



STAFFORDSHIRE
UNIVERSITY

university plan

2007 – 2012

Document 1

statement of strategic intent

The new University Plan 2007-2012 comprises the following documents. This is Document 1.

Document 1. Statement of Strategic Intent

- Part 1 Vision
- Part 2 Direction
- Part 3 Business Goals

Document 2. Student Number and Financial Forecasts

- Student Number projections
- Financial projections

Document 3. Supporting Strategies

- Estates and Infrastructure
- Finance
- Learning and Teaching
- Research and Scholarship
- Commerce and Enterprise
- Human Resources and Organisational Development
- Partnerships
- Student Customer Satisfaction

Document 4. Executive Business Plan

Document 5. Faculty Plans

- Arts, Media and Design
- Computing, Engineering and Technology
- Business
- Law
- Health
- Sciences

Copies of the documents are available from the Head of Policy and Planning
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statement of strategic intent 2007 – 2012

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Part 1

vision

for an even brighter future



Professor Christine King CBE, DL
BA, MA, PhD, Hon D Litt, CIM, FRSA, FRHistS

The Vice Chancellor's introduction to Staffordshire University's plan for the next five years.

There is little doubt that the period leading up to 2012 will be the most innovative and exciting in the history of our university. We are operating in a climate of constant change. Our students, their families and sponsors as well as our public and private sector clients and associates have rising expectations of quality of service and of value for money. There will be some real challenges and there will be great opportunities. Between us, we have the talents and the passion to make Staffordshire University stand out from the crowd.

The University Plan, of which this document is the overview, has been developed by the university community for the university community and is intended as a blueprint for our ongoing progress to 2012. We are clear that we want to build on our past successes and sustain our values. Now we are about to 'raise our game'. We have set ourselves goals that are radical and that will differentiate us in an increasingly competitive higher education environment.

We are an organisation that specialises in learning and knowledge and it is in this area, our core activity, that we intend to make the major impact. We will not only continue to work for the highest quality standards but will be seeking to diversify our student base and to deliver in ways that are flexible and even more 'customer focussed'.

We are already famous for our commitment to all of our students and our other clients and in this new era we commit to going the extra mile. We are proud to be the 'People's University' – accessible and diverse in its make up. In the global society we will aim to internationalise our outlook as well as our community whilst safeguarding our 'local' values and character. Indeed, we take seriously all that it means to be a university in the 21st century and we will aim to be known for exploring new ways of fulfilling our many roles in society.

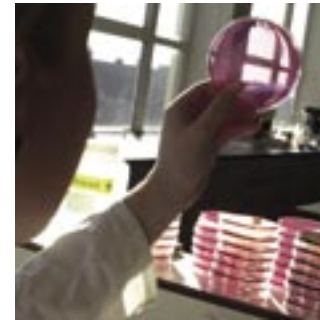
By 2012 all of our campuses will be refreshed or rebuilt. Our programmes will be market facing and first choice for an ever growing percentage of our students. The learning community will reflect an even wider range of ages and backgrounds and students will be able to learn in a variety of modes and within a very flexible calendar and timetable. We will be creating a new and accessible model of learning and research that will differentiate us and identify us as leaders in our field.

All our current successes and future plans depend on our staff and on their willingness to use their professionalism in innovative and creative ways to make Staffordshire University a compelling place for everyone associated with it. We will be investing substantially in our community as we work together to bring about the changes that will bring us and those who are associated with us to new levels of success.

Thank you for the part you are playing and welcome to a journey that together we will make both exciting and rewarding.

Professor Christine King CBE, DL
BA, MA, PhD, Hon D Litt, CIM, FRSA, FRHistS





identity

an identity to be proud of

At Staffordshire University we are passionate about transforming the lives and aspirations of the individuals and communities we serve.

We engage with, challenge and inspire our students, partners, clients and other stakeholders to achieve far beyond what they imagined possible and, in doing so, help make a real difference to their lives, to society and to the economy.

We do this through innovative approaches to learning, research and its application, the transfer of knowledge and expertise, creativity and enterprise and through public engagement.

We are proud of our high professional standards, our flexible and adaptable working practices and our open, friendly atmosphere - each of which encourages diversity, respect and equality of opportunity for every individual we work with.

