

STRATEGY 2016-2021

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University of
Salford
MANCHESTER

PRACTICAL - TECHNICAL - PROFESSIONAL

Introduction

by Vice-Chancellor Professor Helen Marshall

At the University of Salford we are proud of our place in the world. Situated in the heart of the vibrant Greater Manchester conurbation we play a significant role in the community. While our heart is anchored in the North West, we have a powerful global reach. Our University is our people; our authenticity and strong sense of place appeals to students of all ages and all backgrounds and we focus on equipping them for the world of work. Together we transform lives.

We have now reached a pivotal moment here at the University, with the ever changing higher education landscape, both at home and overseas, requiring a new approach to traditional and emerging challenges in order that we continue to thrive in an increasingly competitive world.

Following wide consultation with students, staff, executives, University Council members and external stakeholders I am delighted to say that we have agreed a new vision through which the University will respond to the challenges we face: 'By pioneering exceptional industry partnerships we will lead the way in real world experiences preparing students for life'.

In our work to realise this vision we are revamping our approach to student recruitment, employability, enterprise, curriculum development and research.

Underpinning the vision is the creation of four brand new 'Industry Collaboration Zones' which will act as a focus for collaboration within the University and with partners in particular industry sectors. This is a bold departure from traditional structures and models of learning and will provide an outstanding experience for our staff, students and partners alike.

Professor Helen Marshall
Vice-Chancellor
March 2016

"By pioneering exceptional industry partnerships we will lead the way in real world experiences preparing students for life"

Helen Marshall, Vice-Chancellor



H Marshall

Our Mission

**Transforming Lives.
Stimulating Discovery.
Realising Potential**

Through teaching, learning, research and enterprise, we harness the skills, imagination, and enthusiasm of our staff and students to work in partnership with large and small enterprises across the public, private and charitable sectors to change people and communities and deliver lasting economic and social benefit.

Our Vision

By pioneering exceptional industry partnerships we will lead the way in real world experiences preparing students for life

Our vision makes a bold statement with cross-sector 'industry' partnership linking the University's heritage and future aspirations. It is ambitious yet designed to be firmly rooted in real world experience. The aim of 'preparing students for life' provides a compelling unifying purpose. In short the vision explains what we want the University to be, how, and why.



Industry Collaboration Zones

Our new vision will bring enormous benefits to students, staff and industry partners. To deliver these benefits we are engaged in developing Industry Collaboration Zones as our single institution-wide Strategic Priority over the five years of this strategy.

The zones build on our areas of expertise across four key sectors. They will provide a unique environment where leading researchers, practitioners and professionals can collaborate on multi-disciplinary projects to help solve today's global challenges.

Through the zones, our students will be able to work closely with our staff and industry partners on work-based learning opportunities, applying their learning and skills in real-world environments.

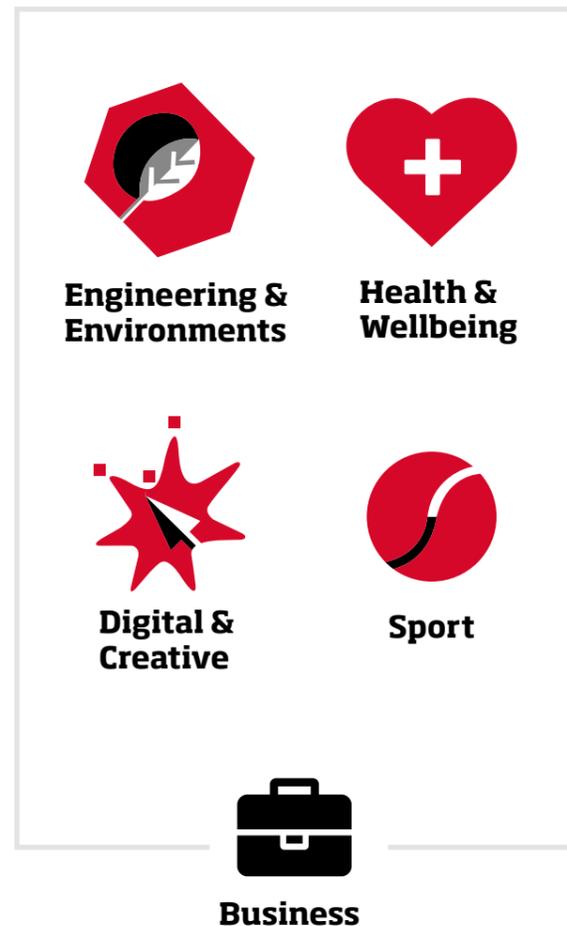
Each zone aims to facilitate experimentation and be a place where knowledge and expertise can be nurtured, tested, and practiced.

