



Northumbria University
Corporate Strategy
2009-2014







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Evolving Excellence for Twenty

Foreword from the Chair

This *Corporate Strategy* is published amidst global recession and a climate of challenge in the public finances. Far from impeding our progress, the Governors of the University believe that the world's short-term economic climate can inspire Northumbria University to rise and meet the need for unprecedented innovation and creativity in the decades ahead. More than ever, there is a demand for well-educated professionals and for world class research with real life application. My fellow Governors and I believe that Northumbria University has the ambition, capacity, sound experience and a strong record of delivery to meet these demands. Through openness, sustainable partnerships and a willingness to respond and embrace the positive change set out in this *Corporate Strategy*, we expect Northumbria University – and the City, Region and world it serves – to gain further in strength and esteem.

Sir Leslie Elton

Chair of the Board of Governors

21st Century Britain



SIR LESLIE ELTON



PROFESSOR ANDREW WATHEY





Introduction from the Vice-Chancellor and Chief Executive

Northumbria University, through this *Corporate Strategy*, seeks to establish a position among the best of a new type of excellent university – strong in the fundamental activities of teaching and research and in using these activities to make a real difference to people, enterprises and communities. These institutions will be strongly business-facing, motors for economic development, producing highly adaptable and employable graduates with global perspective. They will provide an outstanding student experience and excel in conducting internationally excellent research that drives innovation. They will predominate in the provision of Masters level professional education that meets the skills needs of the new economy.

In Northumbria University there is the vision and talent to achieve this ambition. Its mission is supported by the great strength of its civic partnerships, the achievements and continuing commitment of its graduates and by the vast range and substance of its entrepreneurial, social and cultural collaboration throughout the North East of England.

Andrew Wathey

Professor Andrew Wathey FRHistS FSA FRSA
Vice-Chancellor and Chief Executive



Northumbria University Today

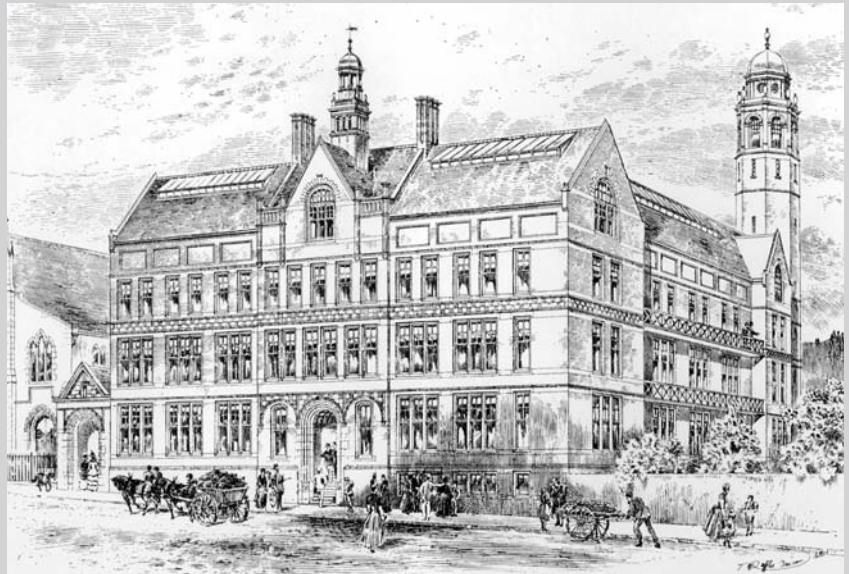
Northumbria University is the largest research and teaching university in the North East of England. Both research-engaged and business-focused, it has become one of the most deeply embedded of all the North East universities in the industrial, professional and commercial sectors and in civic life. Today it performs a leading role in promoting and sustaining the Region's economic, cultural, sporting and social wellbeing, with growing recognition nationally and internationally.