Most of all, we are proud of each member of the university and wider community with whom we work - and we celebrate their success



**UNIVERSITY
QUARTER**

**Staffordshire
University**

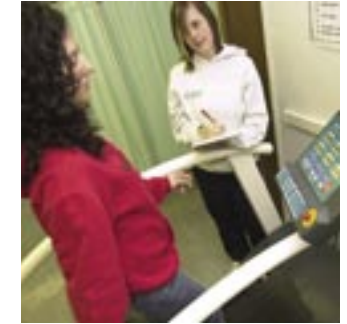
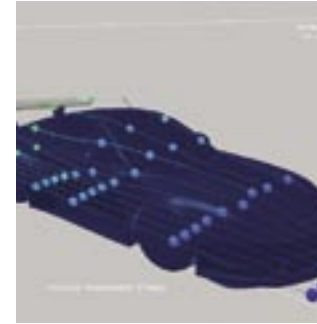


**6th Form
College**

**S-O-T
College**



ambitions



meeting the needs of the twenty first century

Since the inception of the University in the early 1900s, our visionary approach has helped establish Staffordshire as one of the country's most dynamic, progressive and successful learning institutions.

We have become one of the best not simply by setting ambitious targets, but by achieving them. Our vision for 2012 is equally challenging.

We are proud of our name and our location and intend to raise the profile of both. Over the next five years we will be realising the multi-million pound University Quarter concept in Stoke-on-Trent. This will involve a major capital build programme - one that will spur business growth, help regenerate the local economy and create a thriving café, international and enterprise culture.

At the same time, a remodelled, integrated and vibrant Stafford campus, together with flourishing university centres in our SURF colleges and at our health education sites, will trigger and support equally ambitious developments.

Together, these achievements will provide a visible demonstration of the university's ongoing commitment to 'distributed' learning and business development by reaching out to our customers in their own locations.

Whether students, business or research clients, neighbours, partners or associates, their success will be our success. Our focus on their differing needs and expectations will underpin everything we do. It will support the creation of new learning pathways, routes and time for completion to suit individual needs and aspirations. It will inform the design of our campuses, our buildings and our use of space. These customer-focussed services and provisions will be known for their style, innovation and ability to meet changing expectations. Our services will be known for their style, innovation and ability to meet changing customer expectations.





leading the way

In today's rapidly changing world, we all recognise that the satisfaction and long-term success of our students and other customers will depend on our skills, expertise, commitment and ability to be flexible and adaptable.

For that reason, we will promote customer-first principles and practices and actively support new ways of working along with flexible employment opportunities.

Professional development activities will ensure we each have the skills necessary to help realise this ambitious five-year plan. Most importantly, however, we will remain true to our values for which we will be recognised and rewarded.

Over the next five years our range of courses, programmes, products and delivery mechanisms will also become more varied.

We will design awards that are enriched by international perspectives in order to help develop 21st century professionals well prepared for life and employment in an increasingly interdependent global society.

The expansion of our foundation degrees and 2-year degrees will help meet the growing demand for new forms of delivery. We will be seen as leaders in work-based learning and employer engagement initiatives and will provide short courses and other programmes tailored to employer requirements.

Investment in our partnerships, alliances and networks will continue. Even more students and customers will be attracted through our FE college networks, our Lifelong Learning Network (LLN), the University Quarter development and through our overseas and other partners.

We will also work with our local and regional communities on a series of cultural, social and intellectual activities to challenge and inspire our neighbours and other partners.





investing in our future

Naturally, funding is key to the successful delivery of our ambitions. This will be achieved by strengthening our full-time undergraduate portfolio and increasing profitable research and consultancy. We will engage more actively with employers on new work-based learning initiatives and attract more international students to study on campus and overseas.

We will also continue to increase our efficiency and introduce better cost controls. This will be further supported by the increased and cost-effective use of e-learning, distance learning, mobile communications, SMART technology and technology-enhanced services.

Surrounding all these ambitions is our commitment to sustainability. This will be demonstrated visibly in our energy-efficient buildings, 'green' space and transport initiatives. Global awareness and international perspectives will be embedded into our work, courses and research and consultancy to advance environmental and social sustainability.

We recognise that this is a demanding vision. It builds on our history, our location and our strengths and presents the scale of challenge that the university community is ready and able to take on.

Our strategic direction and objectives will get us to our destination by a series of carefully planned steps. These are detailed over the following pages.

