**EDINBURGH NAPIER UNIVERSITY**

**STRATEGY 2020: BUILDING SUCCESS**

**CORPORATE PLAN 2014-15**

1. **Introduction**

The University Court approved a new strategy for 2014 – 2020 on 31 March 2014. That strategy outlines our vision and sets four key strategic objectives to support its delivery. The strategy commits the University to a phased approach to implementation with investment targeted on those areas of strategic focus.

This corporate plan summarises the key deliverables for the first year of implementation of the new strategy which have been identified through the annual planning process, and sets out 2014-15 targets and milestones for achievement against the measures of success associated with the strategy.

1. **Overview**

Strategy 2020 sets ambitious goals around the vision of *an innovative and enterprising community, renowned internationally with an unrivalled student learning experience*. Our plans for the first year of implementation identify actions and investment against some areas, and groundwork for progress against other areas in future years. During the year we expect to make progress towards our 2020 targets for student satisfaction, income growth and staff engagement. Our overall priority will be to create capacity for targeted investment against delivery of the strategy and future growth. We will finalise the suite of supporting plans and strategies set out in section 8 of the strategy through which we will refine our investment priorities in this and future years. We will review our policies and procedures prioritising those that are associated with our strategic platforms. We will review and develop robust career development pathways. We will also implement a new refreshed visual identity and will articulate our new strategy through our marketing and communications tools and campaigns.

The expected impact of the actions we will take in 2014/15 is reflected in the table of Key performance Indicators appended to this plan.

We will deliver the 2014-15 targets set out in our Outcome Agreement with the Scottish Funding Council including the percentage of full-time undergraduate students from deprived backgrounds and our new strategy will set the framework for negotiation of our 2015-16 Outcome Agreement.

1. **Key deliverables**

***Strategic objective: To grow our academic reputation we will***

1. Agree a new Academic Strategy 2014-2020 by October 2014.
2. Deliver a positive judgement resulting from the QAA Enhancement–led Institutional Review in March 2015.
3. Develop the research culture and grow research activity through the following:
   1. Investment in academic staffing.
   2. Investment in fully funded PhD studentships.
   3. Review the research infrastructure and implement recommendations.
   4. Increase engagement of staff with grant application submission providing support through a range of mechanisms including the expansion of research mentoring in each School.
   5. Establish a community of practice for accessing European funding by December 2014 and deliver targeted support and development to grow awareness of H2020 and promote applications.
4. Increase the volume and level of intellectual contributions with a view to delivering significant increases in publication rates and the percentage of staff with Doctoral qualifications from 2015/16.
5. Complete the integration of Research Institutes into Schools.
6. Use the Research Excellence Framework outcomes in December 2014 to shape our plans for future research investments.
7. Progress the development of a programme focussed approach to learning, teaching and assessment, ensuring that highly regarded and well supported programmes underpin our academic reputation, marketing and student recruitment plans.
8. Review and develop the taught postgraduate portfolio.
9. Embed academic Performance Indicators in monitoring and business planning including our internal undergraduate student satisfaction survey and the NSS.
10. Focus academic staff development on ‘assessment and feedback’ and engagement with HEA fellowship accreditation.

***Strategic objective: To deliver an excellent, personalised student experience we will***

1. Continue delivery of our programme of work to improve student satisfaction. Specifically:
   1. extend our internal student satisfaction survey to all students studying in Edinburgh.
   2. embed  the internal survey and NSS/PTES  in module and  programme monitoring.
   3. develop mechanisms to inform students of actions taken in response to feedback provided.
2. Develop a vision and detailed strategy for the whole 2020 student experience by January 2015.
3. Scope the actions required to embed work-related experiences in all of our programmes for implementation from 2015/16 onwards leading to relevant opportunities being available for all our students by 2019/20.
4. Develop responsive personalised services on-line and across our three campuses which take account of the needs of different types of students and their location, including the delivery of three-campus matriculation and examination diets, a restructure of Campus Services and timetabling reform.
5. Invest additional resources in the Napier Students’ Association to develop further student engagement and volunteering; deliver our Student Partnership Agreement with them and improve consistency in the operation of Student-Staff Liaison Committees.
6. Open the new “Union” building at Bainfield and deliver additional residences on Slateford Road with positive student feedback.
7. Evaluate student attendance/engagement monitoring solutions.
8. Deliver the commitments in our SFC funded Graduate Employability project.