Northumbria University is comprehensive in its operations, offering programmes in 30 of the 32 most popular academic disciplines. It also delivers a broad portfolio of executive education for businesses and organisations, with significant numbers studying at postgraduate level. Research was judged in the 2008 Research Assessment Exercise (RAE) to be 'world-leading' or 'internationally excellent' in all areas of submission.

The University is international in its operations and reach, with programmes delivered in Newcastle upon Tyne, London and worldwide. Northumbria University has a strong profile in Asia, with high numbers of students studying degrees at partner institutions in Hong Kong, Malaysia and elsewhere. In 2009 the Institution had 35,000 students from over 130 countries.

Alongside the University's undergraduate cohort is the North East's largest community of taught postgraduate students. Emphasis on professional education and business innovation has enabled Northumbria to achieve the highest rate of graduate employment amongst North East universities.





THE RUTHERFORD COLLEGE BUILDING IN BATH LANE, NEWCASTLE UPON TYNE, FROM A DRAWING BY T. R. DAVISON, 1887.



Our History

The University's recent growth and present focus reflect its long heritage. Northumbria has its roots in the Rutherford College of Technology, established in the city of Newcastle upon Tyne by Dr John Hunter Rutherford in 1880 and opened formally by HRH The Duke of York in 1894. In 1969 it became one of the new polytechnics later absorbing colleges delivering professional education for teachers. Northumbria gained University status in 1992. In 1995 Northumbria University was awarded responsibility for the education of healthcare professionals, which was transferred from the National Health Service.

Our Mission

Northumbria creates and applies knowledge for the benefit of individuals, communities and the economy. Through excellent research, teaching and innovation we transform lives, making a powerful contribution to cultural and economic development and regeneration, in the City and Region, nationally and globally.

Our Core Principles and Values

- Academic Excellence
We are committed to the best teaching, research and knowledge exchange. We are determined to set global horizons and world class standards. We will encourage initiative, academic freedom, critical independence and innovation in the creation of new knowledge and its application.
- Community
We will enhance the wellbeing and personal and professional development of every staff member and student. We will work with organisations and communities, regionally, nationally and globally to promote a culture of mutual respect, collegiality, trust and cooperation.
- Inclusivity
We are committed to equality of access to all our opportunities and services – practising and promoting fairness and mutual respect and providing appropriate solutions to different needs and expectations.
- Integrity
We will practice ethical, consistent and responsible behaviour – promoting a culture of honesty and fair access through initiatives and processes that are open and transparent.
- Professionalism
We will strive to make our services effective, efficient and customer-focused – seeking value for money, having regard for the environment and making sustainable use of Northumbria's human, physical, technological and financial resources.





