

Thinking Ahead

2016 -2021

University of Lincoln
Strategic Plan



UNIVERSITY OF
LINCOLN

Foreword

The 21st Century is creating profound changes to our society and our economy.

New forms of work and working patterns are emerging to take account of a global economy that never sleeps. Nations' economies are interdependent in a way they have never been before, and new national powerhouses emerge to challenge old authorities. National budgets are dwarfed by large multinational companies. As technology changes and develops, employment and daily life is being radically reshaped with whole categories of employment being created and others disappearing. New professions emerge which require new skills, but more importantly, a greater ability to understand and embrace change and the ability to adapt.

In our rapidly changing and fluid world new ideas and developments are seldom based on one disciplinary approach, but a convergence of thought and method to create innovations from the margins of disciplines.

Disciplinary boundaries shift and change and convergence between disciplines is a growing feature of higher education and research and development in industry.

Social relations between cultures and groups are also being reshaped and, in the information-rich world of the 21st Century understanding and evaluation of knowledge and meanings are ever more important. In governance terms, in Western countries, the role of the state is reducing and the importance of individual self-reliance is increasing. Productivity in organisations is central to wider economic success, and innovation and knowledge acquisition are central to developing productivity.

Research that offers solutions to an increasingly challenging global environment is needed not just to drive economic development but also to enhance our lives socially and culturally.

Curricula need to engage with the changing social and economic structures, and teaching practice must respond to our digital and 24/7 age, preparing students for a diverse and demanding future.

The purpose of universities is to respond to, predict, analyse and create social change, using knowledge to develop research and innovations that produce a better society.

In seeking to be a university 'looking to the future', the University of Lincoln will address the opportunities and challenges presented by this changing world. Research and innovation will become central to all our activities.

All members of our community will engage in creating new knowledge, and we will bring an innovative, entrepreneurial spirit to this work of discovery. We will establish a new approach to education and student and staff engagement which prepares our graduates and postgraduates for their careers, and which develops and enhances our future world through the impact of our research and engagement with our university and industrial partners.

We will create purposeful research on the key challenges facing the world, working collaboratively with partners to meet the needs of the 21st Century.

Over the next five years the University of Lincoln will become a thought leader for 21st Century higher education.

We will trial and adapt new approaches to teaching which recognise the convergence of disciplines and which work with our student body to ensure they are self-starters, entrepreneurial and engaged global citizens able to create and curate their lives and their careers with confidence.

We will grow and enhance the wider student experience to ensure our graduates have developed their talents and skills to become well rounded citizens.

We will develop our approach to research through disciplinary collaborations on key global challenges working within and beyond the walls of the University, creating novel research partnerships that create impact and effect positive change locally and across the world.

We will develop our University community of scholars to be dynamic, curious and creative, committed to continuous

improvement and innovation, resilient to set-backs and determined to succeed. We will explore new ways of working focused on outcomes for both our student and staff communities.

This is a five year plan and our intention is to experiment, innovate and explore new ways of working together so that by 2021 the University will be renowned for its innovation and leadership in higher education practice globally. Born in the city of Lincoln with our first graduates in the 21st Century, the University of Lincoln is well placed to take on this agenda. Over the last five years we have worked with our local culture and economy and the challenges and opportunities they present. We have built on the research opportunities that Lincoln and Lincolnshire present and are now ready to use this canvas to explore solutions for the global issues presented locally, such as technological developments to enhance social, cultural and economic life, learning from the past to build on the future.

We have developed our notion of students as 'producers' of knowledge, undertaking projects and developing new ideas with their teachers and professional colleagues to establish the University reputation for student 'engagement'.

We have developed close collaborations with leading employers locally and globally, producing curriculum and research appropriate for the wider world of work, enhancing our graduates' employability and developing our region's productivity. The University has been nationally recognised for this work.

We have grown our research profile, strengths and income to ensure the University has a distinctive reputation for its research which we can now develop and build further.

There is more to do and we are not complacent but this strategy builds on our partnerships with students and employers taking our approach to the next level of development by refining our methodology for study across our whole learning community.

We will not be afraid of experimentation and innovation and will test outcomes and adapt our approach to ensure that

each year we are developing our research and teaching to meet the needs of all our partners. We will be known for our distinctive style, the effectiveness of our teaching and our impactful research.

As the 21st Century develops there is a considerable level of uncertainty in the world, both in terms of direct HE policy but much more broadly across the whole of society, which could lead to systemic shifts in politics and social structures. This uncertainty creates an imperative for the University to be resilient to major, rapid change by diversifying our activities to meet demand and changing context and to increase our income from diverse sources.

