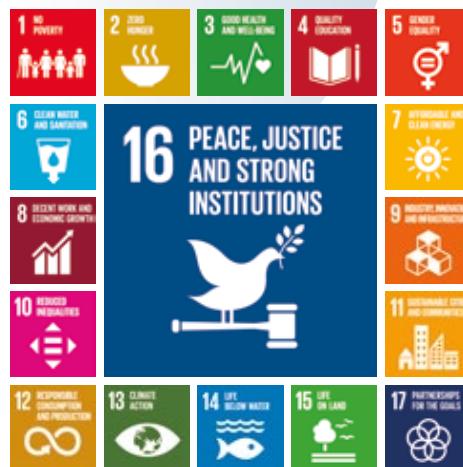


STRATEGIC PLAN 2018-23

EXCELLENTIA
et STUDIUM



SUSTAINABLE DEVELOPMENT GOALS



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17 GOALS TO TRANSFORM OUR WORLD

In 2015, the United Nations (UN) adopted the 2030 Agenda for Sustainable Development and its 17 Sustainable Development Goals (SDGs). Together these goals represent an ambitious and far-reaching manifesto for a fair, peaceful and sustainable planet by the year 2030.

A GLOBAL HUB FOR SDG 16

In July 2018, DMU was designated a global hub for the support of SDG 16 by the United Nations Academic Impact group. This commits DMU to provide worldwide leadership for the promotion of peace, justice and strong institutions.



INTRODUCTION

On its publication I commended DMU's Strategic Plan 2015 – 2020 for its clarity and confidence. Both were qualities we would have to demonstrate if we were to realise our vision of becoming the definition of a 21st-century global university. I believe it is testament to just how strongly those qualities have pervaded our approach since then that, today, we are ready to renew and reframe the Strategic Plan, two years ahead of schedule.

This comes partly as a response to the rapidly changing political landscape shaped by a Brexit vote which, far from causing DMU to retreat, has instead taken us outwards and deepened our understanding of ourselves as citizens of the world, sharply defining our social and global responsibilities, particularly to the young.

The higher education environment too is evolving in ways that call for re-evaluation and re-appraisal. The birth of the Office for Students, the advent of the Teaching Excellence and Student Outcomes Framework (TEF), and an ever-greater scrutiny on the value for money represented by a higher education (HE) degree, have brought changes to the sector and will continue to do so, asking of us new questions and unsettling traditional assumptions.

A key determinant of a university's success will be not only how it adapts to, but how it embraces, change as well as how it instils that approach in students and in the communities it supports. It is in that spirit that we have refreshed our Strategic Plan.

Achieving a Gold TEF ranking in 2017 elevated DMU's standing in an HE environment finally alive to the things that students, staff, applicants, parents and industry partners are genuinely interested in, and which we know DMU delivers: employability, teaching that empowers and inspires, outstanding student support, real-world skills, a global understanding, and the transformative power of giving back to one's community.

Nearly four out of five of our students are the first in their families to attend university; nearly one in six has declared a disability; more than half of our undergraduates are Black, Asian or Minority Ethnic (BAME). We are immensely proud of the rich and enriching diversity of our students and of the upward trajectory that, collaboratively, we are able to deliver for them, their careers and their lives.

We must continue to build on this and further strengthen our position in the new university hierarchy, by focusing on improvements that are driven by what our students want and deserve.

Our record of work for the public good, and belief that universities are uniquely placed to make a difference, now underpin our collaboration with the United Nations. This new Strategic Plan shows how we will use the UN's 17 Sustainable Development Goals as a prism through which we will explore new and exciting possibilities in our teaching, research and student support.

These global goals set clear targets for nations, peoples and institutions and will provide DMU with a clear framework for growth and improvement.