Part 2

direction

vision into reality

Our direction for the next five years is based upon the four strategic principles that we have agreed are critical to our success. These interlocking principles will lead our strategic direction and development. They are:

- values
- customer focus
- flexibility
- business growth and diversification





values



The values of Staffordshire University are well-suited to the changing higher education environment, which now recognises and promotes diversity, internationalism, enterprise, partnership, economic regeneration, sustainability and public engagement.

By ensuring our values apply to every aspect of the way we work, we will maximise our reputation and competitive position both at home and overseas.

In our approach to people, we value and remain committed to:

Widening participation

- Offering a diverse range of learning opportunities that suit individual needs and are designed to attract a much wider social mix

Internationalism

- Providing a quality learning environment where global perspectives are embedded within the experience of our students, preparing them for lives and employment in an increasingly interdependent global society

Diversity

- Sustaining a working and learning environment where individuals are valued for their skills and abilities and where equality of opportunity is available for everyone



values

“Staffordshire University’s success story is far more than state-of-the-art equipment and well designed learning space. We are about excellence in everything we do - and it is our people that create the difference.”

Lord Morris of Handsworth OJ, University Chancellor



In our approach to work, we value and remain committed to:

Professionalism

- Supporting excellence and rigour in our research, scholarship, intellectual enquiry and professional practice

Quality

- Ensuring our whole range of provision meets internal and external measures of quality

Relevance

- Delivering innovative, flexible and demand-led programmes; positioning ourselves as leaders in workforce development initiatives

Enterprise and innovation

- Developing the entrepreneurial skills of our staff and students; contributing to the growth of the regional economy

In our approach to delivery, we value and remain committed to:

Working in partnership

- Identifying and engaging with a range of partners to promote mutually- beneficial opportunities and to develop our reputation as a leading 'regional university'

Staff development and training

- Encouraging and rewarding values-driven behaviours and commitment to our future development

Being a friendly and supportive community

- Nurturing an environment where individuals are valued and able to reach their full potential

values



In our approach to society, we value and remain committed to:

Sustainability

- Monitoring our social, economic and environmental impact on local and global communities through education, research and the management of our estates and facilities

Regeneration

- Investing capital and intellectual resources in the reinvigoration of local communities including the development of the University Quarter in Stoke on Trent
- Acting as a major facilitator of business start-ups in the region and sub-region

Public engagement

- Enhancing the cultural, social and intellectual life of our local and regional communities by working closely with our neighbours and other partners

Global awareness

- Attracting international students onto our programmes, ensuring international perspectives are embedded in curriculum development, advancing awareness of global sustainability and expanding our relationships with partner institutions overseas





customer focus

“ I am always impressed by the level of learning and research coming out from Staffordshire University. ”

David Kidney, MP



At Staffordshire University, we always have - and always will - put customer focus at the heart of everything we do. We always aim to “go the extra mile”.

Expectations are rising faster than ever before as the now global higher education marketplace expands, diversifies and becomes increasingly price-sensitive.

As a consequence, success in this rapidly changing and complex environment will be dependent not only on a thorough knowledge of varied individual need but also on an ability to meet it.

By listening to our students and other partners and associates, we will be able to adapt or design our estate and campus services to meet particular requirements and needs.

Recognising that this wide range of customer will want to access new courses and products, along with new and flexible ways of learning, our portfolio of services will meet the needs of a much wider and diverse customer base.

As the student and customer base changes, so too will the nature and variety of our contractual arrangements. These will be underpinned by a clear articulation of what we offer and our service standards.

To support colleagues in the principles and practices of good customer focus, we will actively encourage new ways of working along with flexible employment opportunities. To enhance the learning experience, there will also be an emphasis on advanced scholarship and the development of innovative learning and teaching practices.

By focusing in new ways on all our various categories of customer together with their changing needs, we intend to achieve even higher levels of satisfaction and success.



flexibility

“ Staffordshire University is a really good example of a university that is working creatively and flexibly to meet the needs of future and potential students. ”

Bill Rammell MP, Minister of State for Lifelong Learning, Further and Higher Education



The considerable popularity of our recently introduced distance learning programmes, two-year ‘fast track’ first degrees and foundation degrees has already highlighted customer demand for changes to the timing and style of learning.

It is widely accepted that the demand for increased flexibility and choice will grow as the customer base widens to include even greater numbers of ‘off-campus’ learning partners - individuals from home and overseas, studying in the workplace and at our other distributed learning centres.

