



Principal's View

Edinburgh Napier
UNIVERSITY



Outline

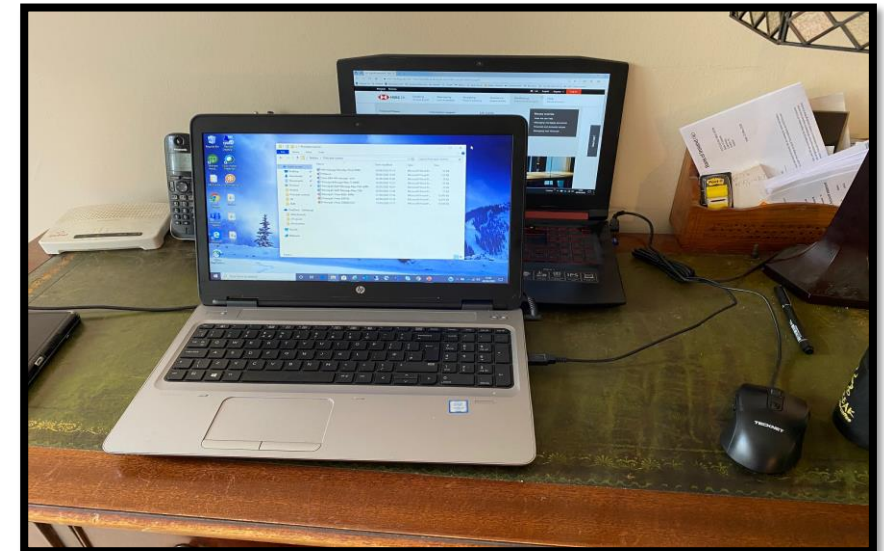
- Covid-19 update ... one year on
- Annual Plan / Finance update
- Achievements & Success
- University strategy
- Q&A

Shaping our

FUTURE

DRIVING DISTINCTIVENESS

Lockdown... much familiar



Lockdown... some changes

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Covid-19 update

- Trimester 2 progressing well
- 33% residences occupied
- £950k student hardship funds
- Summer Graduations
- Engagement with Scottish Government
 - Planning assumptions for September 2021
 - Testing, travel, quarantining ...

Update: R&I

- Most projects underway
- External grants pipeline reduced
 - priority to grow
- REF2021 submission on track
- Research investment, Health Technologies
- Entrepreneurs-in-Residence
- Innovation Hub developing

Business & Innovation Hub

Home ► Research and innovation ► Business & Innovation Hub



Research and innovation plays a crucial role in underpinning partners. We provide advice, knowledge and expertise to in strong partnerships with organisations of all sizes in Scotland public sector organisation, start-up, SME or a multinational