Our strong global identity is rooted in a commitment to our home city of Leicester. DMU Square Mile and #DMUlocal, strengthened and deepened through creative connections with our pioneering international programmes, Square Mile India and #DMUglobal, will continue to drive our vision of our students and alumni as active, committed global citizens. Harnessing all this with our new employability initiative, #DMUworks, offers almost limitless opportunities for the enhancement of the experience our students will enjoy.

We will instil in our students the belief that they can be 'activist diplomats', agents of change in a world which can all too often seem to ignore the voice of the young. In uncertain times, we will encourage, challenge and inspire our students to 'be the change they want to see in the world'. Here, clearly and confidently, we show how we will do this.

Professor Dominic Shellard
Vice-Chancellor



BY 2023,
OUR UNSURPASSED
COMMITMENT TO THE
PUBLIC GOOD AND
TRANSFORMATIONAL
SCHOLARSHIP WILL
POSITION US AS THE
DEFINITION OF A
TWENTY-FIRST CENTURY
GLOBAL UNIVERSITY.



VISION



WE ARE A SCHOLARLY
COMMUNITY THAT IS
COMMITTED TO THE
PUBLIC GOOD AND
DRIVEN BY AN
UNRIVALLED ABILITY
TO **CHALLENGE**
CONVENTION AND
CREATE IMPACT.

MISSION

VALUES

CREATIVITY: Our strongest roots lie in being innovative and creative. By applying these principles across all that we do, we enable our staff, students and graduates to succeed in a dynamic and turbulent environment.

PROFESSIONALISM: Our stakeholders and partners recognise and value the professionalism of our staff, students and graduates.

8 **PRIDE:** Our staff, students, alumni and key stakeholders are proud of our impact and celebrate the diversity of our scholarly community.

RESPECT: We acknowledge our responsibility to cultivate sustainable working and learning environments that embody and promote equality of opportunity amongst communities, both within and outside the university.

ASPIRATION: We raise the aspirations of our students and aspire to transform the communities with which we work by making a meaningful contribution to their social and economic development.

SUSTAINABILITY: We are committed to supporting the UN's 17 Sustainable Development Goals through our pioneering research, community work and ambitious teaching.



DELIVERING A TRANSFORMATIONAL EDUCATION EXPERIENCE THAT WORKS FOR ALL

We intend to:

- **Build a 21st-century library, creatively and flexibly designed to support digital and physical learning environments**
- **Reduce the Black, Asian and Minority Ethnic (BAME) attainment gap by two per cent year-on-year**
- **Offer all students an approach to employability that aligns the academic experience with students' highest career and professional aspirations through #DMUworks**
- **Offer all undergraduate and postgraduate students the opportunity to spend time abroad or in an internationalised setting via our ground-breaking #DMUglobal programme**
- **Co-ordinate our undergraduate and postgraduate taught calendars to make optimal use of the teaching year and facilitate progression**

We have a reputation for transforming students from diverse, non-traditional backgrounds into successful, change-making graduates. As our TEF Gold award highlighted, we value 'an institutional culture that facilitates, recognises and rewards excellent teaching through a variety of methods'; we offer 'outstanding support for students' learning' which involves them in 'changes to support assessment methods and teaching delivery'.

Through our service-oriented approach to learning and teaching, and to student support, we aim to ensure the continuation of a Gold-quality education experience for all our students, at university and subject level. We will strive to maintain our top Gold rating in future TEF exercises, subject to changes in the metrics and/or methodology.

Through #DMUlocal and #DMUglobal, we will increase awareness and understanding among our students of their civic responsibility and global citizenship. We will ensure value for money by supporting these initiatives centrally, providing all of our students with financial and other resources to allow them to access opportunities. #DMUworks will support our students' progress to be work-ready in an increasingly competitive and global jobs market and, through #DMUforlife, we aim to continue to support our students even after they have graduated.

