TRANSFORMING LIVES AND COMMUNITIES

STRATEGIC PLAN 2022-27

UNIVERSITY OF LINCOLN

Foreword

The University of Lincoln is a university of and for the 21st Century. Created by the people of Lincolnshire, we are as much the University **for** Lincoln, as the University **of** Lincoln. Dynamic, enterprising, and globally connected. We nurture talent and ideas, contribute globally by creating and sharing knowledge and demonstrably help to transform lives and communities for the better

We were established in 1996, in one building on a brownfield site. Charged with enriching the city's economic, social and cultural life, we were named the University of Lincoln in 2001. Since then, we have grown into a flourishing anchor institution that contributes over £400m to the local economy. Throughout this exciting period of development, we have been guided by a consistent set of principles: excellence in teaching, learning and quality of student experience; responsiveness to the needs of communities and organisations, and working in partnership to make great things happen.

Because we were created on an empty site, we have been able to build facilities, degree programmes, and teaching and learning environments that prime students for success in a challenging world both now and in the future.

Because we care about the needs of communities, we conduct regionally relevant and globally impactful research: driving productivity and reducing carbon impact in food and farming industries; ensuring that people in rural and coastal communities can live long and healthy lives; and conserving, curating and sharing our cultural heritage.

This strategic plan, covering the period to 2027, marks a major point in our history as we focus on realizing our long-term ambition of being seen as a university that contributes significantly to the nation's success through regional regeneration and international connectivity.

Achieving this vision will require us to look outwards, attracting talent and ideas from around the world, to improve communities beyond, as well as within, our city and region. We must deliver the most appropriate educational courses, provide the best student experience, and conduct the most relevant research. Our academic structures, support services, physical and digital infrastructure, and processes must be fit for purpose.

By 2027 we expect to have a larger and more international student body with a higher proportion of postgraduate taught students; a greater diversity of programme types and delivery mechanisms; a larger research order book with more staff conducting internationally recognised research; more and stronger partnerships with external organisations; greater income from consultancy and licensing; and a higher proportion of international staff. At the same time, we must maintain our reputation for civic engagement, and for a committed staff community that delivers a supportive and stimulating student experience.

This will be no easy task. The external environment is uncertain and change is incessant. We must be agile and sharply focused, innovative and responsive, bold and ambitious. Displaying entrepreneurial flair, a collaborative spirit and a fearless attitude, we must build on and transcend our historical achievements, to create a thriving future for Lincoln, Greater Lincolnshire, and beyond.

Our Purpose, Vision and Ambition

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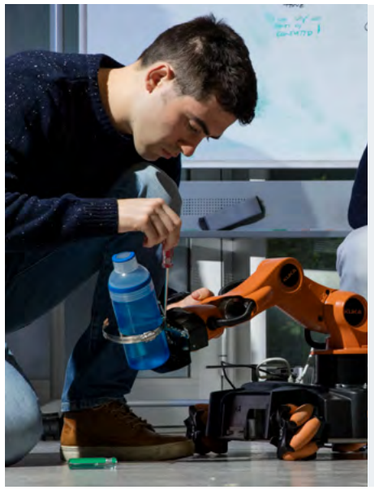

Our Purpose

Our purpose is to transform lives and communities, attracting talent from around the globe to create, for Lincolnshire and communities across the world, a virtuous circle of opportunity, prosperity, and economic growth.

We will drive, enhance, and harness global advances in technology and digitalization, applying them in selected industrial settings to improve the lives of individuals and communities.

We will help to build an economically successful, socially coherent, highly skilled, and culturally vibrant city and region.

Our Vision

Our vision is to be:

A transformative university enabling a prosperous region in an inter-connected world.

Our Ambition

Our long-term ambition is to achieve a global reputation and be recognised as among the top 15 UK universities by 2050.

We will work towards the key milestone of a top 40 position in the UK, and a top 500 position globally, by 2027.

Strategy Themes

Our strategic ambition is articulated around three core themes: We Collaborate, We Challenge, and We Transform.

By building a collaborative community that challenges itself and the outside world, we will bring about changes that positively transform people and communities and help to solve some of the world's current and future grand challenges.

We Collaborate

We will create a purposeful community that is committed to making a positive difference.

Our teaching, research and knowledge exchange will be permeable, removing barriers to interaction between disciplines, institutions, and people across the world.

We will grow a collaborative network of civically engaged organisations that work to address regional inequalities.

We Challenge

We will develop our students into highly skilled and employable graduates, and adaptable, socially responsible citizens.

We will focus on and invest in impactful, challenge-led research and knowledge exchange that addresses regionally relevant and internationally significant priorities.

We will create an environment in which we can challenge each other, strive for excellence, and embrace difference.

We Transform

We will be people-centred, transforming the lives of those who learn, work and engage with us.