It is also vital for us to have resilient people who are creative in times of change, positive and innovative and fleet of foot. We will seek to lead change for good and support all our community members, students and staff to be courageous, creative, resilient and audacious.

Each year we will implement changes to take the community towards our goal as a thought leader in higher education enabling us to adapt to the changing needs of our world.

We make no apology for these ambitions; we believe they resonate with our community and with the needs of the 21st Century.

The following pages set out the direction of travel to reach these ambitions. We have divided the plan into broad themes with intersecting core elements each underpinned by our values and ambitions.

Professor Mary Stuart
Vice Chancellor

Introduction

In this new plan we have reflected and debated our current Mission and believe it is still fit for purpose as:

‘A University looking to the future’ where we serve and develop our local, national and international communities by creating purposeful knowledge and research, confident and creative graduates and a dynamic and engaged staff team’

We have a clearly articulated vision for the future that the University will:

‘By 2021 be a global ‘thought leader’ for 21st Century higher education. We will be known for addressing the opportunities and challenges presented by the changing world by developing a new approach to education and knowledge development.’

We will build on our reputation for excellent student engagement which prepares our graduates for their future and we will work closely with our communities to ensure valuable impact from our research to make a meaningful contribution to our world.’

This plan builds on the success of the University during the 2011-16 plan and sets out the direction for our development over the next five years.

It focuses on our intention to experiment, innovate and explore new ways of working together so that by 2021 the University will be known as one of the leading great small-city universities in the world, with a reputation as a ‘thought leader’ for 21st Century higher education globally.

Developing thought leadership means that we will seek out the opportunities to experiment, innovate and not be afraid to challenge our practice in teaching and research, our involvement with partners creating an innovation campus where others wish to co-locate, both geographically and virtually, along with developing the services to enhance our work.

People will see Lincoln as the place to seek out new ideas and ways of thinking, attracting new colleagues to share their ideas and insights with us.

The plan is based around the five core principles of:

- > Teaching Excellence and a Great Student Experience
- > Graduate Success
- > Research with Impact
- > Strong Partnerships and Employer Engagement
- > Dynamic, Engaged People.

We believe that each of these principles lie at the heart of the success of the University. Supporting these key principles are five themes which we believe encapsulate our needs in the environment that will shape our world over the lifetime of the plan.

These are needed for:

- > Resilience and Sustainability
- > Ambition, Global Recognition and Growing our Reputation for Innovation
- > Creating an Inclusive Community
- > Enabling Technologies, Excellent Research and Teaching Spaces
- > A New Vision for Education.



‘A culture of enterprise and innovation’

We aim to deliver the outcomes of our plan by each year making progress on our strategic objectives:

- > To continuously improve our learning environment based on a personal engagement with all students, with high quality research-engaged teaching and learning where students create and develop new knowledge in collaboration with their lecturers
- > To promote a culture of enterprise and innovation across our communities - locally, regionally and internationally, working closely with employers
- > To develop and promote purposeful knowledge and research and develop innovative practices which produce new ideas that positively impact on an ever changing environment
- > To help students develop into highly engaged, employable and creative-thinking graduates who contribute to the development of society and the economy
- > To be entrepreneurial in our activities and practice across the whole institution and to develop new ways of working to facilitate a dynamic and innovative staff team
- > To create a strong financial environment to allow us to invest in our future.

Teaching Excellence and A Great Student Experience

The University will be a dynamic transformational institution that provides a unique environment for growth and development for our whole community.

Students are at the heart of everything we do. We will thoroughly understand their ambitions, and create a personalised learning experience that addresses the changing patterns of work and social life in the 21st Century. We will support our students to be confident, articulate, and innovative in their approach, ready to face their futures positively and successfully.

Resilience and Sustainability

We will ensure that Lincoln becomes a first choice destination of study for students.

We will increase the University's reputation and popularity by having strong partnerships with students, ensuring that their learning experience provides them with the skills, knowledge and the confidence to create and curate their futures effectively.

We will use data to create success and to ensure that we are able to respond to initiatives in a swift and well informed fashion.

We will grow our curriculum to cover the full of range of disciplines. Alongside this we will grow our postgraduate community to diversify and enrich our student body.

Our campus will be inspiring, supportive and sustainable. We will create spaces for quiet reflection as well as social and academic interaction.