Technological advances have also enabled 24-hour access to many services unrestricted by geographical boundaries and language barriers. These trends are set to continue and customer expectations of immediate electronic access are unlikely to diminish. As a result, a complete overhaul of our academic calendar is also required to ensure increased, timely and convenient access to our services and provisions.

To remain competitive we need to recognise the impact and implications of life-style changes and personal choice. We will respond with increased organisational flexibility in the development of our people, our estate, our technological applications, our innovative learning and teaching practices and our working arrangements.

We will expand flexible employment opportunities for our people. We will improve our systems and flexibility of access and delivery through the expert exploitation of technological advances. We will continue to work from a number of campuses as well as the locations of our many partners.

At the same time, continuous innovation in our learning and teaching methods, associated assessment procedures and delivery mechanisms will also be essential.



STAFFORDSHIRE
UNIVERSITY

Staffordshire University Business Village

Stafford

● CREATE THE DIFFERENCE



Staffordshire University Business Village

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STAFFORDSHIRE
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business growth and diversification

“ Staffordshire University’s commitment to business and enterprise stands for everything we should aim towards for the future. ”

Lord Bilimoria of Chelsea CBE



Business growth and diversification - together with cost control - will fund the significant investment in our campuses, products and staff that is necessary for us to remain competitive. The scale of investment, including the Stoke University Quarter, will be close to £200 million over the next 5 years.

During this time, the majority of our income will continue to come via undergraduate, predominantly full-time, on-campus students. To increase further our market share, we intend to offer students an attractive academic and campus experience - one providing the knowledge, skills and confidence to pursue their chosen career or path in life.

Resources will be targeted carefully and cost-effectively. Processes will be re-engineered, where appropriate, to ensure maximum efficiency. Moreover, our values, customer focus and commitment to flexibility will ensure that we are well-placed to attract a much wider pool of learners and give them access to relevant and appropriate higher level skills.

Increased employer engagement and workforce development will be a key element in the diversification of our offerings and the development of a wider customer base. Programmes for the continuous advancement of professionals will continue to be an important strand of our vocational provision and it is expected that these will be delivered largely on a part-time basis.

Research, consultancy and knowledge-transfer activity will also play an important part in expanding our work with public and private sector employers of all sizes.

This significant contribution to the economic growth and skills base of our region and sub-region will be further enhanced by our help in creating greater numbers of business start-ups.

All these various income streams - and all associated activities - will be delivered in accordance with our 5-year growth projections and targets.

Part 3

business goals

Success is not simply the product of hard work, commitment and clear sense of direction, it also needs goals to help us on the journey and make sure we stay on course.

For this reason - and guided by our strategic principles - we have set ourselves eight goals (along with subsequent objectives) that will help establish our future direction and meet our strategic intent.

We have also identified clear indicators to help monitor our progress and success in meeting our goals.



■ business goals

GOALS	OBJECTIVES	INDICATORS OF SUCCESS
<p>Estates</p> <ul style="list-style-type: none"> • To invest in and modernise Stoke and Stafford campuses and the distributed learning University Centres 	<ul style="list-style-type: none"> • Create and fulfil a master plan for the Stoke campus as part of the University Quarter initiative • Develop the Stafford campus to provide a more dynamic, student-centred integrated environment 	<ul style="list-style-type: none"> • Increased student numbers in line with our 5-year growth projections, strategic principles and policy of inclusion • Realisation of the master plan for the Stoke campus as part of the University Quarter, including completion of capital projects • Stafford campus reconfigured to provide a more dynamic, integrated environment for customers
<p>Staff</p> <ul style="list-style-type: none"> • To invest in staff and organisational development 	<ul style="list-style-type: none"> • Develop a flexible, responsive compact with staff that supports values-driven behaviours and the delivery of our strategic goals • Create a structured, targeted, flexible professional development programme that equips staff with skills to meet the new change agenda • Devise new risk, recognition, reward and performance management systems to support individual development and delivery • Expand new ways of working and flexible employment to support the strategic priority of flexibility • Support effective synergy between scholarship, research and practice to advance professionalism, knowledge transfer and the customer experience 	<ul style="list-style-type: none"> • Staff working in ways that reflect the University's new flexibility agenda • Increased levels of engagement in professional development activities which demonstrate increased levels of return on investment • Reduced levels of sickness absence, unsatisfactory performance, disciplinary, harassment and grievance cases • Increased levels of staff engagement, evidenced through a variety of different feedback mechanisms

