



## **UNIVERSITY STRATEGY**

2015–2020

### **VICE-CHANCELLOR'S**

#### **INTRODUCTION**

The Telegraph has described the University of Portsmouth as 'dynamic and innovative'

### **BRINGING OUR VISION TO LIFE**

I am proud to present our University strategy for 2015 to 2020, which is the result of broad engagement throughout the University community. This strategy defines for the next five years our ambitions, how we will achieve them, and how we will measure success. It is clear that we are already moving in a positive direction. Our research strengths have been recognised in the Research Excellence Framework 2014. Our excellent teaching quality has been externally validated, with us achieving the highest outcome possible in our recent Quality Assurance Agency (QAA) Higher Education Review, and we have more than the national average of academic staff holding Fellowships of The Higher Education Academy. The University is rising steadily in UK and worldwide league tables, being one of the top 50 UK universities in The Guardian league table and with our presence in The Times Higher Education's global Top 100 under 50 significantly raising our profile internationally. The Telegraph has flagged us as 'one to watch' as we are 'dynamic and innovative'. Our students tell us they are very satisfied with their time with us – for the ninth year running we are above the national average at 89 per cent satisfaction according to the National Student Survey. We received more than 42,000 applications for 2015 entry, including 10,400 from international students from more than 130 countries, and over 100,000 people have graduated from the University of Portsmouth since 1992.

Our mission states that we delight in creating, sharing and applying knowledge to make a difference to individuals and society. This strategy sets out what we need to do to make that difference and build the creative and dynamic environment that will enable our students to flourish. Our values and the way we work are of paramount importance to the University, as how we do things is as important as what we do. We aim to be ambitious, responsible and open and these themes run throughout the strategy – in the vision, the enabling activities and our

underpinning strengths. It is the dedication and commitment that I know colleagues across the University demonstrate on a daily basis that will transform this strategy from a document into a living reality. I already see those values and our vision coming to life and starting to make the differences that we hoped for. We cannot achieve our vision in isolation and it is only through working together that we will guarantee future success.

Graham Galbraith  
Vice-Chancellor

## **CHAIR OF THE BOARD OF GOVERNORS' INTRODUCTION**

Centre for Healthcare Simulation opened in 2015

### **SUPPORTING OUR AMBITIOUS STRATEGY**

This ambitious strategy develops and brings to life the mission and vision of the University. The Board of Governors has been closely involved in the development of the strategy and watched the involvement of staff and students in the Shaping our Future conversation. Now the Board approves and indeed strongly supports the new strategy. It sets out the road map for building on our existing success and evolving a university of the future, with even greater strength in research and more excellence in teaching.

To realise our strategy in full will require commitment and engagement from both academic and support staff throughout the University at every level, working together as a team. The challenges are considerable, but the opportunities and rewards are immense. Significant investment will also be required, and the Board of Governors is ready to support this. Investment is needed in many areas – more highly qualified staff, more and better student accommodation, improved teaching facilities and equipment, and so on. We have the good fortune to have the financial resources available to be able to make this substantial investment.

In working towards this exciting future and while undergoing so much change we must not lose sight of our values, as set out in 'the way we work'. These are critical to fostering the culture that is necessary for a successful university.

The Board of Governors has every faith in the professionalism of University staff to achieve these ambitions and looks forward to working with Graham as Vice-Chancellor, the University Executive Board and indeed the whole University in securing the successful implementation of our new strategy.

Bill Salmond  
Chair of the Board of Governors

## **OUR MISSION**

We use real-life learning to enhance knowledge and skills

WE DELIGHT IN CREATING, SHARING AND APPLYING KNOWLEDGE TO MAKE A DIFFERENCE TO INDIVIDUALS AND SOCIETY.

## **OUR VALUES**

### **Ambitious**

- We pursue bold ideas in an environment where creativity, innovation and success is encouraged and celebrated.
- We nurture and value relationships and partnerships that foster a global outlook.
- We inspire and support staff and students to achieve their potential and meet the challenges of society.
- We never settle for second best.

### **Responsible**

- We act with integrity for the greater good.
- We insist on upholding the highest academic and professional standards.
- We respect and celebrate diversity and equal opportunity through an inclusive culture.
- We aim for sustainability across all our activities.

### **Open**

- We work consultatively and collaboratively to benefit from new perspectives.
- We share ideas and maintain transparency.
- We are trustworthy and do what we say we will do.
- We listen and respond to the needs of our students and staff.

## **OUR VISION**

Delivering transformational education, research and Innovation

Recognising and sustaining our strengths in undergraduate education and growing our provision in the areas of postgraduate, part-time, CPD and flexible modes of study.

We will:

- deliver a portfolio of programmes that meet students' expectations and the needs of society and the economy.
- invest strategically in innovative, high-quality undergraduate programmes that strengthen our portfolio and are attractive to students.

- significantly expand and extend our range of innovative high-quality, flexible provision, including postgraduate taught, part-time, distance learning and distinctive CPD provision, that delivers real value for learners and employers.
- enable all of our students to learn with creators of knowledge by embedding research and professional practice throughout our programmes at all levels.
- transform our approach to learning and teaching through investment in cutting edge pedagogy and teaching infrastructure, leading to enhanced student outcomes.

Ensuring every student takes part in career-enhancing activities, such as placements, exchanges, enterprise, volunteering or work-based learning.