We will transform society through impactful and relevant teaching, research and knowledge exchange that address both regional and global challenges.

Through our regionally embedded civic mission, we will transform the city, region, and wider world in which we operate.

Our Values

Our values reflect who we are and what we stand for.

At the University of Lincoln, we are focussed and ambitious, always evolving and looking for the next challenge. We have a sense of passion and pride in everything we do and are confident in our ability to make a positive difference to the world. We will strive for excellence recognising and working on our areas for improvement whilst celebrating individual success and achievement.

Our inspirational teaching staff, gifted researchers, expert professional service staff and engaged student body have a distinctive way of working together, which we refer to as One Community. This is a collective mindset, through which we promote equality, listen to each other, understand different points of view, are kind to each other, and accept each other for who we are.

Alongside this, we have a set of guiding principles that outline how we can best operate to improve the lives of students, staff and the communities and region we serve.

Striving for Excellence

We strive for excellence in everything we do, holding high expectations of performance.

Embracing Difference

Prioritising inclusive practices in all our activities, we embrace difference through a global mindset.

Accepting Personal Responsibility

We accept personal responsibility for the wellbeing of people, our community, and the environment.

Working Collaboratively

Working collaboratively, creatively, and innovatively with our staff, students, and partners.

Challenging Each Other

We have the courage to challenge each other respectfully.

We Collaborate

Transforming lives and communities starts with working in partnership.

Lincoln is known for its strong focus on, and pioneering approach to collaboration: from working with students to co-create learning environments and student experiences, to working co-operatively with wider communities in our research. Partnership working with other organisations, commerce and industry, both nationally and internationally, will be key to our future success in growing the economic, social and cultural life of the city, county and wider region.

We will create a purposeful community that is committed to making a positive difference.

We will do this by:

Building a diverse and inclusive culture where we attract, develop, and retain the best people.

Engaging meaningfully with our students, both within and beyond the curriculum, to ensure an inclusive, diverse and accessible educational experience.

Creating a caring and collaborative environment for staff and students that is also stimulating, challenging and ambitious.

Our teaching, research and knowledge exchange will be permeable, removing barriers to interaction between disciplines, institutions, and people across the world.

We will do this by:

Addressing global challenges through regional research and knowledge exchange that employs co-creative, “living laboratory” approaches.

Flexible delivery of co-developed, research-informed and industrially relevant curricula that is able to highlight the interconnectivity between work and learning opportunities.

Forging key strategic partnerships, nationally and internationally, that significantly enhance our teaching and research.

We will grow a collaborative network of civically engaged organisations that work to address regional inequalities.

We will do this by:

Working in collaboration with our partners to raise the educational ambition and attainment of those who live and work in the region.

Delivering knowledge, capabilities and skills into those industries and organisations that are essential to the region’s prosperity.

Expanding the University’s global reach, by collaborating with others to address local challenges that have global impact.

Partnership working with other organisations, commerce and industry, both nationally and internationally,

We Challenge

Having the confidence to challenge each other, and work together differently, results in better educational and research outcomes.

We have a key role to play in thought leadership, leading edge research and collaboration with business and commerce. Through our teaching and learning, we need to prepare our students to be challenged, and to provide them the confidence and skills to challenge others in an ever-changing global society. Through addressing regional issues that resonate with global challenges, our research needs to push the frontiers of knowledge and practice.

We will develop our students into highly skilled and employable graduates, and adaptable, socially responsible citizens.

We will do this by:

Exposing students to a wide variety of experiences and opportunities that develops them into confident and creative graduates, hungry for knowledge and unafraid of questioning assumptions.

Ensuring that our curriculum is up to date and industry relevant, preparing our students with the skills they need to meet the challenges of an increasingly global and digital world, and to work for others or create their own businesses.

Ensuring that our delivery mechanisms are sufficiently flexible and agile to meet the diverse needs of students, employers and other stakeholders.

We will focus on and invest in impactful, challenge-led research and knowledge exchange that addresses regionally relevant and internationally significant priorities.

We will do this by:

Establishing world-leading excellence across all our areas of research, including regionally relevant areas such a Agri-food Technology, Rural and Coastal Health and History.

Increasing and diversifying our research funding to increase critical mass and achieve greater impact.

Supporting regional and global development by addressing UN Sustainable Development Goals and the Greater Lincolnshire LEP Local Industrial Strategy.

We will create an environment in which we can challenge each other, strive for excellence and embrace difference.

We will do this by:

Setting clear expectations and developing clear pathways for our staff so that they are able to achieve their full potential in order to ensure the University meets its challenges and the high expectations demanded by ourselves and our partners.

Encouraging purposeful conversations that allow us to challenge, inspire and develop each other.

Embracing and embedding new working practices and promoting and encouraging equality and diversity.