The zones will shape how we do things. Their success will be enabled by:

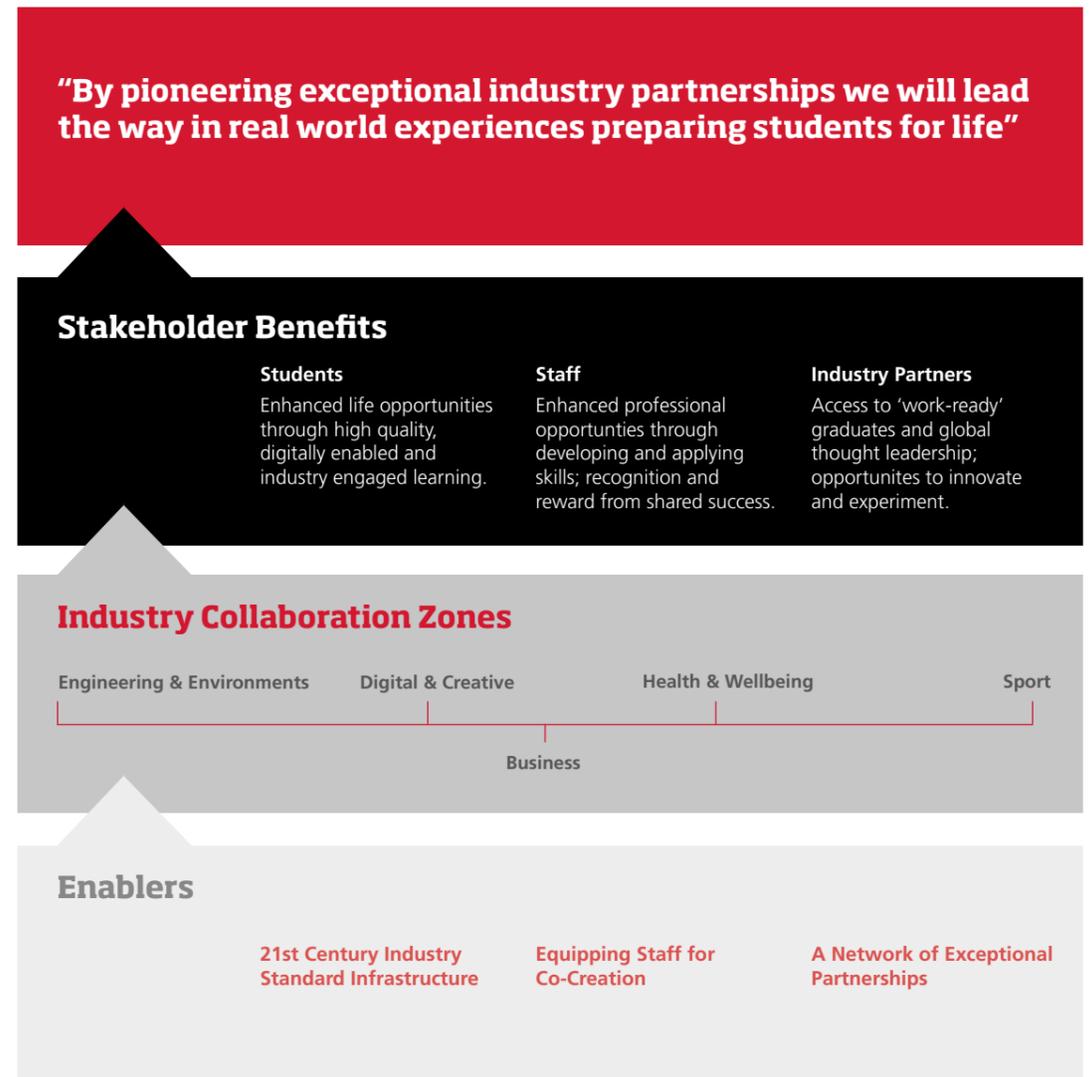
- Placing mutually beneficial exceptional partnerships at the heart of everything we do, including embracing opportunities arising out of the Government's Northern Powerhouse and devolution agendas.
- Engendering a culture and model of co-creation with students and industry.
- Providing inspiring infrastructure that enables staff, students and partners to learn and practice in environments that replicate industry standards.