Our facilities will support the wellbeing, productivity and lifelong development of our students and staff. We will model environmental responsibility for our students and instil sustainable values in our graduates.

We will finance our ambition and investment in the student experience by growing and diversifying income alongside improving our efficiency.

Ambition, Global Recognition and Securing our Reputation for Innovation

We will be at the leading edge of creativity and innovation in teaching practice and will have a strong reputation for excellence in teaching.

We will have a strong demand-led portfolio and curriculum which meets the needs of employers and a global society. We see university life as a full experience where students and staff work together to enhance their community.

'We will attract colleagues from across the globe with an interest in innovation and creativity in teaching and research to enhance our practice and develop our partnerships across the world.'

We will provide our students with a global experience by giving them the opportunity to undertake overseas placements. This will involve us growing our partnerships and articulation agreements.

We will be pro-active in experimentation in our approaches to learning and learning practices, which will include ensuring that we are rigorous in our evaluation and focused on continuous improvement sharing best practice across the institution.

An Inclusive Community

We will continue to develop our reputation for student engagement in all the University's activities.

Our staff and students will be ambitious, resilient, and flexible.

We will seek to create an environment within our University community where different cultures and perspectives are able to explore, debate and challenge to develop better understandings between the members of the University and wider community in an increasingly dangerous world.

We will encourage and support our students to think and develop in new ways. We will do this within a clear framework for teaching that is transparent, coherent and progressive, and where students understand clearly the different stages of their development and can experiment and explore different ideas.

By creating a truly global experience for our students we will ensure that our community is culturally diverse and that our curriculum draws on relevant global material.

We will utilise digital technology to create new learning platforms and environments so that we bring together people from across the world enabling the sharing and dissemination of knowledge.

We will continue to remain committed to the principles of widening participation and fair access, and will ensure that those who have the ambition and talent have access to higher education.

Enabling Technologies, Excellent Research and Teaching Spaces

Creating leading-edge teaching environments through our learning landscapes projects, whether real or virtual, will be at the heart of our approach.

We will develop our virtual spaces alongside our physical estate to meet the needs of all our communities as they change and grow.

We will make a step-change in mobile learning technologies. We will draw on and use the wealth of material and knowledge available digitally to enhance our teaching practice.

Developing digital engagement through the lifecycle of our students' journey will enhance all our communications between staff and students.

We will develop our campus as open access, extending students' and researchers' ability to work in a more flexible and personally relevant manner.

A New Vision for Education

We will build on our reputation for our work with students as 'producers of knowledge', offering a range of opportunities for all students to contribute to thematic projects and the global challenges, drawing on and moving beyond their programmes of study, and providing our students with breadth of understanding as well as depth.

We will develop different approaches to study which offer students the chance to work entrepreneurially to ensure our students are known to be self-starters with confidence to succeed in different environments.

We will provide opportunities for students to explore the convergence of disciplines through their project work and in 'winter and summer schools' creating resourceful, courageous and well-networked graduates able to operate effectively in a challenging world environment.

Students will have the opportunity to learn from academics, and national and international leaders in academia and beyond.

The University will develop a reputation for experimentation and innovation in teaching practice.

Every student will have the opportunity to develop their ideas, establish a business or social enterprise or take part in work-based activities or placements.

‘Our students are self starters with confidence’

Learning from the Past to Build on the Future

co_LAB aims to foster a more open culture of collaboration and communication across the University by encouraging an interdisciplinary, community-based approach to the production of new knowledge.

Projects are designed to support 21st Century skills and competencies through the situated use of collaborative digital tools and converged technologies, through innovative methods of teaching and learning, and through the co-production of digital artefacts.

Our projects involve working with mixed disciplinary groups of students, utilising discovery-based learning methods to explore issues pertinent to digital culture.

The model employs a blend of structured activities and student-directed learning, with students encouraged to be involved in the design of the learning environment, to lead sessions, pitch ideas, and receive feedback from lecturers, peers and external stakeholders.

co_LAB embraces internationalisation and community impact, developing a wide network of partner universities and Non-Governmental Organisations through innovative educational and entrepreneurial projects, student mobility exchanges, and external income generation.

