



UNIVERSITY COURT

Shaping Our Future

Purpose

1. The attached paper provides University Court with the proposed new University Strategy that has emerged from the “Shaping Our Future” development process. University Court is asked to approve the paper.

Background

2. The University has now entered the final year of Strategy 2020. Consultation on the development of our new Strategy, looking beyond 2020, commenced in early 2019 under the title “Shaping Our Future”. Following extensive consultation and development, including through the recent Court and Senior Leadership Team Strategy Day on 24 February, the attached paper presents the proposed new strategy for consideration and approval before it is launched and implemented.
3. This paper has also been considered by Academic Board, with members responding positively and particularly welcoming the simplicity and brevity of the three new strategic objectives, as well as the ‘people focus’.

Alignment to Strategic Objectives/External Policy Driver

4. This paper sets out the proposed new strategy to succeed Strategy 2020.

Equality Considerations

5. The Shaping Our Future engagement exercise has been developed in line with our values. The final strategy content and associated launch/communication plan will be subject to an equality impact assessment.

Communication Issues

6. Following feedback from Court, it is intended to launch the strategy with staff, students and other stakeholders, as outlined in the paper. However given the impact of the coronavirus pandemic on all of our activities and gatherings over the next three months, the University Leadership Team will review and consider plans and methods of communication and update Court accordingly.

Responsibility for Actions

7. The Senior-Vice Principal is responsible for progressing any actions.

Next Steps

8. This finalised Strategy, subject to any further feedback from Court, will be launched and rolled-out in readiness for implementation from August 2020.

Recommendations

9. University Court is invited to consider and approve the attached paper.

Alistair Sambell
Senior Vice Principal and Deputy Vice Chancellor
13 March 2020

UNIVERSITY COURT

March 2020

Edinburgh Napier University Strategy

Shaping Our Future: *Driving Distinctiveness*

1. Introduction

Edinburgh Napier is a modern university, a university in tune with its time. We develop graduates with the attributes that will serve them well in the future. We understand the contemporary relevance of the advancement of knowledge, and we interpret that in ways that enable us to serve all corners of society well. We are proud of our accomplishments including:

- the range, focus and quality of our degree programmes;
- our applied research and scholarly work that has developed and established new thinking, new policy, new practice and new products;
- our links and partnerships with research funders, business, the public and third sectors; and in particular
- our graduates who are highly valued by employers.

Successive iterations of Edinburgh Napier’s strategy have shared common themes and a common long-term view of the university we are. When we launched our last strategic review in 2013, we described ourselves as *“an enterprising university, delivering a broad portfolio of degrees with a professional focus, linked to the workplace and to our communities at home and abroad. We produce research with impact that contributes to policy development; to environmental, economic and social wellbeing; and supports business innovation and growth.”* That description still applies today. The work we have done to deliver *Strategy 2020: Building Success* refocused us by refreshing our vision and affirming principles; by placing the growth of our academic reputation and our ambition for the student experience at the heart of our strategy; and by refining our international strategy following many years of international expansion. Together we have made real progress in what was a period of significant change. We have adapted to these changes while working hard to influence their shape and impact, and contributing to the evolving policy context; we have grown and developed as a modern university.

Looking forward, consistent themes in Scottish public policy are likely to endure. These include the contribution universities can make to inclusive economic growth, the ambition for more streamlined, accessible and successful learner journeys, the drive for efficiency, concern for sustainability and a climate emergency, and a push for greater collaboration across the enterprise and skills landscape including deeper collaboration between universities and business, and all parts of the education system. While there is a broad political consensus in support of a primarily public-funded Higher Education system in Scotland, the level of funding is likely to remain extremely challenging in the medium term. Scottish policy now has a distinctively long-term view that seems likely to persist through changes of government. There is a focus on the economy and productivity but also equality, wellbeing and sustainability.

It is in this context that we set our new strategy to guide our decision-making and act as a framework for action in the future.

2. Our Purpose and Values

Our purpose affirms that highlighted in Strategy 2020, *to deliver high quality education and research to add value to the social, cultural and economic capital of the communities we serve and shape their development*. We work at the leading edge of our academic disciplines in research, learning and teaching, and professional practice, developing highly valued graduates and delivering research outcomes that transform communities.

We want to be recognised as a University that acts with respect and integrity and creates an environment where everyone involved feels proud, confident, challenged and supported. Our values are reflected in all aspects of our work and our relationships with partners and stakeholders. Early in the implementation of our new strategy, we will consult colleagues on updating our stated University values – professional, inclusive, ambitious, and innovative - to ensure that they drive the culture to support delivery of our goals and purpose.