Our Strategic Priority and supporting Strategic Enablers identify how we do things as an institution – the golden thread that defines the 'Salford experience' for staff, students and partners.

They are aligned to our Mission and Vision, build on our strengths, and respond to the external environment.



The simplified strategy map below sums up our plan for delivering the Vision and the benefits it brings to our key stakeholders:

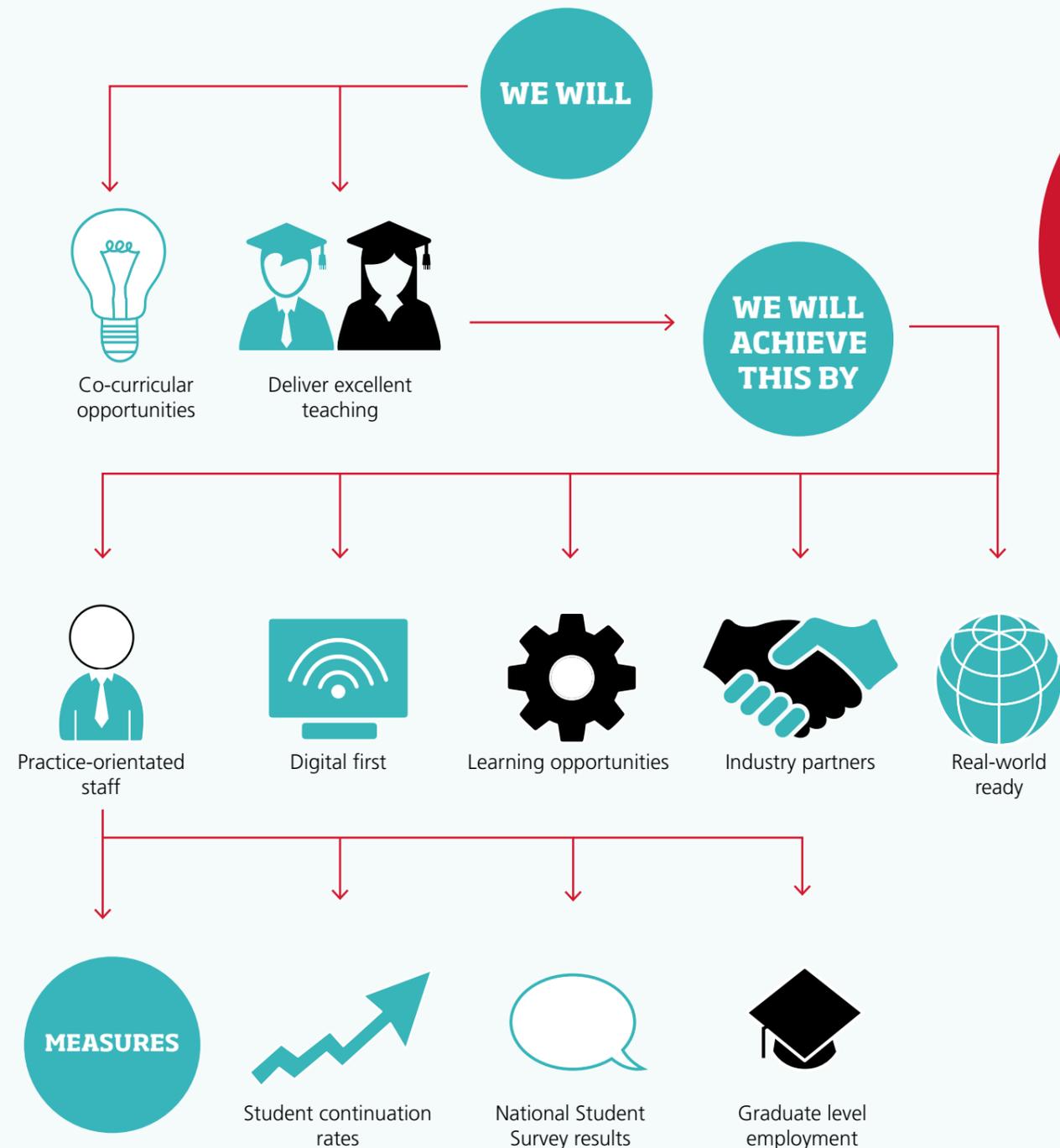


- The Strategic Priority and Enablers have been embedded into our **Academic Sub- Strategies** and Key Functional Strategies which identify more specifically what we will achieve and how we will achieve it over the five years of this strategy.
- The Key Functional Strategies set out the key enabling aims and objectives covering: People; Estates; Information and Technology; Marketing; and Financial Sustainability.
- The Academic Sub-Strategies set our aims and objectives for each of our academic portfolios: Education and Student Experience; Growth and Diversification; Research and Enterprise; and International.

Education & Student Experience

Salford Curriculum+

We will provide a bold, distinctive and accessible education and student experience, co-created in partnership with students and industry, co-delivered on campus, online, and in the workplace, and focussed on real-world, value-added experiences which prepare our students for life.



Supporting student development and success

We will:

- Deliver excellent teaching, with a relevant and up-to-date curriculum, that is informed by real-world research and professional practice, and supports student success.
- Provide a range of complementary opportunities which students recognise as contributing to the development of their graduate skills, attitudes, personal competencies and attributes.

- Providing students with access to learning opportunities outside their course, and supporting students in articulating their achievements.
- Providing an attractive, vibrant and accessible learning environment equipped with industry-standard infrastructure and which reflects the principle of 'digital first'.
- Developing and supporting our staff to deliver relevant and engaging practice-oriented learning experiences, enabled by new and innovative learning technologies.

We will achieve this by:

- Providing students with relevant experience of working before they graduate, for example via industry placements, live briefs, and collaborative projects in the Industry Collaboration Zones.
- Providing opportunities for industry to be partners in the design and delivery of our courses.