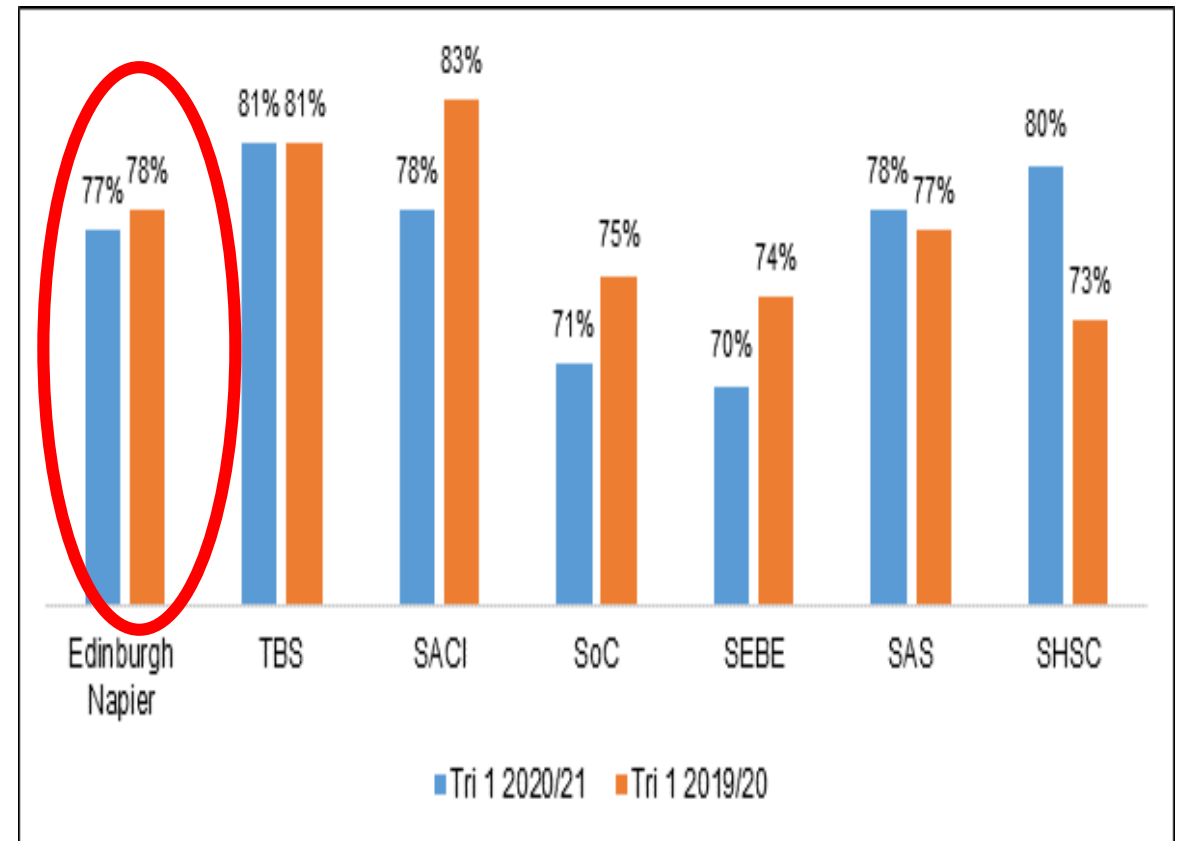
Jamie Graves



Robert Goodfellow



Update: L&T

- Digital support partnership - changes for future
- Timetabling Trimester 3
- Planning Trimester 1, 2021/22
- Module evaluations
 - 77% satisfaction vs 78% last year



Update: L&T

Module results Trimester 1

- UG Scottish entrants, pass rates 
- MD20 students' pass rates 
- Lower deferrals / fails
- All UG students, no change in pass rates, **91.1%** (cf 91.1%)

AY 2020-21

	PASS	DEFER	FAIL	No attempt
MD20	90.0	0.7	4.4	5.0
MD40-100	91.9	0.9	3.5	3.7
Total	91.7	0.9	3.6	3.8

AY 2019-20

	PASS	DEFER	FAIL	No attempt
MD20	83.4	2.4	6.7	7.4
MD40-100	90.5	1.2	4.1	4.1
Total	89.6	1.4	4.5	4.5

Update



- Successful January intake

- 563 international students (+ 40%);
- 164 Home / EU TPG students (+ 7%);
- 431 Global Online students (+29%)



- TNE & Global Online income on track

- £200k award, Women in STEM Scholarships, South Asia (BC)

- 15,358 'Scottish' UCAS applications for 2021/22 (+12.9%),

But 4.6% drop in 'home' applications (cf Scottish + EU) - challenge

International partnerships

Launch event with Shenzhen University, China,
Global Online MBA programme



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Annual Plan 2020/21



- ✓ • Respond to pandemic, target expertise, resources & networks to support recovery
- ✓ • Establish ENU Gold 'signature' for programme design
- ✓ • Achieve 90% in NSS and PTES (no school < 85%)
- ✓ • Use new academic calendar to introduce career development activities
- ✓ • Increase external engagement & innovation through new University Innovation Hub
- ✓ • Grow research income & optimise REF submission

Annual Plan 2020/21



- ✓ • Diversify and maximise income through online & international education
- ✓ • Focus provision of flexible, accessible high-level skills through delivery of short innovative courses & CPD; build GA portfolio with other WBL models
- ✓ • Develop roadmap to achieve net zero carbon by 2030; implement year 1 priorities
- ✓ • OA targets - widening access, retention & increase 'home' admissions
- ✓ • Drive inclusion, focus on BAME community; adapt to change working practices
- ✓ • Reconfigure estate to ensure confidence in its safety for our staff and students

Our Finances

Operating Performance

	2018/19 (£m)	2019/20 (£m)	2020/21 Budget (£m)	2020/21 Q2 (£m)
Income	122.1	127.3	126.3	129.3
Pay	(76.7)	(78.8)	(80.4)	(78.8)
Non-Pay	(34.1)	(40.8)	(40.8)	(40.3)
EBITDA	11.3	7.7	5.1	10.2
Interest Receivable	0.2	0.3	0.2	0.2
Interest Payable	(0.8)	(0.8)	(0.8)	(0.8)
Depreciation	(6.9)	(8.1)	(6.7)	(6.5)
Operating surplus/(deficit)	3.8	(0.9)	(2.2)	3.1

Staff surveys



- February survey: 539 responses, 34%
- Themes: technology & ways of working
- March survey - campus life
- Going forward...