3. A Changing External Context

The new strategy builds on the progress made and direction set by Strategy 2020, but will also respond to the changing external context. These changing external factors include:

- Brexit and a new relationship between the United Kingdom, the rest of Europe and the wider world;
- UK government priorities, including the Industrial Strategy with its emphasis on artificial intelligence, mobility, ageing and clean growth, accompanied by increased investment in research as an driver for inclusive economic growth;
- Scottish Government priorities, including social inclusion, access to higher education, upskilling and efficient learner pathways, alongside a potential future Scottish independence referendum;
- HE policy landscape developments including the major changes to the Research Excellence Framework, the introduction of a Teaching Excellence Framework in England, and the development of the Knowledge Exchange Framework;
- Regionalisation as expressed through local and regional economic initiatives, in particular Edinburgh and South East Scotland City Deal and the Borderlands Deal;
- Long term challenges in relation to Scottish Government funding of universities, with a likely effective reduction in home student fees, a review of RUK student fees, a change in funding status for EU students and potential concentration of research funding;
- An increasing recognition, especially amongst our students, of the important role for Universities in engaging with grand challenges facing our society such as sustainability, climate change, and health inequality; and
- A changing landscape for employment and careers in an era of the fourth industrial revolution and rapid technological innovation, with the need for new skills and lifelong access to higher education.

4. The Development of Our Strategy

The principles for this strategy build upon those set in Strategy 2020.

- We will be led by our **academic priorities** and operate at the leading edge of our academic disciplines through research, professional practice, knowledge exchange and learning and teaching, which are inextricably linked.
- We will maintain a **broad based portfolio** to provide resilience and opportunities to address problems and challenges with interdisciplinary approaches.
- We will **actively engage students** in developing our plans and we will **widen access** to our programmes and expertise, supporting students from diverse backgrounds to be successful.
- We will be **international** in outlook and will build **strategic partnerships** to achieve our objectives.
- We will **promote diversity** in our student and staff community.
- We will be environmentally and financially **sustainable** and **resilient**.
- Three **Edinburgh based campuses** will continue to be the heart of our academic communities and international delivery will be in partnership with local providers.

The strategy has been developed through consultation with a wide range of stakeholders, in particular staff across the University, but also students and external stakeholders. The University strategy is designed to be short, simple and engaging. It is expressed as a set of open ended strategic objectives, with accompanying transformative actions and measures of success with timelines. At its simplest, it can be captured on two pages as shown in Appendix A. The University strategy will be underpinned by three core strategies and two enabling strategies as illustrated in Figure 1 below. These strategies are in development, but the key essence of each is captured in Appendix B.

Strategy	University Strategy <i>Shaping Our Future: Driving Distinctiveness</i>		
Core Strategies	Learning & Teaching	Research & Innovation	International
Enabling Strategies	People and Services		Finance and Operations
5-year Plans	University		
	Schools		Services
Staff PDR Objectives	Personal My Contribution		

Figure 1: University, Core and Enabling Strategies

The Learning & Teaching and Research & Innovation strategies are currently in consultation and will be finalised for Academic Board and Court in June 2020. They will replace the current (integrated) Academic Strategy. The International strategy remains valid, but the detail and format will be refreshed in summer 2020 in line with the University Strategy. The enabling strategies will also be developed before the start of the 2020/21 academic year, to respond to the full set of core strategies. The delivery of the objectives from these cross-cutting strategies will be embedded, as appropriate, through the annual University planning process with the Schools and Services.

5. Expressing Our Distinctiveness

A desire to be “bold and distinctive” while building on achievements to date has been a consistent message fed back during the consultation. The current “DNA” of Edinburgh Napier was explored through the consultation, with views captured in a word cloud.



It was agreed that our desired distinctiveness can be articulated through three lenses:

- Our **Student Experience**: *A stimulating and transformative learning environment where students develop the attributes that will equip them for successful, adaptable careers through active engagement in programmes that integrate leading advances in professional, vocational and academic practices.*
- Our **Academic Signature**: *Academic disciplines connected to contemporary challenges aligned to our academic themes and workforce needs through strong networks with employers, public, private and third sectors.*
- Our **Impact**: *High quality challenge driven research, underpinned by business engagement that prepares graduates for impactful careers.*

At our essence, we are a university which is inclusive in its ethos and applied in its approach. We are based in three distinct campuses in Edinburgh, but with an international reach. We have a breadth of disciplines and a size that enables people and ideas to connect. With a heritage in teaching, a professionally-orientated portfolio and high quality research we are making an impact locally, nationally and internationally.

6. Our Strategic Objectives

We express our strategy in terms of three strategic objectives:

- Build **Careers** – Create Opportunities
Our flexible and innovative delivery models will offer opportunities and routes to success for students and staff to shape their development, excel in their careers and influence future policy and practice.
- Grow **Networks** – Connect Communities
Through dynamic and creative collaborations locally, nationally and internationally that support our teaching and research, we will provide an educational portfolio that both shapes and responds to the needs of business and society.
- Advance **Knowledge** – Deliver Impact
Our high quality research and knowledge exchange will address real-world cross-disciplinary challenges and underpin our teaching, with innovation and ideas exchange linked to external partners, policy and practice.

