunway University College, Kuala Lumpur • School of Health and Medicine at Lancaster • Emergent Science and Technology Initiatives • Bailrigg Science Park • New capital investments on campus • Organisational Development • Business Change Improvement 	

Lancaster University – Turning ideas into action



“Our beliefs and values shape our direction, our ambitions and our passion for the work of the University.”





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