Flexible working
Estate development



BAME Inclusion Strategy

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- Working group on BAME Inclusion report



BAMEish
NETWORK

Celebrating success

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SAS colleagues help bring home schooling to the small screen



SHSC team receive grant to investigate nurses accused of witchcraft



The University's first Student Opportunities Weeks took place



SOC's Inge Panneel drives climate change resilience in Nepal

Celebrating success



**Robert Hairstans
Seconded, NMITE**



**Bashabi Fraser, CBE
awarded**



**Lis Neubeck and Sam Vettese shortlisted for
Scottish Knowledge Exchange Awards**



Above & Beyond Awards

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above &
beyond

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a&b

292
nominations

Awards event on 26 May



Shaping our

FUTURE

OUR STRATEGY: DRIVING DISTINCTIVENESS

- New UK immigration framework
- UKG reviews: PQA, Augar Review, TEF; NSS review
- BREXIT - 'Turing' Scheme; Horizon Europe; EU student funding
- Pensions
- Student and staff wellbeing
- Widening Participation
- Climate emergency

Pandemic

- skills needs / retraining / jobs
- Technological disruption
- Political disruption
- Sectors disrupted
- Demand for HE, altered models;
new capacities & capabilities

Scottish Funding Council Review of Tertiary Education - Coherence of Provision & Sustainability of the Sector

address immediate priorities from pandemic & longer-term sustainability

Connected education system; relationships with employers; driving innovation; financial sustainability / new funding models; protecting & leveraging research / science base

Shaping our

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OUR STRATEGY: DRIVING DISTINCTIVENESS

OUR STRATEGIC OBJECTIVES ARE TO...



BUILD CAREERS Create Opportunities

Our culture of personal growth, coupled with our flexible, innovative and holistic learning environment, will enable students and staff to shape their development and flourish in their careers



ADVANCE KNOWLEDGE Deliver Impact

Our research and knowledge exchange will address 'live' challenges, underpin our teaching and influence professional practice and policy, driving key societal, economic and environmental impacts



OUR PURPOSE IS TO...

Deliver high quality education and research to add value to the social, cultural and economic capital of our communities and shape their development



GROW NETWORKS Connect Communities

Creative collaborations, locally, nationally and internationally will provide an educational and research portfolio that both shapes and responds to the needs of business and society



While being committed to GROWING SUSTAINABLY by...

Growing and diversifying our income and taking progressive action to achieve net zero carbon in our operations by 2030 at the latest. We will also seek to minimise both our wider and legacy carbon footprint and influence sustainable practices within and beyond our campuses

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Key Performance Indicator	2020/21 <small>(actual)</small>	2021/22	2022/23	2023/24
TPG students (FTE)	3,106	3,974	4,431	4,884
RPG students (FTE)	167	195	223	255
International students on-campus	1,597 <small>(2,038)</small>	2,593	3,072	3,505
Proportion of SIMD20 entrants	14.5% <small>(12.4%)</small>	15%	15.5%	16%
NSS / PTES satisfaction	90% / 85%	90% / 85%	90% / 87%	90% / 90%
Year 1 continuation	90%	90%	92%	94%
Gold Standard Curriculum, all	---	1-star	2-star	3-star
Staff research (REF)	275	300	325	340
Graduate level employability	80%	80%	82%	85%
TNE income (incl. online)	£8.2m	£8.6m	£9.1m	£9.8m
KE income (excl GA)	£3.1m	£4.3m	£4.9m	£5.6m
Research & contract income	£4.9m	£5.5m	£6m	£8.5m
Net carbon emissions (tonnes)	5,790	5,459	5,138	4,845
Total income / surplus	£126.5m/£-2.2m	£137.5m/£4m	£147m/£4.8m	£155m/£7.3m

HEA Fellows 90%; staff with doctorates >75%; staff experience >80%

Our Strategy: *Driving Distinctiveness*

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- Our purpose remains
- Builds on Strategy 2020
- Recovery post-Covid
- Play to our strengths
- 9 Transformational Actions ... for now



Shaping our

FUTURE

DRIVING DISTINCTIVENESS

We are 'up and running' ...