7. Enabling the Delivery of Our Strategy

Through our new strategy we will continue to build upon the work of Strategy 2020, in particular our commitment to growing our academic reputation; delivering an excellent personalised student experience; building innovation, enterprise and citizenship; and internationalising our work. This is underpinned by an immense amount of hard work from staff across the University on an ongoing basis. This new strategy sets out the areas where we will sharpen our focus and increase our emphasis, while recognising the ongoing work to deliver the University's core activities.

We have committed to **eight transformative actions** to underpin the delivery of the three strategic objectives and our sustainable growth:

1. *Elevate the student experience to a new level by introducing an Edinburgh Napier Gold* curriculum underpinned and systematically integrated with professional practice and excellent research. [*working title]*
2. *Prioritise career satisfaction and personal development for every colleague in line with our university values and ambition.*
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. *Build our cross disciplinary academic themes: Environment & Sustainability; Health & Wellbeing; and Culture & Communities.*
6. *Target a programme of investment to build capacity and capability in these areas of research: Artificial Intelligence; Internet of Things; Cybersecurity; Cardiovascular and Mental Health; Biological Sciences; Policing/Criminology; Built Environment; Mathematics; and Medical Technologies.*
7. *Grow and diversify our income, evolving towards 20% from research and academic partnerships.*
8. *Work in partnership to achieve net carbon zero in our operations by 2030 at the latest, in line with the City of Edinburgh ambition, while minimising our wider footprint and influencing sustainable practices within and beyond our campuses.*

8. Our Future

This strategy sets out an exciting future for the University that responds to a rapidly changing world. Over the next five years it will see us build our reputation and standing as a University that is outward looking, known as enthusiastic, flexible and innovative in its approaches to working with external partners. New delivery models will respond to employers' changing needs. Our Graduate Apprenticeship programmes provide a template for increased work-based partnership learning while our online provision will continue to grow, with students enrolled around the world. More bite size and blended delivery models will offer increased flexibility for learners to access our programmes and engage with us at all stages of their careers. Our international collaborative delivery partnerships will increasingly focus on a small number of long term partnerships with deeper, multifaceted relationships that span a broad range of subject disciplines and encompass joint research activity. Our roots in Edinburgh and Scotland will underpin our international reach, while our commitment to inclusion will be at the heart of our approach to access and engagement.

Our portfolio will play to our strengths as a professionally and vocationally orientated university, while we will continue to strengthen our research that is internationally excellent. The teaching portfolio and research will be explicitly linked. All of our programmes will be designed and delivered by academics who are thought leaders in their disciplines. Our research will have real world, practical relevance and directly influence our curriculum. Our breadth of expertise will provide the platform to build innovative interdisciplinary approaches to the global challenges of our times, working in partnership with others as we grow our networks. Our academic themes - Environment & Sustainability, Culture & Communities and Health & Wellbeing – will drive new approaches to our research, but also opportunities for students to engage in projects outside their core disciplines. Our new benchmark for curriculum design – Napier Gold* – will drive a radical review of the portfolio by encapsulating the very best of our teaching and learning principles: career focussed and professionally orientated programmes underpinned by high quality applied research; active, enquiry-based learning in the classroom supported by online resources; interdisciplinary discourse and projects at all levels that address key societal issues; external networking for our students with employers and alumni; international mobility through both virtual group work and exchange visits.

The University will continue to grow, with our total income increasing by 25% over the next five years to reach £150m per annum. An expansion in taught postgraduate, online and work based delivery will drive growth in student numbers, while investment will underpin a threefold growth of research income, research activity and research students. The University will invest in the estates at our three Edinburgh campuses to create more technologically-enhanced, flexible teaching and social spaces and enhanced research facilities, while opening up our campuses to our local communities and external partners. We will be a leader in the sector for our commitment to environmental sustainability, not just through our operations but through the impact of our academic teaching and research on the policy and practice of others. We will invest in our services and processes to support students and staff, and to ensure we are operationally resilient and efficient. Our success is based on our people, and Edinburgh Napier will provide outstanding career development opportunities for the academic and professional service staff who create our success, and that of our students.

9. Measuring Our Success

Progress and delivery of the strategy will be measured against the following categories of performance indicators:

KPI Category	Measures	Expectations over 5 Years
Academic Reputation	<ul style="list-style-type: none"> ✓ League Table Performance 	<ul style="list-style-type: none"> ✓ Rising position in Times, Guardian and Complete guides ✓ Top 10 UK Modern Universities
Teaching Outcomes	<ul style="list-style-type: none"> ✓ Student satisfaction ✓ Retention ✓ Graduate Outcomes 	<ul style="list-style-type: none"> ✓ NSS and PTES > 90% ✓ Employability > 95% ✓ Graduate level employment > 80%
Research Excellence	<ul style="list-style-type: none"> ✓ REF ✓ Research income ✓ PGR student satisfaction ✓ PGR student numbers 	<ul style="list-style-type: none"> ✓ REF 2027 3* GPA ✓ PGR student numbers > 300 ✓ PRES > 90% ✓ Research Income > £12m p.a.
Student Opportunities	<ul style="list-style-type: none"> ✓ Access ✓ Mobility ✓ Work integrated learning 	<ul style="list-style-type: none"> ✓ Increase in international student mobility take up (actual/virtual) ✓ Work integrated learning or placements for all students
Active Partnerships	<ul style="list-style-type: none"> ✓ Public, private and third sector partnerships for teaching and research 	<ul style="list-style-type: none"> ✓ At least five major strategic partnerships
Societal Impact	<ul style="list-style-type: none"> ✓ Scottish National Performance Framework (SNPF) ✓ United Nations Sustainable Development Goals (UNSDGs) 	<ul style="list-style-type: none"> ✓ Demonstrable delivery against relevant SNPF and UNSDGs ✓ Sign SDG accord
Staff Engagement	<ul style="list-style-type: none"> ✓ Employee feedback ✓ Career development ✓ Staff qualifications 	<ul style="list-style-type: none"> ✓ Employee engagement > 80% ✓ Career development measure to be established ✓ Professional memberships
Sustainability	<ul style="list-style-type: none"> ✓ Surplus, turnover and carbon footprint ✓ UNSDGs (Impact Rankings) 	<ul style="list-style-type: none"> ✓ 5% annual operating surplus for investment ✓ Net carbon zero from business emissions working towards 2030 ✓ Ongoing carbon reduction and plans to address legacy carbon ✓ Positive direction in Impact Rankings

10.Key Challenges

There are a wide range of challenges and external factors that could directly impact upon the ambition set out in this strategy. These challenges are however likely to offer new opportunities to Edinburgh Napier as an institution that is reputationally strong, financially resilient and agile.

Challenges	Possible Impact	Mitigation	Opportunity
Staff Engagement (morale and workloads during periods of change)	<ul style="list-style-type: none"> Poor morale affecting staff retention, student satisfaction and research activity 	<ul style="list-style-type: none"> Focus on career development Recognition and reward schemes Excellent Learning and Development opportunities Good internal communications 	<ul style="list-style-type: none"> Recruit high calibre staff from other institutions in areas where Edinburgh Napier has strong profile
Scottish Government Priorities (increasing financial pressures affecting sector sustainability; possible indyref2)	<ul style="list-style-type: none"> Reduced core funding year on year Possible consolidation of institutions (FE/HE) within regions 	<ul style="list-style-type: none"> Diversification of income and investment for growth Commitment to academic quality and research and continued focus on building our academic reputation Delivery of Outcome Agreements 	<ul style="list-style-type: none"> Growing reputation and outstanding delivery against government priorities will attract support and new funding
Concentration of research funding (Muscatelli report implications in relation to research funding distribution, perception)	<ul style="list-style-type: none"> Research funding concentrated in fewer institutions Perception that only research intensives should be funded to do research & innovation 	<ul style="list-style-type: none"> Direct own investment to increase critical mass and impact in key areas of research strength Innovation Hub as vehicle to catalyse strategic partnerships 	<ul style="list-style-type: none"> Grow new KE relationships in line with areas of research strengths Place-based and issue-based collaborations to lever funding
International Politics (changes to migration policy, disease, disaster and civil unrest restricting travel)	<ul style="list-style-type: none"> Student recruitment to UK and staff travel to TNE partners affecting income and activity 	<ul style="list-style-type: none"> Increased use of blended and online delivery Investment in online delivery platforms with strong cybersecurity 	<ul style="list-style-type: none"> Growing online portfolio and use of learning technologies supports responsive new delivery models
Brexit (EU student status changing, access to funding for collaborative research and mobility lost)	<ul style="list-style-type: none"> Student recruitment falls with home (SFC funded) target shortfall Mobility and engagement in collaborative research 	<ul style="list-style-type: none"> Portfolio management Increased European marketing and recruitment U!REKA partnership for teaching and research Investment in Scottish /UK recruitment 	<ul style="list-style-type: none"> European students become fully international, growing fee paying student income
UK HE policy (Augar fees review, changes to TEF/REF/KEF, new sector wide access)	<ul style="list-style-type: none"> Key funding streams reduced New reporting requirements with data used in league tables 	<ul style="list-style-type: none"> External engagement and intelligence Management information and scenario planning Income diversification 	<ul style="list-style-type: none"> Opportunity to excel in objective measures of teaching, knowledge

and inclusion measures)	<ul style="list-style-type: none"> • New approaches to inclusion and access 		exchange and research
Climate crisis (increased costs and reduced social acceptability of high carbon activity)	<ul style="list-style-type: none"> • Travel for students and staff increasingly difficult or expensive • Policy changes affect procurement, travel and commuting 	<ul style="list-style-type: none"> • Increased use of online and blended delivery models • Consolidation of TNE partnerships • Incentives and engagement to lever policy change 	<ul style="list-style-type: none"> • Leadership in carbon reduction and relevant academic research and teaching builds reputation as place to study and work