We will:

- engage with employers, alumni and other agencies to deliver targeted and relevant career-enhancing activities for all of our students.
- significantly extend the breadth of opportunities for students to experience the workplace – including sandwich years, work-based and professional learning and volunteering – and embed these in our educational practice.
- encourage a global perspective through international placement and exchange opportunities.
- invest in simulated learning environments to develop students' skills as practitioners and innovators.
- provide all of our students with opportunities to develop wide-ranging research, creativity, enterprise, problem-solving and personal skills through both accredited and non-accredited activity.

Building on our financial strength and increasing the contribution to income that comes from research and commercial activities.

We will:

- create an environment where research, innovation and educational activities have transformational benefits for students, staff and society.
- build our capacity for research and innovation excellence through both staff development and new staff appointments in strategically selected areas.
- maximise staff engagement with research and innovation in our current and emergent areas of strength, to enhance our research environment, outputs and impact to 2020 and beyond.
- engage with existing and new partners and key funders to increase external funding and actively contribute to regional, national and international economic growth and wider benefits.
- expand our postgraduate research student numbers, enhancing their contribution to our research community and preparing them for rewarding careers in the UK and internationally.

## OUR VISION

### Delivering

Transformational education, research and innovation

Establishing nationally and internationally recognised cross-discipline thematic areas that address key issues facing society.

We will:

- develop and invest strategically in a number of overarching themes across our existing and emergent research, innovation and educational strengths
- drawing together interdisciplinary expertise to enhance our capacity and profile in response to key national and international challenges.
- encourage our staff and students to build a culture of excellence and collaboration, embedding interdisciplinary activity in our research and innovation endeavours.
- promote applied, interdisciplinary activity through these thematic areas, contributing to growth and delivery of our portfolio of high-quality education, CPD, research and innovation.
- build global and national collaborations through these themes to enhance our international profile and achievements.
- work through these themes to inspire and empower our next generation of research and innovation leaders to address key challenges for society.

Creating a network of strategic global partnerships to support internationalisation.

We will:

- promote internationalisation in all areas of our activity, including development of a globally relevant curriculum and effective integration of British, European and international students.
- actively encourage development of a global mindset in staff and students through mobility, collaborative projects and other activities that enable learning from other cultures.
- significantly enhance our international profile by establishing major new partnerships that extend the strength, scale and impact of our international education, research and innovation activities.
- expand transnational education, with strategic partnerships giving worldwide access to Portsmouth's education where this adds value to the University, our students and society.
- contribute collaboratively to the development of educational and research capacity and capability in emerging economies.

Raising expectations and creating ladders of opportunity for people in our region to take part in higher education.

We will:

- develop targeted and innovative collaborative interventions, including the new University Technical College, that contribute towards improving educational outcomes for pupils in Portsmouth and our region.

- break down traditional barriers to higher education by working with stakeholders across the city and region to promote expectations and access; and showcasing our alumni as role models and champions to raise aspirations.
- promote lifelong learning and develop new flexible progression routes into HE, including vocational routes through apprenticeships, CPD and corporate degrees in partnership with employers.
- widen access and increase progression opportunities by introducing major new collaborative provision in partnership with local FE colleges.
- provide appropriate academic and personal support for all students, recognising the needs of the full breadth of non-traditional entrants.

## **ENABLING OUR VISION**

New Future Technology Centre to be built by 2017

## **ENABLING THE DELIVERY OF OUR VISION**

Supporting and developing our people to deliver excellence with commitment and passion.

Through our culture and systems we will:

- increase our attractiveness as an employer of choice, to attract, develop and retain outstanding staff who share our values.
- fully align our academic and professional service staffing capacity and capabilities with our strategy, investing in development opportunities for all staff that enable them to contribute fully to delivery of our vision in appropriate ways.
- recognise and reward staff contributions across our strategy and promote equality, diversity and wellbeing.

Developing a flexible, physical and digital environment that promotes enjoyment and engagement within a community of learning.

Taking full account of our overall objectives we will:

- develop and instigate an Estates Masterplan, ensuring our estate is fit for purpose as well as promoting student experience, collaborative learning and pedagogic innovation and our research ambitions.
- invest strategically in our IT, digital infrastructure and systems to ensure these support our ambitions effectively and efficiently.
- maximise the transformational benefits of digital learning and creative spaces for the student experience.

Being a proud part of Portsmouth and our region, working in partnership to support and influence the economic, educational and cultural life of the City.

Through active collaboration we will:

- play a significant role in key city and regional partnerships, and proudly lead and support initiatives to promote the city and region as an excellent place for study, business, leisure and living.
- contribute to economic and social development in the city and region through research, innovation, enterprise and voluntary activities supported by our students and staff.
- welcome the community into our facilities and promote lifelong learning through public engagement activities, sports and recreation, and services for the public which build on our academic strengths.

Using our financial strength in support of our strategic ambitions for maximum impact and sustainability.

We will:

- invest significantly in our staff, facilities and Estates Masterplan, promoting our strategic ambitions and focusing on long-term sustainability and strength.
- provide support and encouragement for growth and diversification of sustainable sources of income across the full range of our activities.
- carefully manage cost and resources, including staff, to ensure we maximise efficiency and effectiveness of activities, support the delivery of our priorities and deliver excellent value for money to our students.

Maintaining and enhancing our quality, reputation and visibility.

We will:

- maintain high academic standards for educational provision, develop a reputation for a distinctive student experience and systematically enhance the quality of learning opportunities.
- maintain high standards of rigour and integrity in all aspects of research and innovation, within a robust research governance framework.
- improve our profile and visibility externally, including key UK and international league tables, increasing our attractiveness in student recruitment and as an employer of choice for the highest quality staff.

## **ENABLING OUR VISION**

Over 100,000 students graduated from the University of Portsmouth between 1992 and 2015