Our measures of success over the five years will be:

- > Achieving high levels of student satisfaction in all student related surveys
- > Strong student engagement in all the University's curriculum development and review and student-related activities
- > Ensuring excellent outcomes through TEF processes
- > Ensuring that our staff are highly qualified in teaching, and research and as professional practitioners
- > Ensuring that all staff meet the University's expectations for teaching
- > Increasing and diversifying our income levels
- > Increasing the number of placement and work experience opportunities
- > Exceeding all HEFCE benchmarks relating to widening participation
- > Increasing the diversity of our student population
- > Ensuring high levels of completion benchmarked against the sector
- > Having a 24/7 campus
- > Ensuring sufficient liquidity to meet cash needs as they arise for both operations and investment opportunities.

Graduate Success

Creating confident, knowledgeable graduates whose reputation makes them sought after by employers across the globe is key to our future impact and success.

We will create a graduate body who will be active citizens and creative members of society and contribute to a peaceful coexistence with diverse populations.

Resilience and Sustainability

We will grow our postgraduate community to balance our student numbers and enhance our financial health.

We will develop graduate attributes through our teaching and wider social learning environment that create confident, articulate students. Our students will leave the University able to drive and embrace disruption and change, preparing them to lead successful careers throughout their lives.

We will assess learning gain for all our students to highlight the value of degrees.

Our curriculum is focused on professional practice, whatever the discipline. Engagement with employers and entrepreneurs throughout students' study will enhance their learning.

Ambition, Global Recognition and Securing our Reputation for Innovation

We will ensure that through our teaching we are clear in providing our students with the skillset they need to engage successfully in a global society.

We will ensure that our students are exposed to world leading ideas to provide challenge in all their studies.

We will look to develop our international partnerships to develop our reputation, provide new research and teaching opportunities and increase our income.

An Inclusive Community

We will continue to engage with our graduates beyond their studies and support their future development through alumni associations and activities and draw on our alumni community to strengthen the University.

Enabling Technologies, Excellent Research and Teaching Spaces

We will develop digital literacies in our students, providing them with the most relevant and up-to-date facilities to enable them to act confidently in the digital age.

Learning spaces will provide the best facilities and resources for learning, the most up-to-date equipment for research students and spaces to reflect, debate and explore ideas for all our students, creating confident graduates able to navigate their work environments effectively.

We will enhance our range of learning spaces and resources, including facilities for careers support and library and archival resources.

A New Vision for Education

Employability and entrepreneurship are priorities over the next five years. We will develop opportunities for all our students within and beyond the curriculum, through work placements, business start-ups and work experience.

'Our curriculum will provide space for convergence projects to help develop leadership and team working, an appreciation of evidence-based decision making and an ability to meet deadlines to complete tasks.'

Our curriculum will support students to gain the confidence and ability to adapt to change in a fast moving environment so that they learn to take the initiative and develop new ideas.

All our curricula and assessments will be designed (and re-designed) in partnership with potential employers and our students and alumni and relevant professional bodies to ensure relevance and currency.


Our measures of success over the five years will be:

- > Increasing our levels of graduate employment/ progression to further study
- > Increasing our levels of graduate salaries
- > Diversifying and growing our income streams
- > Increasing the number of students developing their own businesses
- > Increasing the percentage of employer developed curricula
- > Increasing the number of work placement and work experience opportunities
- > Developing the number of alumni who engage with us to support graduate success
- > Increasing PGT student numbers.

Learning from the Past to Build on the Future

A degree is no longer enough to secure our graduates the careers they aspire to, employers are looking for candidates who stand out from the crowd and have developed a rounded set of skills, abilities and ambitions. We established the Lincoln Award in 2010 as an achievement framework to enhance and recognise extra-curricular activity linked to an extensive package of employability development support. Eighty students registered in the first year of operation and this has now risen to more than 1,600. We will further grow the levels of engagement, working increasing with students earlier in their studies, and develop greater targeted varieties of the Award to address their aspirations (e.g. International, Postgraduate Research and Graduate Internship) alongside bespoke schemes operated to address the needs of key industrial partners.

Over the next five
the University of
will become a the
leader for 21st Cen
higher education.



Five years of Lincoln thought century

Excellent Research with Impact

Critical to our mission and underpinning what we do is purposeful research that has real world impact. Building on our successful Research Excellence Framework (REF) results we want to position Lincoln as a leader of transformational change in society.

Resilience and Sustainability

We will continue to develop a sustainable and resilient research environment and work towards a strong, successful outcome in any assessments of research quality, nationally and globally. We will grow our postgraduate research student base to create a strong research community for our future growth.

We will ensure that our research is purposeful, meets the needs of the 21st Century, and informs our teaching. Our research will lead to outputs of a high quality, and to impact that has reach and significance.