We will offer distinctive and transformative opportunities rooted in curricula created with and for students, their lecturers and employers, which enable and encourage international and professional experience. We will complement student learning with social and volunteering activities, creating a DMU experience that seamlessly educates on multiple levels. By coordinating our teaching calendars, we will create a fuller teaching year and enable progression to postgraduate taught courses.

We intend to develop the digital, technical and professional teaching and leadership capabilities of our academic staff and support them in gaining and maintaining appropriate credentials. We will engage our professional services fully in enhancing the educational and personal development of our students. We will develop institutional resources to encourage pedagogical innovation. We will maintain a community identity that endorses a collegial and collective approach to DMU's academic priorities.

At DMU, learning, teaching and the student experience are individualised and recognise students as co-creators of knowledge within a scholarly community. A DMU education aspires to answer the creative, social, technological, and human imperatives of the 21st century and produce agile, creative, thoughtful and resilient graduates, capable of meeting challenges with versatility, and eager to apply their knowledge for the general welfare.

Our approach is based on enabling students and staff to work together to construct and maintain an education experience that equips graduates to fulfil their ambitions; allows staff to be responsive, creative, and flexible; and ensures a transformational education experience that works for all.

KEY PERFORMANCE TARGETS

- Measurable improvements in continuation
- Percentage of staff with teaching and learning achievement recognition (including but not limited to Advance HE Recognition, DMU and National Teaching Fellowships, Vice-Chancellor Distinguished Teaching Awards, and the Post Graduate Certificate in Learning and Teaching in Higher Education)
- Overall student satisfaction significantly above the National Student Survey (NSS) benchmark
- Reduction in the Black, Asian and Minority Ethnic (BAME) attainment gap

KEY PERFORMANCE INDICATORS

- Consistent high participation in Module Level Feedback (MLF)/Course Level Feedback (CLF)/National Student Survey (NSS)
- Consistently performing above our benchmark in NSS and TEF metrics

SUSTAINABLE
DEVELOPMENT
GOALS



STRENGTHENING OUR GLOBAL INFLUENCE

We intend to:

- **Offer 100 per cent of our students - undergraduates and postgraduates - access to an international experience, doubling the scope of our previous commitment**
- **Widen access to quality teaching and learning through a DMU Global Education Trust, providing learning opportunities in parts of the world we believe are most in need**
- **Support the United Nations' (UN) Sustainable Development Goals by establishing an infrastructure of seven Global Hubs of education that foster innovation and resilience**
- **Provide 25% of all our undergraduate and postgraduate students the opportunity of professional experiences with a distinct international element through #DMUworks**
- **Build global partnerships based on a shared ethos in order to raise our international profile, with a target of increasing our income from transnational education activities by £5 million, and realise an ambition to open a new overseas base**

Outstanding universities are those defined by global connectedness, a distinctive student experience exceeding the classroom boundaries, and an unwavering determination to promote and contribute to the public and global good. Our community of scholars and students, converging on campus from more than 140 countries, is testament today to our character and excellence.

In an increasingly competitive, occasionally uncooperative international arena exemplified by Brexit, we will continue to use the #LoveInternational campaign and our signature #DMUglobal and #DMUlocal projects to signal the value we place on remaining a university for the many.

#DMUglobal will continue to be our engine for internationalisation. The transformative initiative continues to be one of the largest international experience programmes in the UK and a critical reason for home and European Union (EU) students choosing DMU.

We intend to prepare our graduates for the global workplace by embedding #DMUglobal within all of our taught programmes, and by opening it to all of our undergraduate and postgraduate students; we want to send more than 20,000 DMU students overseas between 2018 and 2023. Every DMU student deserves the rewarding career that is right for them. A DMU degree will boost our students' employment prospects, accelerate their awareness of the world and raise their aspirations. Our expertise-driven #DMUworks programme will deliver professional experiences with a distinct international element that enhances the ability of our students to thrive anywhere in the world.