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1. Elevate the student experience to a new level by introducing the Edinburgh Napier Gold curriculum, underpinned and systematically integrated with professional practice and excellent research



2. Prioritise career and professional development, with a focus on early career academics and professional service colleagues



3. Grow our employer, industry, government, and alumni networks through a new Innovation Hub to enhance our research capability, support innovation in the economy, and provide opportunities for our students



4. Establish international centres with partners that integrate learning and teaching, research and professional practice and consolidate our international profile



5. Align and build academic excellence focused on Wellbeing & Sustainability, underpinned by the themes of: Health; Environment; AI & Technologies; and Culture & Communities



6. Increase our capability and capacity to deliver high quality and volume research outcomes and income, through a comprehensive framework of academic staff support and targeted investment in areas with critical mass and external alignment



7. Grow and diversify our income, evolving towards 20% from research and academic partnerships



8. Combine the expertise and motivation of our community to enhance sustainability within and beyond the University, through our curriculum, research, operations, partnerships, and engagement



9. Deliver accessible upskilling and work-based learning routes, focused on lifelong learning, future skills requirements and retraining

University Strategy: Implementation

Strategy	<i>Driving Distinctiveness</i>		
Core Strategies	Learning & Teaching	Research & Innovation	Internationalisation
Enabling Strategies	People & Services		Finance & Operations
3-Year Plans	University plan		
	Schools		Services
Staff Objectives	MyContribution		

2020/21 Planning and Budgeting underway

Learning & Teaching Strategy

Enabling Objectives

1. Gold Standard Curriculum
2. Curriculum Management system
3. Diverse student community - short courses, apprenticeships, upskilling, stackable credit
4. Build on expertise in blended and online and digital skills
5. Career development for staff in learning and teaching
6. Teaching spaces - virtual and on-campus



Research & Innovation Strategy

Enabling Objectives

- Achieve min 3* overall quality profile for REF 2027, 400 FTE staff
 - staff support & targeted investment
- Growth of research & KE income (15% of total income)
- Grow research student community by > 50%
- Develop strategic external partnerships, spinouts & student start-ups
- ENU in top quartile modern Universities, top 500 in global rankings



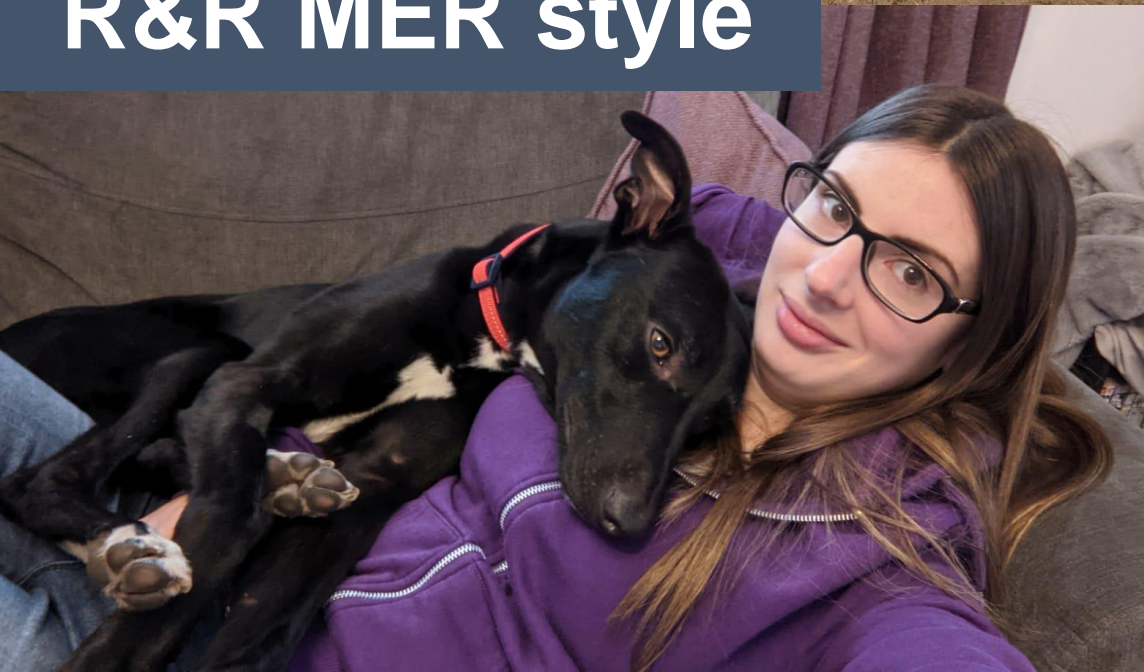
Thank You

- Easter break extended
- Finish on 1st, return on 7th April
- Special thanks to those who need to work
 - balance will be credited





R&R MER style





Thank you

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We're the

#1 Modern University in Scotland
(ST GUG) 2021

**#1 University in Edinburgh
for Overall Student
Satisfaction** (NSS)

**#1 Highest climbing university
in Scotland** (GUG) 2021