We will support our academic staff to exceed the University's minimum expectations and we will recruit, retain and develop academic and research staff to become internationally-excellent and independent researchers. We will grow our postgraduate and PhD student group and create an energetic, thriving and sustainable community.

We will seek to ensure our research aligns with both established and new funding opportunities and that we have sufficient resources to invest in our research.

Ambition, Global Recognition and Securing our Reputation for Innovation

We will engage in research that is of the highest quality and will support research excellence across the University.

We will also address research challenges from our locale that have global significance such as, but not exclusively, Personalised Health, Agri-food Technology, Creativity, Digital Arts and Digital Archivy, and Rural Communities.

While respecting academic freedom and allowing space for serendipitous research, we will seek to concentrate our research around themes and foci at various scales, from the broadest to the specialist.

We will expand our research collaborations, locally, nationally and globally. We will attract researchers to Lincoln from across the globe and our researchers will link with relevant colleagues in different research environments and contexts.

An Inclusive Community

We will ensure our research is shared across our communities and is purposeful with strong impact.

We will support our students and staff to share their findings in an open and straightforward way such as providing opportunities to attend conferences and seminars, both internally and externally.

We expect all our work, whether academic or professional service activities, to be innovative and enterprising. Where appropriate, this will be evidence-informed and decisions will be taken based on the best available research.

We expect research to lie at the heart of our University and we will develop approaches to working, in both academic and professional service departments, which support research activity.

‘Using our region as a living laboratory we will find solutions to problems that can be translated across the world.’

Enabling Technologies, Excellent Research and Teaching Spaces

We will support research through providing appropriate facilities and space to enhance our research and to create an environment and culture that encourages creativity, interaction and collaboration. We will develop spaces for research centres and institutes to ensure they are able to develop their identities and undertake their research effectively.

We will create college common rooms to support debate and discussion between postgraduate students and their academic mentors. We will use technology effectively to ensure our research is available globally and recognised for its relevance, significance and impact.

A New Vision for Education

The University will develop and support research that enhances our futures, is purposeful and leads to improvements in society. We will create opportunities for emerging ideas to flourish, and invest in convergent ideas beyond the boundaries of any one discipline.

We will create regular ‘sandpits’ to encourage new ideas and provide seed funding to support interesting pilot research.

We have a vision for research which recognises traditional research as part of a broad spectrum of creativity, innovation and problem solving. We will develop research that draws together different disciplinary approaches to address the challenging questions of the day, while seeking to foster collaboration and promote genuinely impactful, purposeful research.

Students also play a key role through their engagement in our research, where, with our unique approach to students

as ‘producers’ of knowledge, they undertake projects and develop new ideas with their teachers. We will support students to present papers and research at conferences alongside their teachers.

Learning from the Past to Build on the Future

The recently established Lincoln Institute of Agri Food Technology (LIAT) aims to secure new innovative solutions for the problems facing the UK’s largest and oldest industry, the agri-food sector. Solutions are developed by integrating the cross disciplinary expertise of the University, especially within the College of Science’s Schools of Engineering, Life Sciences, Computer Sciences and the National Centre for Food Manufacturing. Key note projects include the development of state of the art robotic harvesting systems, novel sensors, automation systems, the use of big data but also simple projects on upgrading the performance of domestic refrigeration systems. LIAT helps the University deliver impact for the largest industrial sector within the Lincolnshire economy.

Our measures of success over the five years will be:

- > A further step-change improvement in any research assessment framework
- > Increasing the number of research-active staff who produce internationally recognised and world class research
- > Increasing the number of high quality national and international research collaborations
- > Increased numbers of research outputs and impact case studies, repository depositions and citations
- > Increased number of research grant applications and awards
- > Increased number of PhD students and completions.

A large school of fish, possibly mackerels, swimming in deep blue water. The fish are silvery with a hint of blue on their sides, and they are arranged in a loose, flowing pattern. The background is a solid, deep blue, suggesting an underwater environment.

*‘We are a
university
looking to
the future.’*

Strong Partnerships and Employer Engagement

Lincoln has a reputation for leadership and innovation which particularly focuses on partnership work with employers. This plan carries on the work done so far building on Lincoln's aspirations to be known as a global leader in this area. During the last 10 years, the University's growth has generated an unprecedented increase in economic, social and cultural activity in Lincoln city, the county and the wider region.

Resilience and Sustainability

Partnerships with employers in research and teaching have provided a distinctive and popular advantage for the University. We will make the most of our partnerships to enhance our reputation and income.

