I am delighted to introduce our new strategic plan and urge all of our stakeholders – students, staff, faculty, alumni and the wider communities we serve – to recognise and champion our clarity of vision and invigorated mission to be a pioneering, modern civic university.

The process of formulating this new strategy has given the University the opportunity to take stock of the many successes arising from the 2012-2017 strategic plan. Whatever we do going forward, we do from a position of strength, and LJMU’s unique brand of leadership, confidence and ingenuity will enable us to transform the challenges that lie ahead into new and exciting opportunities for success.

LJMU’s history shows that visionary thinking can drive intellectual, social and economic change. In 1823, our founders established the Liverpool Mechanics’ and Apprentices’ Library to extend educational opportunities to the working classes of nineteenth century Liverpool. They succeeded in their mission and nearly two centuries later, this strategy will undoubtedly carry LJMU forward with equal vigour and momentum over the next five years.

This ambitious strategic plan creates the framework that LJMU needs to realise its potential and better fulfil its mission. With the collaboration of our talented staff, students, alumni, friends, and supporters, I am confident that the aims outlined in this plan will soon be translated into new milestones and successes of which we can all be proud.

The Rt Hon Sir Brian Leveson
Chancellor
OUR VISION

TO BE A PIONEERING MODERN CMC UNIVERSITY, DELIVERING SOLUTIONS TO THE CHALLENGES OF THE 21ST CENTURY.
OUR VALUES

EXCELLENCE
We strive for the highest standards in everything we do.

TRANSFORMATION
We believe in the power of education to drive transformation across social, cultural and economic boundaries.

INNOVATION
We are innovative and progressive with an entrepreneurial spirit; we think creatively about new ways to do things.

PARTNERSHIP
We believe that by working together in partnership we can achieve strong and lasting results.

LEADERSHIP
We believe in leading the way, challenging convention and breaking new ground.

COMMUNITY
We believe in the power of sharing expertise, and of people coming together with a common purpose.
Subsequent to the foundation of the Liverpool Mechanics’ and Apprentices’ Library in 1823, ‘over 1,000 mechanics and 300 influential gentlemen’ gathered in the Concert Hall on Liverpool’s Bold Street, to hear an address on the importance of ‘affording the mechanic … some knowledge of the scientific principles on which … his art was founded.’

This meeting led to the development of the Liverpool Mechanics’ Institute, with a mission to offer accessible education to workers in the city which was championed by forward-thinking citizens and philanthropists. With the motto *Non Nobis Solum Sed Toti Mundo Nati* (‘We are born not for ourselves alone, but for the whole world’), it envisaged the transformation first of individuals and then through them, of communities, cities and the world.

Nearly two centuries since our forerunner was founded, and as we celebrate our 25th anniversary as a university, Liverpool John Moores University remains true to this heritage.

Our vision to be a ‘pioneering modern civic university’ reflects our ongoing commitment to the transforming power of education, and to the themes of innovation, aspiration and inspiration that have echoed across the last 200 years. It speaks too of our enduring relationship with Liverpool, the city we call home, a city whose history over the same 200 years - as a self-made city and global port - has marked it with the same resourcefulness and outward-facing approach.
OUR GOALS FOR THE FUTURE

AS A MODERN CIVIC INSTITUTION, WE SET THE FOLLOWING AS OUR GOALS:

- To serve our people and communities, at home and further afield.
- To enrich the lives of those we work with.
- To act as an anchor institution in the City of Liverpool.

OUR GOALS FOR THE FUTURE
The strategy that follows sets out what this means for our life as a University. It means an outstanding student experience, which expands the horizons of students and offers rich opportunities for them to develop their confidence, skills and character. It means excellence in education, with contemporary curricula and innovative models of delivery that embed the knowledge and skills our students need. It means engaging in impactful research and scholarship that address the challenges of our day. And, it means civic and global engagement that builds and deepens our connections - within the city and across the globe - where these enrich the lives of our students, our city, and the broader communities of which we are privileged to be part.

We are seeking to realise this vision in a challenging external climate. Patterns of demand are changing, competition is increasing, and the funding landscape is becoming more constrained. Yet this is also a moment of opportunity, one which will reward imagination, tenacity, relevance, conviction. We believe we are well-positioned to thrive in this environment, and to realise our ambitions.
To be a pioneering modern civic university, delivering solutions to the challenges of the 21st century.