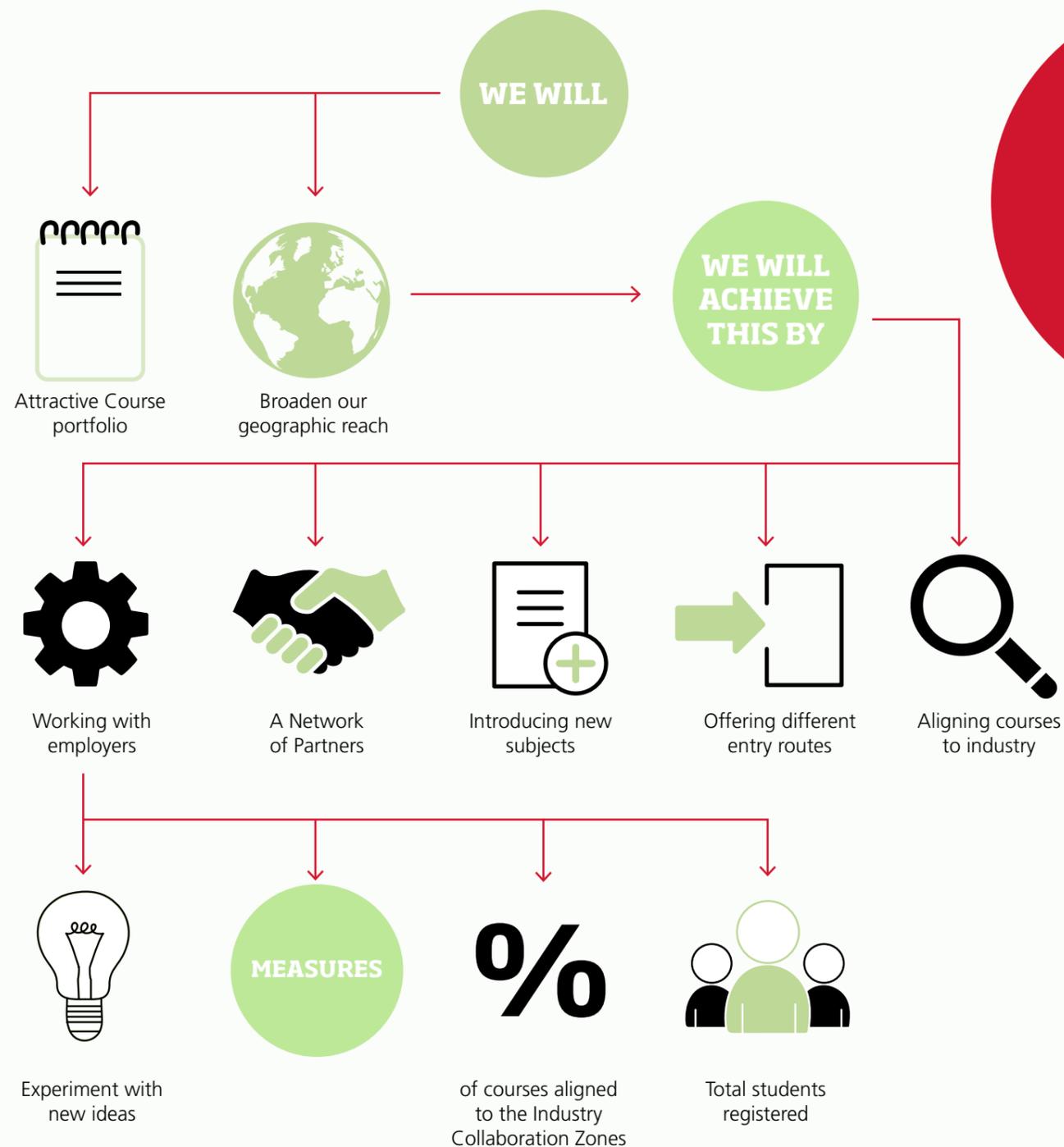
Measures

- Student continuation.
- Overall satisfaction in the National Student Survey.
- Students achieving graduate level employment.

As a learning institution, we exist first and foremost to support all our students to successfully progress through and beyond their life at the University. This will also enhance the University's reputation and attractiveness to future students and partners.

Growth & Diversification

We will provide an attractive portfolio at UG and PG levels that is accessible to all, responsive to the skills needs of regional, national and international economies, which facilitates industry engagement, partnership and flexible learning, and increases the diversification of the University's income streams.



A diversified, flexible and responsive portfolio

We will:

- Provide an attractive course portfolio that is informed by our industry partners and addresses current and emerging multi-disciplinary, real-world issues.
- Diversify the student body by broadening the geographic reach of our recruitment strategies and providing different entry routes that respond to local, national and international needs.

Measures

- % of courses aligned to the Industry Collaboration Zones: co-created with industry with embedded work-based learning opportunities.
- Total students registered on UoS courses.

We will achieve this by:

- Aligning courses to the Industry Collaboration Zones.
- Offering different entry routes to study.
- Introducing new subjects where there is a clear sector need that is aligned to area(s) of expertise supported by the Industry Collaboration Zones.
- Developing and supporting a network of key school, college and university partners to support the progression of students to the University, the creation and delivery of courses, and opportunities for students to experience different HE environments.
- Working with employers and regional bodies to understand future demands for graduates.
- Providing time and a safe place for staff and partners to 'experiment' with new collaborative ideas for learning.



The success of the University is dependent on providing an academic portfolio that it is relevant and is delivered in ways that make it accessible to prospective students.

This will attract a diversified student body, including via school and college partnerships. In turn, it will support the financial sustainability of the institution by increasing overall student numbers and reducing over-reliance on any one recruitment route.

Research & Enterprise

We will develop and support innovative research focussed on addressing global challenges such as dementia and energy efficiency. Through the practices of our staff and students, we will work with industry partners to apply this knowledge and bring tangible benefits to society.