We will be proactive in seeking out opportunities based on market intelligence and reputational advantage.

We will grow our education, consultancy and intellectual property with employers to secure our future and enhance our income streams.

The development of the Lincoln Science Park will continue to be important to our future. It is one of two major employment zones identified by the Lincolnshire Joint

Planning core strategy in the wider area. The area will be extremely attractive to businesses wishing to locate adjacent to the University, link with the engineering supply chain and align with health research and University science education facilities.

Ambition, Global Recognition and Securing our Reputation for Innovation

The University will, over the next five years, develop deep partnerships with like-minded institutions, including schools and education partnerships, universities, local government, health providers and employers across the world to enhance our global reputation and increase our offerings. We will work with partners to develop opportunities for mobility among both students and staff at all levels.

'Innovative methods to do our business and establishing new research partnerships will allow us to develop impactful, purposeful solutions to the world's problems.'

The next five years will see the University focus on the areas of business support, business start-ups and incubation with these becoming more embedded across all our activities. This will ensure that all businesses associated with the University will have the opportunity to be fully integrated with the University to enhance productivity.

An Inclusive Community

We will develop our role as an anchor institution in the city of Lincoln and across our region, taking advantage of opportunities in local and regional debates.

We will work locally and regionally to provide the environment for graduates to stay in the region after graduation either in graduate jobs or supporting business start-ups.

We will promote and celebrate entrepreneurship across the whole University community and work with our partners to achieve this.

We will encourage staff placements in, and exchanges with, industry to ensure that our teaching and research is relevant and up-to-date.

We have an important role to play in the region developing Lincoln into a fully integrated university city. We aim to play a more prominent role in the life of the county, further strengthening our relationships with industry and prominent partners, and by encouraging all senior staff to engage with at least one locally based organisation, ensuring that the public benefit aspect of university life is embedded throughout our community.

At the same time we will grow our industrial partnerships internationally providing new opportunities for research and student engagement.

Enabling Technologies, Excellent Research and Teaching Spaces

We will ensure that we have excellent technological solutions to delivering our education at a distance and grow our student body across the world. We will develop pedagogical expertise and technical capability in work-based learning to ensure the best student experience for our students in different settings.

We will also develop our infrastructure to provide students with opportunities and support to be entrepreneurial and to provide them with the facilities and access to investment to enable them to experiment with interesting and innovative ideas.

A New Vision for Education

We will work with our partners to develop a curriculum that addresses 21st Century issues for the different disciplines at the University.

We will support our students to learn from and experience different cultural contexts to ensure they are able to succeed in a global work environment. We see increasingly the importance of professional practice and the need to develop opportunities for both students and staff to engage with industry through work placements, work experience and graduate training schemes. By doing this we will ensure that our programme offerings are aligned with future careers and the needs of employers.

‘Experiment with interesting and innovative ideas’

Learning from the Past to Build on the Future

In 2010, working in partnership with Siemens Industrial Turbomachinery, we established the first new School of Engineering in the UK for 20 years. This rich partnership now includes the co-location of the Siemens’ product training team on our campus, support to students and graduates and a broad portfolio of research. In 2015 we were named as a Siemens’ Global Principal Partner and we will continue to grow the breadth and scale of this relationship locally, nationally and internationally. We have used this model of industrial engagement, responding to the challenges employers tell us they face, to establish new Schools of Pharmacy, Mathematics & Physics and Chemistry; co-designed to meet their needs. We will grow the partnerships established through these new schools to provide our students and graduates with career opportunities, academics to develop research with impact and drive innovation and productivity in our region.

Our measures of success over the five years will be:

- > Increasing the number of high-calibre partnerships with employers
- > Increasing the number of global opportunities for staff and students through employer and University partnerships
- > Increasing the number of work-based learning programmes
- > Increasing income generated from consultancy activity
- > Increasing our presence and representation on relevant boards and bodies
- > Increasing the number of spin-out companies
- > Increasing the number of staff engaged with staff placements in and exchanges with industry

Dynamic Engaged People

The University of Lincoln is an exciting place to be and we will look to our staff to demonstrate this by working together to enhance the student experience, deliver excellent teaching and high quality research, taking the University to the next level.

We have made significant progress over the last five years. The pace of change in HE is increasing and Lincoln will seek to be ahead of the curve. We recognise that this will be challenging and in some areas will require a step-change. To achieve our ambitions everyone will need to be focused on, and committed to, delivering future reputational success and improvement.