VISION

EXCELLENCE IN EDUCATION
A university that delivers a transformative education, marked by enquiry, discovery and real-world practice. A university with inspiring, engaging and challenging curricula, shaped by research and experience valued by employers. A university that embeds the knowledge, skills and experience valued by employers. A university that cultivates an inclusive and accessible academic environment.

INDICATORS OF SUCCESS
Students achieve outstanding outcomes, graduates are sought by employers for their rigour, transferable skills, and broader character and outlook. They make an exceptional future contribution in a wide range of contexts.

ENVIRONMENT AND ENABLERS
A university that attracts high-quality staff, equips them to succeed, and recognises their contribution.

VALUES

EXCELLENCE IN TRANSFORMATION
A university with world-leading reputation, and increases their profile and impact. Scholarship widely-embedded, and leaves a tangible footprint in its educational and commercial outcomes, and graduates are sought by employers for their rigour, transferable skills, and broader character and outlook.

INDICATORS OF SUCCESS
A university that attracts high-quality staff, equips them to succeed, and recognises their contribution.
OUTSTANDING STUDENT EXPERIENCE

A RENEWED COMMITMENT TO UNLOCKING THE POTENTIAL OF ALL OUR STUDENTS AND HELPING THEM DEVELOP INTO INDEPENDENT THINKERS AND ENGAGED GLOBAL CITIZENS.
Students sit at the heart of the LJMU vision. We welcome almost 9,000 new entrants each year, and are committed to supporting each individual in realising their aspirations and potential. Our aim is to recruit talented students, to support them well, and to equip them with the knowledge, skills and broader experience and character they need to flourish in their future careers and lives.

We have a long history of attracting high-potential students from a wide range of backgrounds; as demand for our programmes increases, we remain committed to addressing barriers to access and to fostering a strong and inclusive community, in which students feel confident to engage and to be challenged. We aspire to develop independent thinkers with the maturity and resilience to become assured global citizens.

We already provide a wealth of opportunities for students to enrich and deepen their experience through our sector-leading student enterprise initiatives, our extensive connections across a vibrant city and our growing portfolio of overseas partners. This strategic plan affirms our commitment to further extending the range of opportunities on offer, so that even more students can see more of the world and widen their frame of reference.
A UNIVERSITY that places students at the heart of its endeavour.
We will place students at the heart of our life as an academic community, and also at the heart of our campus, with a new purpose-built Student Life facility on our central Copperas Hill site. This welcoming, dedicated space will feature a Learning Commons to support collaborative, creative and independent study, plus social spaces in which students can network informally, and an integrated student services and support hub.

A UNIVERSITY that offers an enriching student experience, characterised by social diversity, cultural relevance and a global perspective.
We will embed diverse perspectives across our curricula, and will develop an inclusive, cohesive environment in which students from all cultures and backgrounds are encouraged to collaborate and engage. We will increase the range of opportunities for student mobility, develop joint provision with strategic, respected partners abroad, and offer a portfolio of programmes that attracts a growing number of overseas students.

A UNIVERSITY chosen by highly-motivated students from a wide range of backgrounds, and recruited through diverse pathways.
A new suite of Foundation Year options will enable those with the promise and commitment to thrive on an LJMU programme to receive the targeted support they need, and we will continue to invest in tailored support and personalised learning across our student base.

A UNIVERSITY committed to supporting its students, expanding their horizons and unlocking their potential.
We will offer a comprehensive menu of academic skills support through the Skills@LJMU programme, designed to help students to think critically, learn reflectively, and become confident writers and digital users. Furthermore, we will embed a new first-response engagement and support team at the point of academic delivery, to ensure students have ready access to the help they might need at every stage of their university journey.

A UNIVERSITY that provides dynamic opportunities for work-related learning, overseas exchanges, community engagement and student enterprise.
We will develop a more structured framework of opportunities for students to volunteer in schools and our corporate charities, to strengthen their insight into local communities and to develop them as active, informed and socially responsible citizens. We will grow our study abroad and offshores work placement offer to encourage students to embrace new challenges overseas, while our student enterprise programme and seed accelerator will enable students to test business ideas and concepts.