GOALS	OBJECTIVES	INDICATORS OF SUCCESS
<p>Products</p> <ul style="list-style-type: none"> • To take a new approach to course and product development 	<ul style="list-style-type: none"> • Develop enterprise and entrepreneurial and global culture through the curriculum • Increase engagement with employers on work-based learning and other workforce development initiatives • Establish a robust new product development process that is market-facing and customer-focused 	<ul style="list-style-type: none"> • A product portfolio that has delivered the university plan's 5-year growth projections
<p>Partnerships</p> <ul style="list-style-type: none"> • To grow and sustain alliances, networks and partnerships 	<ul style="list-style-type: none"> • Retain existing and form new international partnerships to support growth of international students studying at the university in overseas partner organisations • Further develop our SURF college network and other appropriate FE partnerships • Forge strategically beneficial collaborations with partners in the commercial, public and voluntary sectors at local, regional and national level • Form alliances and networks with other HEIs as appropriate 	<ul style="list-style-type: none"> • Achieving our 5-year growth projections for international students studying at the university and overseas in partner organisations • Increased numbers of foundation degrees and other employer-led programmes delivered through our SURF college network and other appropriate FE partnerships • University Centres established in each of our SURF Colleges • Achieving our 5-year growth projections for part-time work-based learners and other commercial enterprise activity • Creation of the Lifelong Learning Network with increased student numbers and progression opportunities for customers

■ business goals

GOALS	OBJECTIVES	INDICATORS OF SUCCESS
<p>Growth and Diversification</p> <ul style="list-style-type: none"> • To grow and diversify the business 	<ul style="list-style-type: none"> • Grow all income streams in accordance with 5-year growth projections, strategic principles and policy of inclusion • Develop an accommodation, catering and conferences plan to increase income, business activity, efficiency and customer satisfaction • Move from a balanced budget to an annual operating surplus of c. £6m, before interest • Support the achievement of an operating surplus through efficiency improvements and cost control; with delivery in part by the review and re-engineering of systems and processes • Put in place funding to support the investment required to deliver the university plan 	<ul style="list-style-type: none"> • Achieving all our 5-year growth projections • An operating surplus of c. £6m delivered annually
<p>Delivery</p> <ul style="list-style-type: none"> • To exploit technological advances 	<ul style="list-style-type: none"> • Develop a technical infrastructure (networks, mobile technology) that supports integrated business systems, administration, formal, informal and flexible learning • Implement new and existing learning and teaching media to support effective e-learning and delivery 	<ul style="list-style-type: none"> • The implementation of SMART technology • Fully integrated business support systems based on the established concept of 'single systems, local ownership' • Technologically-enabled learning environments where learning, information and services are embedded and delivered flexibly

GOALS	OBJECTIVES	INDICATORS OF SUCCESS
<p>Customer Focus</p> <ul style="list-style-type: none"> • To enhance customer experience 	<ul style="list-style-type: none"> • Increase the number of students who stay and successfully complete their courses • Set clear and measurable standards in the form of a new student compact • Integrate systematic customer feedback mechanisms into a robust framework for the measurement and improvement of customer satisfaction • Develop a staff training, development and reward structure for excellence in customer focus • Provide a learning and teaching experience that is continuously enhanced and research and practice informed 	<ul style="list-style-type: none"> • Achievement of HEFCE benchmarks for student retention and employability • Achievement of our own internal student retention targets for faculties and schools • Consistently high satisfaction rates in the annual National Students Survey • Increased returns and improved satisfaction rates in our annual internal Student Viewfinder Survey • A well-established customer focus training and reward programme for staff
<p>Sustainability</p> <ul style="list-style-type: none"> • To develop an inclusive approach to environmental sustainability 	<ul style="list-style-type: none"> • Introduce / commit to an environmental strategy to reduce our carbon footprint as part of a sustainable future • Monitor our social, economic and environmental impact on local and global communities through education, research and the management of our estates and facilities 	<ul style="list-style-type: none"> • Demonstrably reduced carbon footprint • Increased awareness of environmental, social and economic sustainability delivered through our practices, products and knowledge transfer

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