Resilience and Sustainability

We recognise that change is inevitable. We embrace change and see it as a positive challenge. We will use data and our networks and contacts to predict and lead as well as respond to change quickly and positively.

We will work with all staff to ensure that they are clear about what is expected and provide the appropriate support to succeed in their roles. However, we expect our staff to be proactive and develop themselves to improve how they work and how the organisation performs.

We will create opportunities for staff to get involved in, and be engaged with, delivering improvement and innovation individually and collectively and we will expect people to be able to demonstrate and articulate their contribution.

'We will recruit and recognise staff who are innovative in their practices, and who believe in our mission and can bring ideas and energy to deliver our ambitions.'

Ambition, Global Recognition and Securing our Reputation for Innovation

We will expect people to be brave, to try new things and continually strive for improvement and growth. This will require us to have a positive attitude to taking appropriate risks and developing new opportunities with an acceptance that not all initiatives will be successful.

Our research academics will develop extensive partnerships and networks to raise their and the University's reputation. We will seek to provide an environment where research activity is vibrant and dynamic across all areas of the University.

Our students will be taught by well qualified staff from across the globe experimenting with innovative teaching methods including the development and use of digital tools and platforms alongside face-to-face teaching methods.

We will adopt new ways of working focused on outcomes and projects to ensure we support innovation and creative thinking and we will extend our reputation in the sector for our entrepreneurial spirit.

We will ensure our leaders can lead and guide successful, ambitious teams and that they are ambitious for themselves and the University, which flows through to their and their teams' practice.

We will recruit and promote staff who are innovative and creative who look for solutions and learn from beyond the University bringing fresh ideas to all we do.

An Inclusive Community

We will create environments that focus on whole system approaches beyond immediate areas of responsibility where collaboration is regularly rewarded and all staff understand the aims and objectives of the University as a whole.

We will create a flexible and open university that encourages and supports collaborative working across boundaries and disciplines.

We will test out and trial new approaches to a learning community between all staff and students to drive the University's ambitions forward. As an ambitious university, we recognise that staff will continue to grow their careers and we will celebrate when they progress both with us and elsewhere.

We expect providing excellent customer service will enhance our overall success and, in recognising that we are all customers of each other, we will improve our community and the experience of those who work and study with us.

We will create clear service standards that are transparent and effective.

We recognise and value our students and alumni as a resource to help and build and develop the University's reputation. We will create an environment where students regularly and automatically contribute to the success of the University.

Enabling Technologies, Excellent Research and Teaching Spaces

We will develop our working environment to ensure we are fleet of foot, agile and effective.

We will create work spaces which facilitate debate and discussion, enabling better decision making.

We will be solution-orientated and create work environments that meet need and demand in a timely fashion.

We will ensure that we address the digital challenge in our processes and ways of working, automating routine tasks to free up time for reflection and debate.

A New Vision for Education

Our staff will be passionate about, and committed to, achieving improvement and innovation. They will understand the global world we operate in and realise that we must remain competitive by providing what is needed and wanted from education in the 21st Century.

All our practice will be research-informed and we will bring experts from across the world to work with us to help develop new ideas and approaches to higher education practice.

We will support experimentation in our approach to teaching, to curriculum design and to wider student engagement. We will listen to and collaborate with our students, our alumni and their future employers to ensure we are able to provide the best education for their needs. Student engagement will be central to the on-going development of our whole set of offerings and learning practices.

We will develop new ways of working, encourage 'disruptive thinking', which focuses on outcomes and where face-to-face encounters add value.

We will create time and space to allow the opportunity for our staff to reflect and create new ideas and thoughts to improve practices and outcomes.

Learning from the Past to Build on the Future

We will build and enhance our reputation for innovative practice for which we will achieve external recognition both inside and outside the education sector. We will be clearly recognised as an excellent employer and will ensure we remain a destination of choice ensuring that talented people choose to build their careers at Lincoln. Through our use of space and technology, we will create positive and enabling environments to support creativity and innovation. Our people will be confident to try new things and shape thinking both academically and professionally. Our ambition will be to enter the *Times Top 100 Good Employers list* by 2021.