11. Next Steps

Following approval of the strategy by Court, a comprehensive communication and launch is planned and will be phased in line with associated planning priorities, with headlines outlined below:

March 24th	All staff communication sharing outcome of the Court Decision
April	Finalise R&I and L&T strategies
April-September	Staff communications and engagement – various channels/events
May	Annual Plan for 20/21 finalised
June	R&I, L&T Strategy sign off by Academic Board and Court
June/July	My Contribution individual objective setting aligned to new strategy
September	Staff Engagement Survey

Following the launch period, ongoing communication and engagement is planned to retain visibility of the strategy and help drive implementation over the academic year 2020/21 and beyond. Innovative approaches will be adopted to retain interest, and progress will be monitored through the planning process and regular reviews.

12. Appendices

- A. Strategy summary
- B. The impact of our strategy on stakeholders
- C. Our core and enabling strategies [summary headlines]
- D. Mapping against the Scottish National Performance Framework
- E. Alignment of Actions with Strategic Objectives, Core Strategies & Enabling Strategies

Alistair Sambell and Anita Ogilvie

13 Mar 2020

Our Strategy: Driving Distinctiveness

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

Our Strategic Objectives are to...

Build Careers – Create Opportunities



Our flexible and innovative delivery models will offer opportunities and routes to success for students and staff to shape their development, excel in their careers and influence future policy and practice

Grow Networks – Connect Communities



Through creative collaborations, locally, nationally and internationally that support our teaching and research, we will provide an educational portfolio that both shapes and responds to the needs of business and society

Advance Knowledge – Deliver Impact



Our high quality research and knowledge exchange will address real-world cross-disciplinary challenges and underpin our teaching, with innovation and ideas exchange linked to external partners, policy and practice

*While being committed to **Growing Sustainably** by...*



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

Our Success will be measured by our...

Academic Reputation	Teaching Outcomes	Research Excellence	Student Opportunities	Active Partnerships	Societal Impact	Staff Engagement	Sustainability
League table performance	NSS, PTES, & Graduate Outcomes	REF, research income & PGR numbers, PRES	Access, mobility & placements	Public, private & third sector links	Scottish National Performance Framework & UNSDGs	Employee wellbeing, feedback & development	Surplus, turnover & carbon footprint



Our Distinctiveness and Values

We are a university which is inclusive in its ethos and applied in its approach. We are based in three distinct campuses in Edinburgh, but with an international reach. We have a breadth of disciplines and a size that enables people and ideas to connect. With a heritage in teaching, a professionally-orientated portfolio and high quality research we are making an impact locally, nationally and internationally. We want to be recognised as acting with respect and integrity and creating an environment where everyone involved feels proud, confident, challenged and supported.

*Through our core strategies for **Learning & Teaching, Research & Innovation and Internationalisation,** and enabled by our **People and Resources** we will...*

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 satisfaction and personal development for every colleague in line with our University values and ambition

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. Build our cross disciplinary academic themes for research and teaching: Environment & Sustainability; Health & Wellbeing; Culture & Communities



6. Target a programme of investment to build capacity and capability in these areas of research: Artificial Intelligence; Internet of Things; Cybersecurity; Cardiovascular and Mental Health; Biological Sciences; Policing/Criminology; Built Environment; Mathematics; and Medical Technologies

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



8. Work in partnership to achieve net carbon zero in our operations by 2030 at the latest, in line with the City of Edinburgh ambition, while minimising our wider footprint and influencing sustainable practices within and beyond our campuses

*As a result of **Delivering** our strategy...*

Our Students will...

Feel part of a diverse, accessible & interdisciplinary academic community - making a difference through relevant programmes, projects and placements, while becoming equipped and connected for their future careers

Our Staff will...

Feel part of a collaborative, supportive, outward looking and externally connected community - creating, sharing and applying knowledge to positively impact individuals and society through teaching, research, enterprise and practice

Our Partners will...

See us as accessible, reputable, inclusive and relevant collaborators - making a difference near and far, both now and into the future

Appendix B: The Impact of Our Strategy (to further develop)

The expected impact of our Strategy, and in particular the key transformative actions, can be summarised for Staff, Students and external Partners:

	<i>Our Students will...</i> <i>Feel part of a diverse, accessible & interdisciplinary academic community - making a difference through relevant programmes, projects and placements, while becoming equipped and connected for their diverse & varied future careers</i>	<i>Our Staff will...</i> <i>Feel part of a collaborative, connected and supportive community - creating, sharing and applying knowledge to positively impact students and society through teaching, research, enterprise and practice</i>	<i>Our Partners will...</i> <i>See us as accessible, reputable, inclusive and relevant collaborators - making a difference near and far, both now and into the future</i>
<i>Build Careers – Create Opportunities</i>	<ul style="list-style-type: none"> • Recognise and hone transferable attributes, developed through practice, experience, active engagement and enquiry, setting them up for graduate level employment • Experience work-integrated learning in all years of study • Evidence their acquired skills e.g. through micro-credentials • Be supported in their career development e.g. enhanced careers service, mentoring, online tools • Achieve professional accreditation aligned to the discipline 	<ul style="list-style-type: none"> • Co-create programmes with industry, professional bodies and the third sector and collaborate across disciplines, enhancing their own professional networks • Have protected time and tailored support to develop their pedagogic practice e.g. active learning and online, and HEA accreditation • Be supported to design the curriculum to connect research, scholarship & professional practice in their field • Access relevant support and development for their career type and stage e.g. ECA programme, competency framework for support staff • Have the opportunity to be mentored 	<ul style="list-style-type: none"> • Co-create the curriculum, to ensure graduates develop the necessary skills and attributes in line with current and future demand • Seek out ENU graduates because they possess transferable attributes and a perspective beyond a single discipline • Regard us as life-long learning partners, able to upskill their staff • See the mutual benefit in engaging as partners in our students’ work-based learning activity
<i>Grow Networks – Connect Communities</i>	<ul style="list-style-type: none"> • Enhance their industry-relevant network • Find our programmes accessible and inclusive • Access local and international communities, as well as mobility opportunities to support their learning and network development 	<ul style="list-style-type: none"> • Achieve external recognition e.g. through professional accreditation • Feel part of a collaborative learning community with, or providing, access to spaces, tools and services to lever and underpin innovative pedagogic practice • Access international partnerships to support teaching, research and knowledge exchange • Develop significant external collaborations facilitated through a new Innovation Hub 	<ul style="list-style-type: none"> • Feel connected to their local campus and its academic community through mutually beneficial learning approaches • Benefit from deeper, multidisciplinary, international relationships, joining teaching, research, mobility and knowledge exchange • Feel purposefully connected to and valued by ENU, using networks for the mutual benefit for all

Appendix B: The Impact of Our Strategy (to further develop)

<p>Advance Knowledge – Deliver Impact</p>	<ul style="list-style-type: none"> • Engage in cross-disciplinary learning focused on real world problems, underpinned by teaching, research and practice aligned to academic themes • Feel part of a larger, supportive and vibrant research community, linked to teaching • Be exposed to leading edge research and/or professional practice in their discipline and have the opportunity to contribute through associated projects 	<ul style="list-style-type: none"> • Be supported to win research grants, conduct high quality research, gain citations and increase profile through investment in areas of greatest research potential • Work at the leading edge of their academic disciplines in subject based research, pedagogy, professional practice or enterprise • Feel part of a thriving, sustainable research community supported by high quality research infrastructure and inextricably linked to learning and teaching • Use academic themes to catalyse research collaborations and interdisciplinary student projects to address to local, national and international challenges 	<ul style="list-style-type: none"> • Access world-class research through knowledge exchange and enterprise • Benefit from cross-disciplinary student projects and work-based learning focused on addressing real world challenges • Connect with international partnerships and communities to support collaboration and knowledge exchange
<p>Grow Sustainably</p>	<ul style="list-style-type: none"> • Feel welcomed, included and nurtured as part of the University community regardless of their background, belief, gender, disability, sexuality or ethnicity. • Become literate in how sustainability and the UNSDGs apply to their field and feel empowered to influence future practice • Access ENU degrees overseas at new International Centres and through consolidated partnerships with local providers • Have access to more online learning opportunities • Recognise the University as leaders in sustainable practice and feel supported to make sustainable choices 	<ul style="list-style-type: none"> • Be supported to develop and teach sustainability literacy relevant to their discipline • Support overseas learning and teaching through international partners, online and via new International Centres - less flying faculty • Feel that their health, wellbeing and engagement is prioritised through policy and practice • Champion the University values and recognise them in their own lived experience of working with us • Have a working environment that reflects our sustainable, inclusive and continuous improvement ethos • Be supported to generate new income streams 	<ul style="list-style-type: none"> • Have deeper, multifaceted and consolidated relationships with ENU – whether local or international • Support and challenge us, and be supported and challenged by us, to achieve greater sustainability in operations and practice • Regard us as an inclusive community who recognises and acts on our responsibility and opportunity to impact the UNSDGs • Recognise us a resilient and financially sustainable organisation

Appendix C: Our Core and Enabling Strategies

This appendix captures the current thinking in relation to the three core strategies of Learning & Teaching, Research & Innovation and Internationalisation, and our Enabling Strategies for People & Services and Finance & Operations. These strategies will be further developed and finalised over the coming months.