A UNIVERSITY that sustains strong connections with its worldwide alumni and Honorary Fellows, drawing upon these links for the benefit of students.
We will continue to build links with our distinguished set of Honorary Fellows, and ask that we might ‘look into their world’ for the benefit of students. We will extend the number of students profiting from the masterclasses, internships, mentoring and ‘In Conversation’ events they generously offer us.

WILL BE...

WE WILL MEASURE OUR SUCCESS THROUGH...

- The satisfaction of our students as reported in the National Student Survey (NSS).
- The proportion of our students recruited from overseas.
- The quality of the students we attract.
- The proportion of students successfully completing their awards.
- The proportion of our students drawn from low participation backgrounds.
EXCELLENCE IN EDUCATION

FOSTERING A LEARNING CULTURE THAT TRANSFORMS STUDENTS INTO SOUGHT-AFTER GRADUATES AND TALENTED PROFESSIONALS.
Education is our core business. We have a long history of teaching students across a broad range of disciplines, and preparing them for life beyond their study. Our goal is to offer outward-facing curricula that combine academic rigour with embedded skills development and exposure to professional contexts that matures our students’ outlook and deepens their understanding. We are committed to ensuring that our graduates leave the University as attractive employment prospects, equipped to make an exceptional contribution in their chosen future field.

We aspire to deliver an education marked by inspiration, innovation and inclusion; one that feeds the curiosity of students through a connectivity with research and leading-edge practice, and the adoption of innovative pedagogies and approaches to delivery. In all of this we will build upon the platform of the last five years, which has seen us extend our portfolio, revitalise our curricula, and launch the Teaching and Learning Academy as a focal point for education activity.
A UNIVERSITY that delivers a transformative education, marked by inquiry, discovery and partnership between students and staff.

We will continue to develop a learning culture that promotes the interrogation of evidence through dialogue, debate and inquiry, and that fosters critical reflection, creativity and independent thought. We will develop flexible, collaborative approaches to delivery that engages students as partners in their education, and encourages them to deliver at their best.

A UNIVERSITY with inspiring, engaging and challenging curricula, shaped by research and real-world practice.

We will develop curricula that are contemporary, civic and socially responsible, with a blend of subject knowledge and applied learning. Both undergraduate and postgraduate taught programmes will be informed by the research, scholarship and professional practice of staff, and will draw upon our links with industry, business and sector bodies to ensure their currency and relevance.

A UNIVERSITY with innovative and creative approaches to learning that harness the potential of technology.

We will transform our digital delivery through the launch of a cutting-edge new Virtual Learning Environment (VLE) with the potential to drive fresh approaches to technology-enhanced learning, and will work collaboratively with our students to extend their digital literacy. We will further develop the Teaching and Learning Academy as a vehicle for cultivating and embedding innovation, and as a community pursuing excellence in education practice.

A UNIVERSITY that embeds the knowledge, skills and experience valued by employers.

We will ensure that curricula embed the subject knowledge and broader capabilities that our graduates will need, including creative thinking, problem-solving and the ability to analyse, collaborate and communicate. We will launch a Career Smart package, designed to engage students in active reflection about their future aspirations and goals, and will extend the range of opportunities for students to immerse themselves in the world of work through placements, work-based learning and Career Accelerator internships in regional SMEs.

A UNIVERSITY that cultivates an inclusive and accessible academic environment.

We will embed inclusion into teaching and assessment structures, develop scholarly activity in the area of inclusion, and review the accessibility of our resources and delivery approaches. We will extend the range of metrics that we review by demographic to assess the impact of our activities and shape their future enhancement.

We will measure our success through...

- Student satisfaction with teaching quality as captured in the National Student Survey (NSS).
- The performance of our disciplines in The Times and Sunday Times subject league tables.
- The proportion of our students gaining highly-skilled employment or entering further study.
- The provision of contact hours commensurate with excellent learning opportunities.
IMPACTFUL RESEARCH AND SCHOLARSHIP

CREATING A UNIVERSITY ENGAGED IN WORLD-CLASS RESEARCH AND SCHOLARSHIP ACROSS ALL ACADEMIC DISCIPLINES.
Research and scholarship underpin our strategy as a whole, being vital to the currency and quality of the education we offer, and providing the conditions for innovative knowledge transfer and exchange.