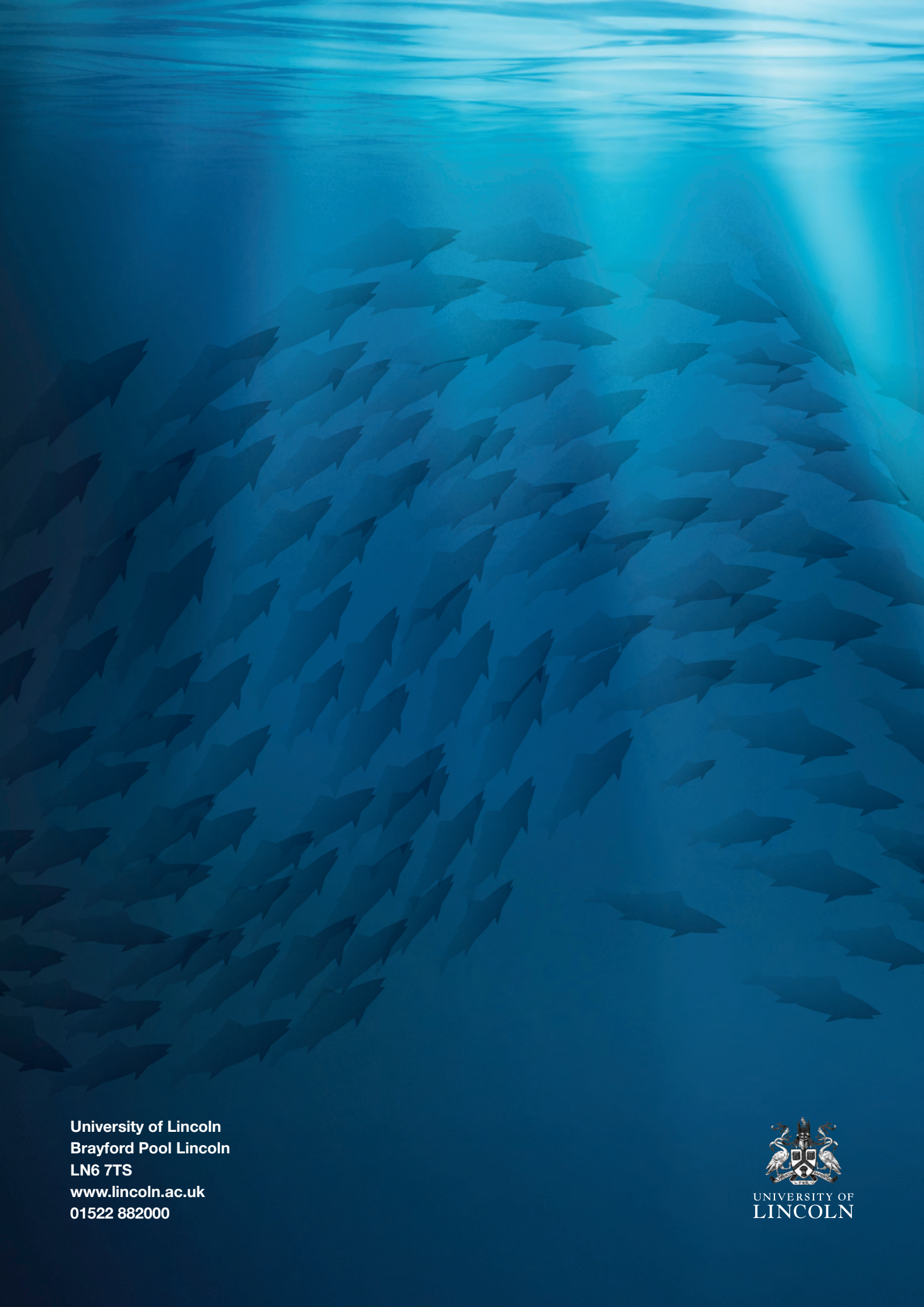
Our measures of success over the five years will be:

- > Being recognised for successful innovation and experimentation in the sector
- > Having clearly defined and embedded standards of customer service
- > Improving our levels of staff and student satisfaction
- > Remaining an employer of choice and attracting high quality staff across all areas
- > Improving staff: student ratios
- > Having the right shape, mix and quality of staff to deliver our ambitions
- > Appropriately qualified staff across the University
- > Staff meeting all objectives and expectations.

Looking Ahead to 2026

By 2026 we will have secured our reputation for innovation in higher education practice. We will be a popular and successful university with a distinctive approach to education through partnership and engagement with our students and our external partners.

We will be a leading 21st Century university which is renowned for its strong reputation nationally and globally as a front runner in thought leadership and in creating new platforms for education.



University of Lincoln
Brayford Pool Lincoln
LN6 7TS
www.lincoln.ac.uk
01522 882000

