Vision Q&A document

What is Project VISION?

VISION is a long-term project designed to deliver our future strategy and the future of the University over the next years and decades, ensuring it is supported by the necessary estates and infrastructure to meet the needs of our diverse University community. It is looking at the future of teaching, the future of research, the future of technology, and how we plan for all of those.

What are the objectives of the project?

Currently, we don't have enough space across our campuses for our existing operations, whether that's learning, teaching or research. Hybrid working has also changed the way we work and what we need from our campuses and our digital infrastructure. We also need to think about the environment and how we achieve our objective of net zero, which again will be largely around how our buildings operate.

How is the project being governed?

There is a project board chaired by Principal Andrea Nolan. The board includes all of SLT, including all Deans of School, ensuring that both the academic and professional services areas of the University are represented. There is also ongoing consultation with all staff and students.

What is the general timescale around the project?

The project began with a consultation phase in 2022 and aims to achieve a masterplan by the end of 2023. In reality, it will then take three to five years to build a new building or reconfigure our existing buildings, for example, but in the meantime the University continues to invest around £9m every year through our normal capital expenditure to improve our buildings and infrastructure in the short term.

April	Final outputs from NOMAD consultation exercise
May – June	Completion of feasibility studies
June	Project VISION options presented to Court
July – September	Consultations and engagement on all options, internally and externally
October	Final Estates and Digital Masterplan presented to Court

When will we see plans or designs?

We will be in a position to share early plans and ideas with colleagues from around June with a masterplan produced by October.

How will the success of the project be measured?

Ultimately the project will be measured by how happy our staff and students are – are they happy that they have the right spaces, the right resources, the right facilities. If we get that all that right then KPIs such as student recruitment should follow.

What are the six project workstreams?

Workstream	Leader
Future of Learning and Teaching	Nazira Karodia

Future of Research and Knowledge Exchange	Nick Antonopoulous
Current Campuses	Elaine Hunter
New Campus Opportunities	Andy McGoff
Future World Models/ Staff & Student Services	Carolann Begbie
Digital Strategy	Claire Taylor

What work is currently going on?

We are looking at the size and shape of the University – consulting with all our Schools and looking at areas where we can grow our learning and teaching provision. Which of those areas have got the ability to become more research intensive and create more expertise because becoming more research intensive as a university is a key part of our strategy.

We are also looking at areas where we've got opportunities to grow both across Scotland with fee paying students, but also the rest of the UK and internationally.

In terms of our current estates, we're doing feasibility work in conjunction with architects looking at how much additional space we can create on our existing campus sites, either by the buildings we've got or building on our existing land.

We're also looking at collaborating with local partners, for example the NHS and City of Edinburgh Council. There are things that we could do that make us more engaging with the community but also improve our provision.

Digital strategy is now part of Project VISION. What does this mean?

The University has a digital first approach and believes all our functions should be underpinned by a good technology strategy. We need to have good corporate functions e.g. finance, HR, procurement, and also reflect changes around security and cloud computing. Ultimately, we need to use technology to deliver our business outcomes and our strategy, and this is why a robust digital strategy is a key part of Project VISION.

Is there still time for colleagues to get involved?

Yes. It's not too late for colleagues to get involved in the consultation process. Please take part in meetings or email staffcommunications@napier.ac.uk and ensure your voice is heard.

How can I keep updated on the progress of Project VISION?

The Project VISION intranet site [link] will be regularly updated and we will be issuing a monthly newsletter focused on the project. There will also be further opportunities to get involved and discuss potential plans as the project progresses.