Impactful research and enterprise

A successful research profile in key areas is critical to enhancing the University's reputation and to supporting an innovative and relevant teaching portfolio that develops staff and students to make a real impact in the world.

Working with exceptional partners is at the heart of the new Vision and requires proactive support. Developing these long term relationships will open up mutually beneficial enterprise opportunities.

We will:

- Support areas of world-leading, high impact research that address current and future global challenges.
- Develop strategic partnerships on a regional, national and global scale to enable mutually beneficial collaboration opportunities for staff, students and industry.

Measures

- % of research outputs rated as 3 and 4 star.
- Income from enterprise activities.
- Income from research activities.

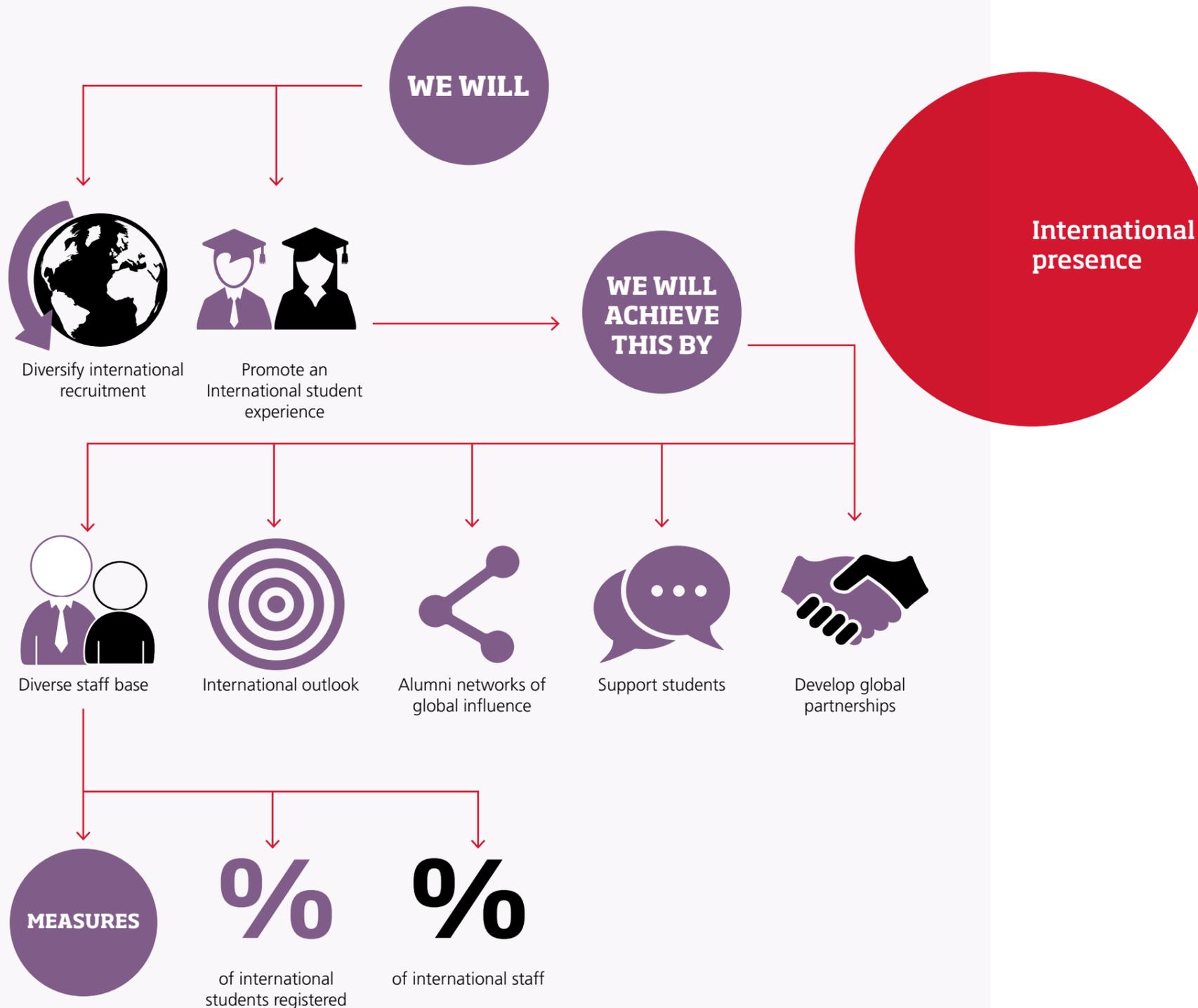
We will achieve this by:

- Targeting investment in areas of research that inform excellent teaching and are aligned to the Industry Collaboration Zones, thereby enriching the curriculum and providing an integrated approach to teaching and research.
- Recognising and supporting key partners to work with us through the Industry Collaboration Zones across learning and teaching, enterprise, and research opportunities.
- Developing our Research Centres and enabling and supporting staff to apply for targeted sources of funding and publish research findings.



International

We will grow and diversify our international activity, working through a network of exceptional partners, to provide a distinctive course portfolio that prepares our graduates for living and working in a global context.



Today's universities are competing for students on a global stage. Equally, our graduates need to be equipped to compete and work across different geographies and cultures. Embedding an international outlook will enhance the University's attractiveness to staff, students, partners and employers, and diversity sources of future income.

We will:

- Diversify our international recruitment by location and course 'type'.
- Develop and promote the international student experience alongside a distinctive course offer that embeds an international perspective across the portfolio.

Measures

- % of international students registered on to UoS courses.
- % international staff population.

We will achieve this by:

- Developing international strategic partnerships in key markets that will grow international student numbers studying for University of Salford awards in the UK and overseas, support research and enterprise collaboration, and build global reputation.
- Aligning our offer to best support students to secure a place at the University and then succeed in their studies.
- Working with our alumni and wider international networks to support international recruitment, progress the international dimension of the Industry Collaboration Zones, and provide students and staff with opportunities for overseas placements and exchanges.
- Ensuring that our Education & Student Experience and Growth & Diversification developments reflect international aims.
- Continuing to recruit an internationally diverse staff base.



Key Enablers

We will:

- Maintain a high performance culture that is inspirational and motivating and supports engagement.
- Remain financially sustainable and generate financial surpluses to support future investment.
- Provide a vibrant, attractive, sustainable and accessible campus, supported by a contemporary virtual environment in which staff, students and partners can interact, and share information and knowledge.
- Position Salford as a premier choice university known for innovative industry collaboration and co-creation.

- Rationalising the physical estate to create an integrated campus that reduces the overall footprint and carbon use.
- Changing modes of delivery to provide a digitally enabled academic offering supported by a flexible workforce.
- Increasing online access and use of self-service for key support services.
- Investing in our physical and virtual estate, including creating the Industry Collaboration Zones.
- Raising our profile regionally, nationally and internationally through targeted promotion and increased use of partnerships.

We will achieve this by:

- Pro-active colleague engagement, supported by recruiting and retaining the best people to deliver this new agenda.
- Developing current and future leadership capacity and capability that empowers and enables our people to succeed.
- Sound financial management and effective targeting of resources.

Measures

- Results of best companies (staff engagement) survey.
- Cash generated from operations*.
- % pay to income.
- Estate utilisation.

*Measure to be finalised following HEFCE confirmation of their sector financial measure for 2016/17



Summary of KPIs

Strategy Area	KPI	Owner
Education & Student Experience	Student continuation	PVC (Student Experience)
	Overall satisfaction in the National Student Survey	PVC (Student Experience)
	Students achieving graduate level employment	PVC (Student Experience)
Growth & Diversification	% courses aligned to Industry Collaboration Zones	Deputy Vice Chancellor
	Total students registered on UoS courses	Deputy Vice Chancellor
Research & Enterprise	% of research outputs rated as 3 and 4 star	PVC (Research & Enterprise)
	Income from research activities	PVC (Research & Enterprise)
	Income from enterprise activities	PVC (Research & Enterprise)
International	% international student population	Deputy Vice Chancellor
	% international staff population	Deputy Vice Chancellor
Key Enablers	Results of Best Companies (staff engagement) survey	Director Human Resources
	Operating surplus generated	Finance Director
	% pay to income	Finance Director
	Estate utilisation	Chief Operating Officer

Reporting frequency

Annual

Quarterly

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