***Strategic objective: To build innovation, enterprise and citizenship we will***

1. Develop a Partnership, Engagement and Business Development Strategy.
2. Work in partnership with the NSA to help improve community engagement and grow volunteering amongst both staff and students.
3. Integrate and expand our business and social enterprise and entrepreneurship activity across the University to improve coherence and accessibility; invest in the Bright Red Triangle, with a hub on each campus; and provide external customers with an integrated portfolio of training, research and consultancy services.
4. Establish communities of practice in a) KTPs by December 2014 to grow KTP awards and b) CPD by January 2015 to support demand-led growth in line with the University’s income targets.
5. Invest in innovative and efficient new approaches to service delivery to internal and external customers and stakeholders (linked to process review: see enabling actions below). In doing so we will enhance our ability to make strategically important targeted investments.

***Strategic objective: To internationalise our work we will***

1. Develop by November 2014 a new Internationalisation Strategy for the period to 2020, to focus on the development of strategic partnerships.
2. Develop the infrastructure required to support internationalisation through:
   1. Investing in international operations.
   2. Reviewing our overseas offices to ensure fit-for-purpose support.
   3. Developing a communication and committee structure that better engages staff and students.
3. Develop a TNE strategy, actively considering new models of delivery, and grow transnational education delivery.
4. Grow our on-campus international enrolments, with a particular focus on postgraduate enrolments and developing our partnership with EIC.
5. Develop online provision further and the underpinning infrastructure and expertise.
6. Increase opportunities for students to acquire international learning experiences and develop robust methods of recording these.
7. **Enabling actions**

**In support of our strategic goals we will**

* Review a prioritised list of processes where there are opportunities to improve efficiency, remove duplication, streamline interfaces and to enhance support for staff.
* Review and update our key supporting strategies.
* Implement improvements to reporting from our finance systems and implement a new Resource Allocation Model that is transparent and embeds incentives to maximise income and control costs.
* Review reward and recognition processes for staff; develop performance criteria for all academic grades (Career Development Project) and associated appointment, progression and promotion processes.
* Ensure that all staff engage in the PDR process, with focus on objective setting and development aligned to the strategic priorities.
* Review the approach to academic workload allocation so that changes can take full effect from the start of 2015-16.
* Deliver interactive, user-friendly and secure learning systems that are available anytime, anywhere, through any standard smart device.
* Improve the availability, use and flexibility of social and learning spaces to enhance student satisfaction and staff engagement.
* Enhance our IT systems by:
  + implementing a new Customer Relationship Management System to better capture external engagement activity and provide more client/customer-focussed communications.
  + developing a fit-for purpose research information management system with appropriate IT infrastructure to be fully implemented in 2015/16.
  + developing a specification of requirements for an electronic QA system for implementation in 2015/16 with the aim of reducing academic bureaucracy and accelerating academic decision-making.
  + Investing in the student record system.
* Develop robust student recruitment plans and forecasting methodologies supporting University goals and Faculty operational plans by December 2014.
* Develop a programme of development funding activity to secure significant levels of external funding for priority projects.
* Agree by June 2015 a new Estates Strategy for the period to 2025.
* Review and redevelop the content and structure of our internet site and enhance the staff and student intranet.
* Refresh our visual identity and brand guidelines (roll out by December 2014).
* Engage the University community, staff and students, in the implementation of our strategy and this corporate plan, empowering innovation.

1. **Outcome Agreement with the Scottish Funding Council**

Through the above actions we shall also deliver our 2014/15 Outcome Agreement including the targets specifically referenced in this document and in the Agreement published on the SFC website.