The outstanding quality of our teaching, reflected by our TEF Gold status, has earned us the reputation of a university which empowers its students. Our TEF Gold status is an encouragement to step up and share globally our insight and ability to embed employability into the curriculum, and to encourage new ways towards teaching excellence. A DMU education seeks to build students and graduates confident in embracing lifelong engagement with global communities. We will strengthen and draw strength from an international alumni network of mentors and ambassadors, sustaining and promoting our teaching, employability and research. We will develop seven Global Hubs for education and citizenship to showcase the breadth of our international activities.

Our global credentials, reaffirmed and strengthened by our leadership status in the UN's #JoinTogether campaign, will help us form an international coalition of public, private and civic partners, in the name of delivering on the UN's SDGs. We achieve more, and develop fresh aims and ambitions, by working in partnership. Partnering with organisations that share our ethos, and our commitment to widening participation, quality education, growth, development, and making a difference, will help us achieve our goals.

KEY PERFORMANCE TARGETS

- Proportion of students offered a #DMUglobal opportunity
- Proportion of students offered the opportunity of a professional experience with a distinct international element
- Income and wider value derived from our global partnerships (including the EU)

KEY PERFORMANCE INDICATORS

- Number and diversity of students taking part in the #DMUglobal programme
- Number of participants in overseas and UK-based international #DMUworks experiences
- Year-on-year increase in number, geographical reach and range of global partnerships
- Year-on-year increase in number of international and EU student enrolments



SUSTAINABLE
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GOALS





CREATING AND APPLYING KNOWLEDGE

We intend to:

- **Make a step change that places DMU in the Top 400 of the World University Rankings**
- **Continue to cultivate a dynamic, pervasive culture of excellence in research and scholarship, with 60 per cent of staff research-active and a top 25 per cent Research Excellence Framework (REF) outcome**
- **Use our interdisciplinary research strengths to deliver on each of the United Nations' 17 Sustainable Development Goals**
- **Establish the Stephen Lawrence Research Centre as a beacon for ground-breaking research into social justice, and as a catalyst for inclusion**
- **Increase our research and commercial income so we are in the top 25 per cent in our comparator group**

The creation and application of knowledge is at the heart of DMU's mission to deliver research-informed teaching that impacts on society. A challenging external environment demands we make a step change in our research capacity, leadership and capability.

We take a broad view of research and seek to challenge conventional disciplinary boundaries by bringing together diverse teams that can have greater impact than individuals. Much of our research is focused on distinctive niches, a characteristic that we wish to maintain.

We have acknowledged expertise in ground-breaking research into the global challenges enshrined in the UN's SDGs, including globalisation and migration, human wellbeing and climate change. We will further seek to establish interdisciplinary themes addressing key societal challenges, including urban living, lifelong wellbeing, creativity in the digital age and social value.

To strongly position our research on the international stage and impact on society more widely, our research has to be executed at the highest level. We have invested significantly in our staff: our Vice-Chancellor's 2020 (VC2020) lectureship programme has recruited more than 100 research-active early career academics already making a significant contribution to our research outputs and culture. We will now recruit to our highly popular Early

Career Academic Fellows scheme with a view to future VC2020 lectureships. We will ensure that our excellent research and impact maximise our position in the next REF and World University Rankings, while nurturing a deep culture of research excellence. We intend to generate increased research funding in order to further extend our research capacity.

A vibrant and engaged community of research students is central to our focus on excellence and we will ensure that our Doctoral Training Programmes (DTPs) are proactive and that they add value to our research, while delivering a consistently high-quality student experience. Our PhD students will engage with #DMUworks, #DMUglobal and the UN #JoinTogether campaign. We intend to expand our #DMUglobal programme for PhD students to ensure at least 50 per cent benefit.

For our research to be internationally leading, and to have impact internationally, we must engage internationally. We will develop and deliver an international communications strategy and encourage staff to take international research leave, host international research leaders and international conferences.