Learning & Teaching Strategy

Excellence in learning and teaching (L&T) is central to the success of the University. At the heart of the L&T Strategy is the recognition that a strong and vibrant learning community of staff and students is underpinned by expertise in research, professional practice and scholarship. We will ensure that all of our taught programmes are of the highest quality, delivered by staff who are discipline experts and skilled practitioners and teachers. Our students will graduate with high level skills that equip them for successful careers. We will make a step change in the design and delivery of our programmes, establishing a 'Napier Gold Standard' for all of our taught programmes.

Our curriculum will be dynamic, drawing on our subject expertise and external networks to create programmes that influence and respond to changes in business, commercial and societal needs. All of our students will learn through investigation and enquiry of real-world problems, with work-integrated learning and research incorporated and built-upon throughout all years of study. We will require all academic staff to refresh and enhance their teaching practices through access to training, peer support and pedagogic research, gaining external recognition for our excellence in learning and teaching.

To achieve these ambitions we will:

- 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 and teaching
- Engage with, and further develop, external networks with business, employers and professional bodies to extend our influence both nationally and internationally and build an attractive and successful portfolio of programmes.
- Support a successful learning and teaching community that attracts and retains excellent academic staff, promoting a culture of continuous improvement by creating space in the academic calendar for staff development and sharing of best practice both internally and externally.
- Establish high-quality learning and teaching spaces that are suitable for a wide range of pedagogic practices and that interface with research and professional networks.

Research & Innovation Strategy

Research and Innovation (R&I) plays a crucial role in the holistic academic development of the University and, as such, it strongly underpins our growth, reputation and ability to deliver positive socio-economic impact.

R&I success requires the rapid development of a critical mass of high calibre academic expertise in key business, government and regional priority areas and challenges. The sustainability of our R&I processes and outcomes relies on an unbreakable bond with our approach to learning & teaching, the curriculum that we offer and our international development strategy.

The aim of our R&I strategy is to foster a sustainable and interdisciplinary research environment that inspires and brings together our academic staff, students and external stakeholders to solve real world problems as well as influence professional practice and policy nationally and internationally.

To achieve this we will:

- Rapidly increase our research power to strengthen our capability and capacity to deliver high quality and volume of research outcomes and income, through a targeted investment in areas where we already have critical mass of research that aligns well to external funding opportunities.
- Grow our research student and early career academic communities and provide consistent and effective support mechanisms to ensure they realise their full academic potential.
- Create an academic culture that has external engagement and innovation at its heart, supported through the new University Innovation Hub, which will deliver strategic external partnerships and sustainable increases in our third income stream.
- Develop a strategic research focus on key challenge-led academic themes, underpinned by industry 4.0 science and technologies that will foster an inter-disciplinary approach to delivering our curriculum, innovation and support to the regional upskilling needs.
- Build strategic international research partnerships to enrich our research environment, accelerate the growth of our research capabilities and establish the university as an internationally excellent academic institution.

We will use standard sector-wide metrics as key indicators to monitor our progress in implementing the strategy that include: research student numbers and their experience as evidenced through PRES; production of high quality research outputs; citations; generation of research and commercial income; REF results; and number of external, strategic partnerships etc.

Internationalisation Strategy

Edinburgh Napier is a truly international university with our home in Edinburgh. We will continue to welcome students from all parts of the world to study with us here in Edinburgh and we will continue to go out to the rest of the world to teach our courses either directly through our online programmes or in collaboration with our International partners. We will always put the student at the centre of our approach to teaching, learning and research, to ensure that the quality of experience for our students will be the same whether they chose to study on campus, on line, at an International Centre or at a partner institution. By achieving this goal, we will achieve the targets for our student fee income that underpin the financial sustainability of Napier.

The strategic targets for International are:

- To increase international student recruitment on campus
- To continue recruitment of EU students directly or through partnerships post-Brexit
- To build international partnerships, such as U!REKA, to support teaching and learning, research, student and staff mobility
- To increase recruitment of Global Online students, particularly from Scotland and RUK, but also internationally
- To consolidate our TNE partnerships and increase the contribution of our TNE provision
- To increase the number of students and staff participating in international mobility programmes
- Establish an International Centre in China with GXUST and other International Centres in key strategic markets
- To work in partnership to balance the environmental impact of our international agenda

People & Services Strategy

People are the lifeblood of Edinburgh Napier University and our staff are our most valuable asset. We want to be recognised as a place where people can develop and progress their career, regardless of their background, belief, gender, sexuality or ethnicity. A talented, supported and engaged workforce is the foundation for our success.

We will achieve this by:

- Promoting a 'Healthy University' which supports the health, safety and wellbeing of all of our staff.
- Reviewing, refreshing and embedding our values to ensure they shape our desired culture.
- Improving the employee experience at all stages of the employee lifecycle by responding to feedback and working with staff to develop solutions.
- Developing strong leadership and management capability across the University to help provide support, guidance and mentorship to staff.
- Enhancing career pathways, development programmes and support mechanisms to ensure that all staff are supported in developing and progressing their careers.
- Attracting, recruiting and developing skill sets which support collaborative and interdisciplinary work; build and develop networks and work closely with industry or practice.
- Encouraging effective, long range workforce planning to ensure that the right skills sets are in place at the right time and high calibre candidates are identified.
- Creating a new reward and recognition programme which supports the achievement of our vision; fairly rewards staff and recognises high performance.
- Removing the gender pay gap and grow our female professoriate.