Our Future

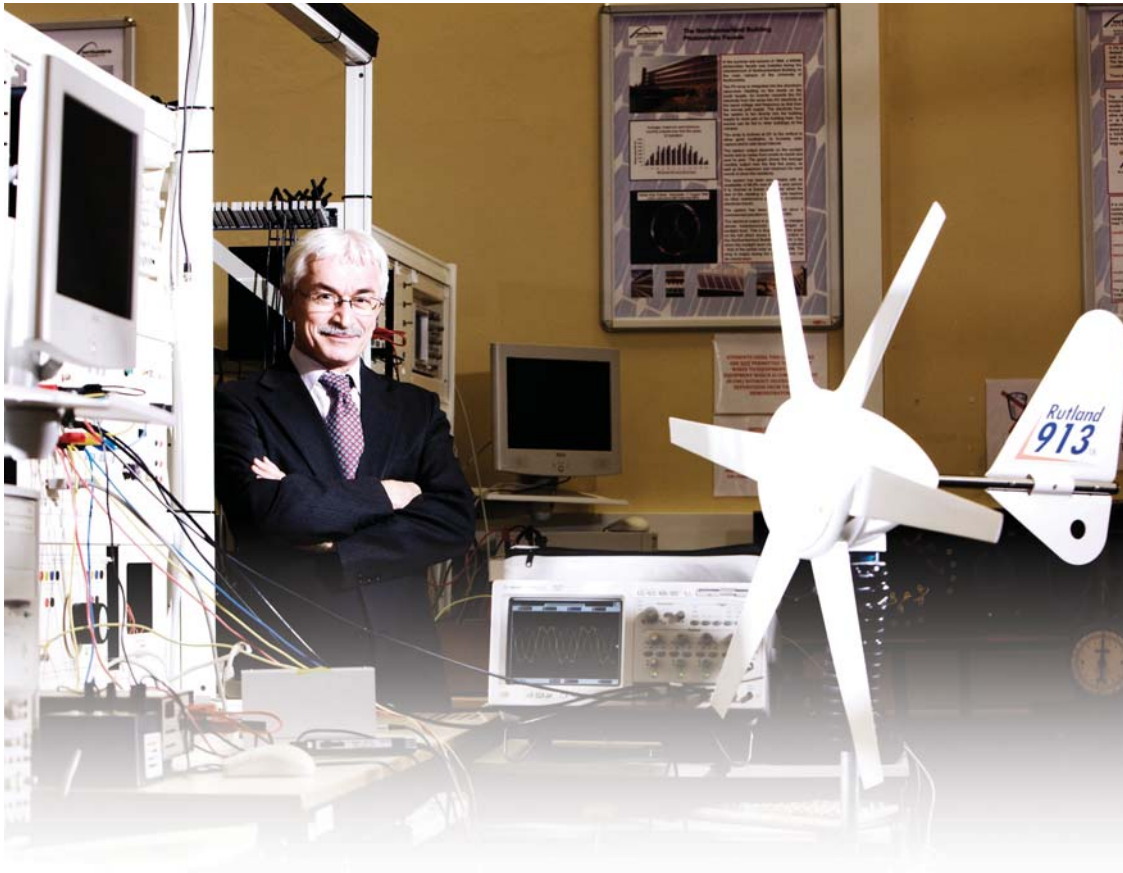
A fast-changing world presents constant new demands and advances. In such an environment, nobody can afford to stand still, not least a university with a reputation for innovation.

This is why, over the next five years, Northumbria University will work to:

- Double its research capacity and income.
- Achieve in all subject areas at least 90% satisfaction in the National Student Survey (NSS).
- Create substantial new partnerships in the City and Region to optimise its role in driving economic, social and cultural development in North East England.
- Increase global recognition and reputation by building its international presence and partnerships overseas.
- Extend its already leading position in the provision of Masters level education and increase postgraduate research student numbers by 50%.

Research

GHANIM PUTRUS - CENTRE FOR RENEWABLE ENERGIES



The University will increase the range, quality and impact of its research and research-driven excellence will come to inform all aspects of its academic activity.

We will:

- Build and develop the University's standing in all measures of research performance to achieve a high ranking in the Research Excellence Framework (REF) 2013 and beyond.
- Use the University's strengths in research to drive excellence across all academic activities.
- Promote research that makes a difference to the economy, culture and society, prioritising interdisciplinary research and research collaborations which enhance the University's reputation and sustainability.
- Four broad themes will provide a research framework:
 - Health and Wellbeing
 - Technology and the Environment
 - People, Society and Business
 - Design, Creativity and Digital Media
- Provide a high-quality research environment with enhanced training, development and career opportunities for all staff and students, embedding the ethos of academic enquiry and knowledge creation.