We will build on the strengths of our signature #DMUglobal programme with research-focused international exchanges and #DMUglobal opportunities for staff and students.

KEY PERFORMANCE TARGETS

- Research Income (top 25 per cent of comparator group)
- Commercial Income from research and enterprise (top 25 per cent of comparator group)
- REF2021 Grade Point Average of 3.0
- Doubling of our annual rate of PhD completions
- Percentage of staff with a research workload allocation at 60 per cent
- WUR League Table position for Research and for Citations in Top 400

KEY PERFORMANCE INDICATORS

- PhD student satisfaction
- Percentage of internationally co-authored papers
- Number and amount of new awards

SUSTAINABLE DEVELOPMENT GOALS



PROMOTING OUR CITY

We intend to:

- **Expand our engagement with under-served people, including the homeless, prisoners and refugees**
- **Actively involve at least half of our students in local community initiatives**
- **Reach 6,000-plus school pupils with projects raising aspirations and developing skills**
- **Improve health and well-being in Leicester by sharing highest-quality education with health workers and supporting public health initiatives**
- **Launch apprenticeships and continuing professional development courses to address the skills and innovation gaps facing the local business community, with at least 1,000 adult learners participating**
- **Work with the City Mayor and Leicester businesses to make ours a 'smart city' with actions meaningful and visible to citizens by 2020**

In the next five years we will play a continuing, critical role in the growth and prosperity of our city by cultivating talent, driving innovation and strengthening communities.

DMU Square Mile and #DMUlocal have established a deep, mutually beneficial relationship with our local communities and civic institutions. We will further deepen this by expanding to Thurnby Lodge, to raise aspirations and wellbeing there, and broaden the scope and ambition of our civic engagement through a unique partnership with the city council. This will evolve to respond to critical challenges facing our city and be one of the most extensive between a university and a local authority.

DMU's work with HM Prison Leicester is already transforming the lives and prospects of prisoners. Similarly, the work of students and staff on the European End Street Homeless Project in Leicester is improving the lives and prospects of the homeless community in our city. We will find further

opportunities to improve the communities in the city and will strengthen and deepen the impact of our engagement.

We will focus on:

- Improving educational achievement in local communities by providing support for literacy, arts, science, technology and maths subjects in Leicester's schools, and on fostering aspirations and confidence in local students
- Addressing Leicester's skills gap by attracting new talent to our city, by providing outstanding educational opportunities, and by encouraging graduates to build their careers in Leicester
- Fostering innovation through collaboration and sharing knowledge with local entrepreneurs and enterprises
- Improving the situation and prospects for under-served communities in the city, particularly the homeless population, prisoners and refugees
- Contributing to the health and well-being of the city by training health workers and engaging in public health initiatives.

We will continue the transformation of our campus and create dynamic, safe and attractive new public spaces in the city centre and Castle Park. We will also look wider to support and transform our community with projects including the development of a high-tech, all-weather sports ground in Beaumont Park.

We will look ever more outwards, beyond our campus and city. We have a responsibility, with the City Mayor, local public agencies and the business community, to take Leicester to the world and enhance the global, intellectual, sporting and cultural reputation of our city through our research and educational activities. By doing so, we will help the city create a virtuous circle of investment from tourism, new enterprise and major global organisations, which will provide the social and economic capital to transform Leicester.

KEY PERFORMANCE TARGETS

- Demonstrable economic and social impact of DMU in Leicester
- 6,000 pupils engaged in our local outreach initiatives
- 50 per cent of DMU students working on a local community project
- DMU students to found 100 new businesses in the city in five years

KEY PERFORMANCE INDICATORS

- Percentage of students participating in local community work
- Number of local citizens engaged in DMU's community outreach projects
- Increase in partnerships with city government, organisations and businesses
- Number and extent of recognition of Smart City projects trialled by 2020
- Support for, and participation in, the annual Leicester Business Festival