Through our teaching and learning, we need to prepare our students to be challenged, and to provide them the confidence and skills to challenge others in an ever-changing global society.

We Transform

Our purpose is to transform lives.

Through teaching and learning, research and knowledge exchange, we will enhance and enrich and better the lives of our students, staff, city and communities across the world. As we go on this journey, we must also transform our own outlooks and working practices, expanding our horizons and embracing new digital technologies.

We will be people-centred, transforming the lives of those who learn, work and engage with us.

We will do this by:

Enhancing the opportunities, experiences, and outcomes of our students regardless of their background.

Creating an intellectually stimulating environment where our staff are empowered to be ambitious and successful.

Creating an ethos of entrepreneurship in our students and staff.

We will transform society through impactful and relevant teaching, research and knowledge exchange that address both regional and global challenges.

We will do this by:

Engaging in innovative, cross-disciplinary and research-informed teaching that changes the way our students think.

Delivering research that has relevance and impact regionally and across the globe.

Sharing knowledge and co-creating opportunities that will help businesses to grow and transform.

Through our regionally-embedded civic mission, we will transform the city, region, and wider world in which we operate.

We will do this by:

Catalysing economic growth and investment in the city and region, working in collaboration with our partners to resolve inequalities and create pride in place.

Collaborating with students, partners and the public to develop our reputation as a creative cultural powerhouse that enhances lives, communities, and economies.

Supporting our international partners and others to address their own priorities

As we go on this journey, we must also transform our own outlooks and working practices, expanding our horizons and embracing new digital technologies.

Implementation

If our purpose is to transform lives, then we must start by transforming ourselves. We must have clarity of purpose in everything we do, from how we deliver our teaching and learning, to the focus and conduct of our research, and the nature of our university structures. We are clear that everything we undertake must be:

- **Done with Quality**
- **Efficiently Delivered**
- **Focused on Delivering our Vision and Ambition**

To enable this to happen the success of our strategy will be underpinned by nine supporting strategies. Led by our Teaching and Student Experience and Research and Knowledge Exchange strategies that are our raison d'être our other strategies will create the culture and infrastructure that is needed for the University to achieve its ambitions.

Teaching and the Student Experience

Our students are our partners. Together, we will co-create meaningful, challenging and life-enhancing educational experiences, that empower them to grow into creative graduates with global, inclusive mindsets, a strong sense of personal and social responsibility, and the ability to thrive in an ever-changing world.

Research and Knowledge Exchange

We will address global challenges that are grounded in regional priorities by adopting a permeable, challenge-led, impactful, co-created and partnership-based approach to research and knowledge exchange.

Internationalisation

Through learning about and experiencing different cultures, perspectives and organisations, we will promote a global mindset and cultural empathy among staff, students and our wider community that will enable them to thrive in an international context.

Digitally Enabled

To facilitate new ways of working and teaching, we will develop our digital capacity and connectivity, in ways that are inclusive, accessible, engaging, and impactful, ensuring that in a changing world, we are flexible, agile, and adaptive.

People and Culture

People are central to our success. They embody our university and realise our ambitions. We will harness the benefits of an inclusive and diverse team of staff, embracing a high-performance culture where staff are supported and enabled to thrive and develop.

Civic and Regional Engagement

We are passionate about our civic mission. We will shape and transform our city and region by catalysing economic growth and investment, working collaboratively with partners to develop educational opportunities, and supporting innovation through research and development.

Arts, Culture and Heritage

Through our rich cultural assets, our vibrant programming, and our collaborative approach we will develop our reputation as a creative cultural powerhouse that transforms lives, communities, and economies throughout Greater Lincolnshire and beyond.

Estates and Environmental Sustainability

We will develop a vibrant campus that is working towards net zero that is both inclusive and accessible whilst ensuring a safe learning and working environment for our students, staff, and the wider community.

Financial Sustainability

As we pursue our ambitions to grow and diversify, we will need to build financial resilience, sustainability, and flexibility through targeted investments and developing effective and collaborative partnerships.

Measure of Success

We enter into this next stage of our development during a period of considerable uncertainty for both the sector and the wider world. We will rise to the challenges this poses.

By 2027 we expect to have increased and diversified our student numbers within a wider range of flexible delivery mechanisms. We will have a greater focus on research, with more staff conducting internationally recognised research, and we will have increased and diversified our income from sources such as research, consultancy and licensing. At the same time, we will have maintained our reputation for teaching excellence and delivering a supportive and stimulating student experience. We will have developed people, processes and structures so that they perform at the highest possible levels, ensuring efficiency and effectiveness in everything we do.

We will measure our progress towards the achievement of our 2027 ambition through clearly identified key performance indicators that ably measure the step change we wish to achieve through the next five years of this plan and beyond.

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