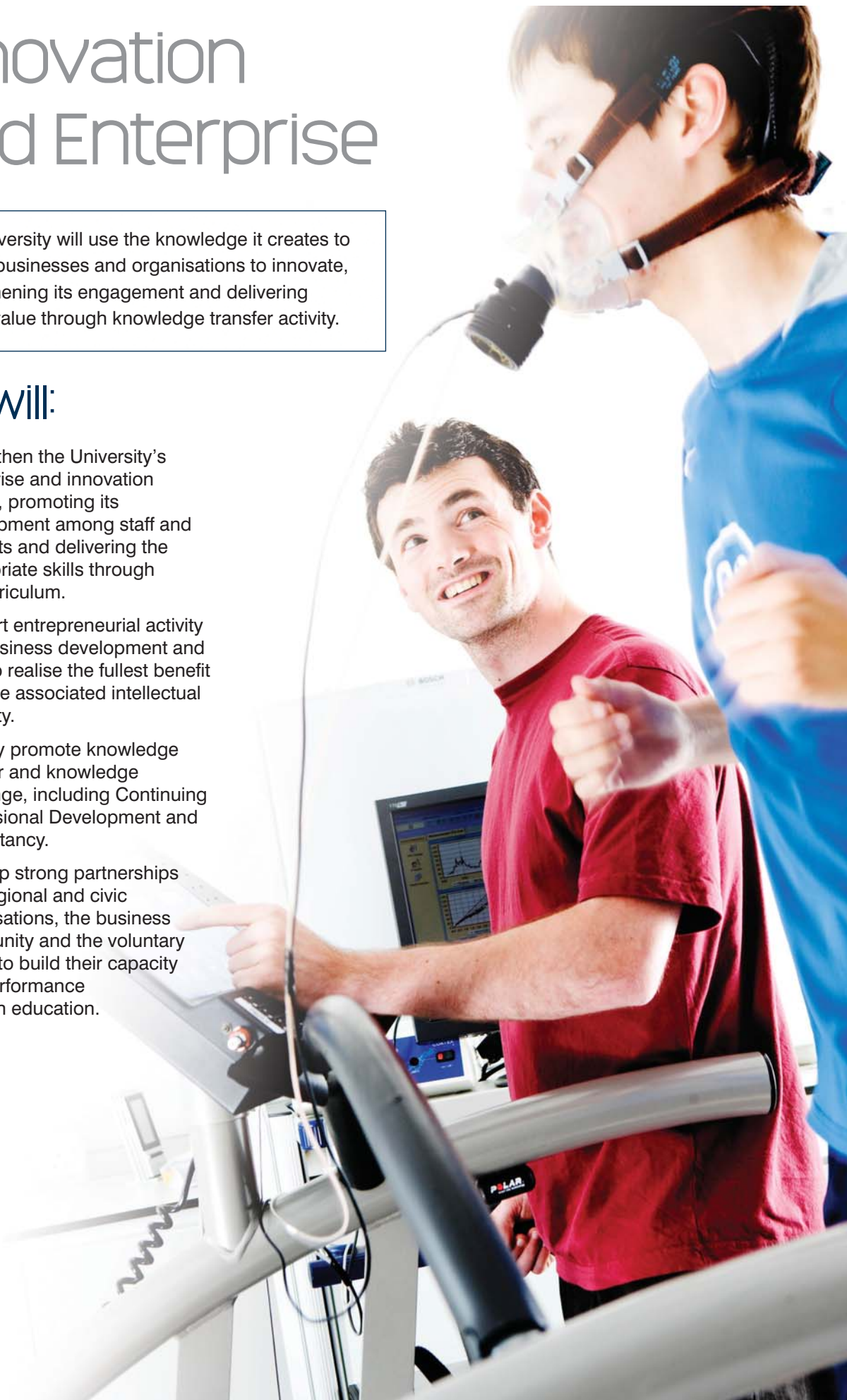


Innovation and Enterprise

The University will use the knowledge it creates to enable businesses and organisations to innovate, strengthening its engagement and delivering added value through knowledge transfer activity.

We will:

- Strengthen the University's enterprise and innovation culture, promoting its development among staff and students and delivering the appropriate skills through the curriculum.
- Support entrepreneurial activity and business development and work to realise the fullest benefit from the associated intellectual property.
- Actively promote knowledge transfer and knowledge exchange, including Continuing Professional Development and Consultancy.
- Develop strong partnerships with regional and civic organisations, the business community and the voluntary sector to build their capacity and performance through education.



Learning, Teaching and the Student Experience

The University will continue to provide an outstanding student experience. Learning and teaching will be informed by research and where appropriate, by professional practice, supported by excellent facilities and information infrastructures.