ENHANCING OUR EFFECTIVENESS

through our diverse and vibrant university community

We intend to:

- **Be a beacon for diversity, inclusion and equality, achieving Race Equality Charter Silver and incrementally reducing our gender pay gap.**
- **Build leadership, increasing the number of staff completing the DMU:Leader programme by 30 per cent**
- **Deliver outstanding financial performance, with an operating surplus and Earnings Before Interest, Tax, Depreciation and Amortisation (EBITDA) margin in the top 25 per cent of peers**
- **Secure sector-leading annual recruitment, achieving at a minimum top 10 most popular, as evidenced by Universities and Colleges Admissions Service (UCAS) and Higher Education Statistics Agency (HESA) data**
- **Create a stimulating, accessible and award-winning environment for our students and staff by investing a further £85 million in our campus, over the next five years**

Our success by 2023 will be delivered by our people. We operate in a dynamic environment in which the post 18 review may bring new challenges requiring us to change and respond quickly. Our approach will continue to be shaped by our academic and social ambitions, whatever is on the horizon. Our university will always be an inclusive, open and vibrant community where ideas are shared and debated openly.

We will develop and empower leaders at all levels, to raise university performance and enable delivery of our strategic ambitions, and to improve the student experience and employability. Through strengthened leadership we will enable effective change, decision making, and support the delivery of excellent teaching, learning and research. We will also develop first-line managers, including the delivery of management apprenticeships. We will offer a range of development opportunities for all staff to build capability and sustainable organisation-wide improvement.

To be successful we will know how we are performing and take action to improve where needed. Leaders will manage for performance using accessible, dynamic data and analysis to streamline understanding and decision making.

Our university community will provide opportunities for people to share their views and ideas, and stimulate freedom of thought and expression. Building on DMUfreedom, we will continue to grow a culture based on mutual respect and understanding, as well as freedom of thought and expression, embracing, celebrating and expanding the diversity of our people.

DMU welcomes students and staff from across the world and a priority is ensuring that we effectively communicate our values, so that they reach a global community. We will talk and listen to prospective students, encouraging each to be a part of DMU. Our core admission principle is to widen access to our university and we are committed to offering the opportunity to our students to reach their full potential, adapting our approach to teaching and learning to meet the diversity of our recruitment.

We will identify opportunities and risks, and plan for the future by ensuring resource is financially sustainable and focused on activity that adds value to our mission, enabling success in a changing world. We will be transparent in how DMU achieves value for money for our students. Our systems and processes will continue to be streamlined and improved with a firm focus on our users, on reducing bureaucracy, and on automating wherever it enhances effectiveness.

To support all of our ambitions, we intend to invest to create a first-class physical campus environment that encourages an atmosphere of innovation, inspiration and community, one with outstanding facilities. This will include flexible and adaptable teaching and learning spaces that respond to students' needs. A campus that is vibrant, friendly, safe 24/7 and incorporates sustainable and environmentally friendly technologies will help us fulfil our ambition to become 'the city's university'.

KEY PERFORMANCE TARGETS

- Incrementally reduce the gender pay gap
- Achieve the Race Equality Charter Silver award
- Achieve a minimum surplus of 2.5 percent and EBITDA margin of 14 per cent
- Be as a minimum top 10 most popular, as evidenced by UCAS and HESA data
- Meet or exceed benchmarks for student recruitment from communities traditionally under-represented in HE

KEY PERFORMANCE INDICATORS

- Proportion of staff engaged in leadership development
- Continuous improvement in Higher Education Institution (HEI) equality charter marks
- Staff new to teaching will complete the PG Cert L&T in HE within two years of joining DMU
- All academic staff to have the opportunity to obtain the PG Cert T&L in HE and HEA Fellowship from September 2018
- By 2019, the proportion of staff who state their appraisal was 'useful', in the staff survey, will improve by five per cent

SUSTAINABLE
DEVELOPMENT
GOALS





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