Finance & Operations Strategy

The continued generation of an underlying surplus will demonstrate the University's commitment to ensuring its financial health and sustainability. We will provide the platform to deliver our ambitious capital investment across our Estate and Digital Environment enabling our teaching, learning and research strategies. Our finance strategy will effectively address key operational challenges which include maintaining high levels of student and staff satisfaction while planning and responding effectively to changes in the external environment.

To enable our strategy we will:

- Ensure the basket of financial sustainability metrics is always at a weighted, acceptable level, maintaining access to liquidity that will allow us to meet our obligations, even under stress.
- Target a ratio of academic to professional staff of 1:1 with our ratio of staff costs not exceeding 60%. We will strive towards an operating surplus of at least 5% of total income.
- Look to reduce our reliance on SFC income to less than 50% by increasing the proportion of international, commercial and research income. This supports our academic strategy and aspirations to be a leader in applying our knowledge to wider stakeholders.
- Develop an Estate that provides the best learning environment, is relevant to the modern workplace, linking seamlessly with the community and our industrial and other partners.
- Support an IT infrastructure that provides a first class user experience and facilitates maximum efficiencies and access to relevant data.
- Transform our support teams into service centres that are equipped to provide shared services to other Institutions, SME's and all our business partners.
- Ensure procurement delivers savings and improved value for money whilst balancing an increased focus on the social, ethical and environmental impacts through the supply chain.

Appendix D: Mapping of Strategy to Scottish National Performance Framework

Strategic statement	Scottish National Performance Framework National Outcomes											Implied alignment to UN Sustainable Development Goals ¹ (UNSDGs)
	Children & Young People	Communities	Culture	Economy	Education	Environment	Fair Work & Business	Health	Human Rights	International	Poverty	
Build Careers – Create Opportunities	X	X	X	X	X	X	X	X		X		3,4,5,6,7,8,9,10,11
Grow Networks - Connect Communities	X	X	X	X	X	X	X	X		X	X	3,4,5(?),8,10(?),11
Advance Knowledge - Deliver Impact	X	X	X	X	X	X	X	X	X	X	X	1,3,4,5,6,7,8(?),9,10,11,12,13,14,15,16(?),17
Grow Sustainably		X		X	X	X	X	X	X	X		1,2,3,4,5,6,7,8,9,10,11,12,13,14,15,16(?),17

¹ UN SDGs: 1. No poverty; 2. Zero hunger; 3. Good health and wellbeing; 4. Quality education; 5. Gender equality; 6. Clean water and sanitation; 7. Affordable and clean energy; 8. Decent work and economic growth; 9. Industry, innovation and infrastructure; 10. Reduce inequalities; 11. Sustainable cities and communities; 12. Responsible consumption and production; 13. Climate action; 14. Life below water; 15. Life on land; 16. Peace; 17. Justice and strong institutions; 18. Partnerships for the goals

Appendix E: Alignment of Actions with Strategic Objectives, Core Strategies & Enabling Strategies

2020 Onwards - Transformational Actions	Strategic Objectives			Grow Sustainably	Core Strategies & Enabling Strategies				
	Build Careers – Create Opportunities	Grow Networks – Connect Communities	Advance Knowledge – Deliver Impact		L&T	R&I	Int	P&S	F&O
<i>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</i>	X	X	X	X	X	X		X	X
<i>2. Target a programme of investment to build capacity and capability in these areas of research: Artificial Intelligence; Internet of Things; Cybersecurity; Cardiovascular and Mental Health; Biological Sciences; Policing/Criminology; Built Environment; Mathematics; and Medical Technologies</i>	X	X	X	X		X			X
<i>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</i>		X		X	X	X			X
<i>4. Prioritise career satisfaction and personal development for every colleague in line with our university values and ambition</i>	X				X	X		X	
<i>5. Build our cross disciplinary academic themes for research and teaching: Environment & Sustainability; Health & Wellbeing; Culture & Communities</i>	X	X	X	X	X	X			X
<i>6. Establish international centres with partners that integrate learning and teaching, research and professional practice and consolidate our international profile</i>		X	X		X	X	X		X
<i>7. Grow and diversify our income, evolving towards 20% from research and academic partnerships.</i>				X	X	X	X		X
<i>8. Work in partnership to achieve net carbon zero in our operations by 2030 at the latest, in line with the City of Edinburgh ambition, while minimising our wider footprint and influencing sustainable practices within and beyond our campuses.</i>	X	X	X	X	X	X	X	X	X