Northumbria's graduates will be enterprising, employable and able to make a powerful contribution to society, culture and the economy throughout the world.



We will:

- Provide high-quality, flexible academic programmes informed by research and where appropriate, practice, using contemporary learning methods.
- Enable our students to gain global perspective through attractive, accessible and culturally diverse learning environments at home and overseas.
- Enhance training, development and career opportunities including promotion prospects and further study opportunities for those making an outstanding contribution to the University's teaching.
- Offer academic programmes which are attractive and accessible to people of all ages and backgrounds.
- Work with schools, colleges and other organisations to raise the aspirations and attainment of the Region's population, helping to realise potential wherever it exists.





Region, Engagement and Partnerships

The University will engage with organisations and communities in the City and Region, nationally and internationally, adding value through collaboration, partnership and its accessibility to society.

We will:

- Develop professional relationships of mutual benefit with public and private sector partners across NewcastleGateshead, and strengthen the diversity and economic success of the City and Region.
- Collaborate with universities and other organisations in the North East to improve the reputation and sustainability of the City and Region.
- Work with local communities so that the University – the skills of its students, graduates and staff and its facilities – make a positive contribution to their economic and social wellbeing.
- Develop the University's activities in relation to Corporate Social Responsibility.

Internationalisation

Northumbria will respond to the challenges of globalisation, increasing its international profile and global impact. The University will work to provide its students with the knowledge and skills needed to succeed in the global economy.

HONG KONG



We will:

- Maintain a curriculum which meets the needs of an increasingly broad range of students from across the world.
- Provide students with access to Northumbria programmes in the United Kingdom and where opportunities arise in their home country, supply the knowledge and skills they need to succeed in the global labour market.
- Increase Northumbria's global impact by developing new student markets which maximise diversity and enable collaborative partnerships.
- Offer staff and students opportunities to undertake work or study beyond the UK.
- Support the recruitment of staff from across the world.

Management, Governance and Resources

The University's management and governance procedures will be robust and transparent and ensure the effective and efficient delivery of strategic objectives.



We will:

- Provide an environment in which individuals find recognition and opportunity which establishes the University as a recognised employer of choice.
- Operate a regime of quality, responsibility, risk management and value for money in all of the University's activities.
- Manage the University so as to maintain its long-term financial and environmental sustainability.
- Provide a physical environment which is fit for purpose.

Managing Risk and Measuring Performance

Northumbria University's *Corporate Strategy 2009 – 2014* is subject to regular review by the University's senior management and Board of Governors. The University follows good practice in the management of risk.

Delivery against the objectives within the *Corporate Strategy 2009 – 2014* is measured throughout the institution using Key Performance Indicators. The University benchmarks its performance against universities with a comparable portfolio of research, teaching, enterprise and innovation.



CITY CAMPUS EAST

Key Facts and Figures

COACH LANE CAMPUS



- In the 2008 Research Assessment Exercise (RAE) 'world-leading' work was identified in 11 of the 12 subject areas submitted, and work judged to be 'internationally excellent' was identified in all 12.
- Northumbria is investing £17m in new research active staff over three years.
- With 35,000 students Northumbria is the sixth largest provider of Higher Education in Britain.
- The University is a major employer, with 3,500 staff.
- Northumbria University is a top ten choice for students beyond the European Union.
- The University is the largest UK provider of Higher Education in Hong Kong, and has substantial operations in Malaysia, North Africa and the Caribbean.
- In taught postgraduate education Northumbria University is one of the UK's ten biggest providers.
- After three years 91% of graduates are employed in graduate-level jobs, with just 0.5% unemployed.
- The level of student entry qualifications has risen substantially over the past five years.
- In the 2009 Staff Survey 91% of respondents stated that the University is a good place to work and 88% feel proud to work at Northumbria.

Contacting Northumbria University

If you would like further information about Northumbria University or its *Corporate Strategy* please contact us at:

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