We are already counted among the very best in the world in our strongest research areas. Sport and Exercise Sciences was ranked second nationally in the 2014 Research Excellence Framework (REF2014) and sixth globally by the 2016 Shanghai rankings, while over 50% of Astrophysics publications in the last five years have been amongst the 10% most highly-cited worldwide. These and other research beacons make an outstanding contribution to their fields with research of exceptional quality and influence, and we are ambitious for their future reach and impact.

We aspire to embed high-quality research and scholarship across our academic base. A vibrant learning culture and inspirational education depend upon exposure to the frontiers of a discipline, and we are committed to ensuring that each of our students receives an education shaped by knowledge at the forefront of professional and pedagogic practice and by academic research.

Research at a ‘modern civic’ institution must also deliver tangible benefits for the economy and society, and initiatives such as Sensor City demonstrate our success in forging powerful partnerships beyond the academy to translate pioneering research into commercial solutions.

Our core research themes, aligned with our outward-facing ethos, are characterised by porous boundaries, wide application and demonstrable relevance, and as such, they have scope to speak to each other and address the challenges we face today.
WE WILL BE...

A UNIVERSITY that supports and develops targeted areas of world-leading research excellence, through investment and capacity-building in areas of actual or potential distinction, to sustain and further enhance their reputation and contribution.

We envisage the creation of a limited number of additional research institutes, where the trajectory and scale of activity indicate exceptional potential, to increase the external profile of these areas and support their future development.

A UNIVERSITY where scholarship is central to the personal development of every member of academic staff.

We will continue to build impetus across the University through initiatives such as the ACTivator programme, designed to help researchers to navigate challenges such as funding applications, stakeholder engagement and evidencing impact. We will grow the proportion of our staff holding a doctoral award through the recruitment and development of excellent academic staff.

A UNIVERSITY that disseminates the knowledge gained from its research and enterprise activities into the wider community, through heightened connectivity and enhanced collaboration with leaders in industry and business.

The creation of The Engagement Network (TEN) will articulate and showcase priority areas of established expertise which align with societal needs, while a digital Living Wall will visualise potential new connections and help to seed innovative partnerships across discipline boundaries.

WE WILL MEASURE OUR SUCCESS THROUGH...

- The quality of our research as measured by publications and by the next Research Excellence Framework (REF).
- The impact and reach of our outputs as reflected in citation counts.
- The proportion of staff active in scholarship and research.
- Our capacity to attract increasing research funding in a challenging external climate.
- The further growth of our doctoral research community.
- The volume and impact of our collaborative research projects with partners overseas.

A UNIVERSITY that attracts and nurtures a thriving postgraduate community that enhances the connectivity of education and research.

We will make strategic use of scholarships to grow our doctoral research numbers and create a Doctoral Academy to develop a gold standard programme of cohort-based training and support. We will further expand our postgraduate taught portfolio in targeted areas of demonstrable demand, aligned with our research strengths.
CIVIC AND GLOBAL ENGAGEMENT

BECOMING A TRULY CONNECTED UNIVERSITY BOTH AT HOME AND AROUND THE WORLD.
LJMU is an intrinsically connected institution. Our applied research base, our focus on learning for life and our position as a linchpin institution in the City of Liverpool embed engagement across our activities, building relationships that enrich and transform the lives of individuals and communities. We have a deep and enduring commitment to our local connections and collaborations, and ambitions to further develop the exciting range of alliances we have forged across the globe.

We will build upon successes secured over the past five years, which have seen the University achieve an increasing integration into the life and landscape of the city, and the development of signature collaborations at home and abroad. Our unique models of engagement with arts and cultural partners have drawn the city and academy into deeper dialogue; our involvement in the Manufacturing Technology Centre (Government-funded Catapult) has provided access to world-leading industrial practice; and our distinctive trans-Atlantic alliance with Southern Connecticut State University (SCSU) and our growing links across Asia are building authentic global perspectives into our education offer.

We are also committed to engaging with our local communities. We sit in a diverse region with pockets of significant deprivation; our belief in the transformative power of education and our capacity to make a difference compel us to respond. We are committed to raising the educational outcomes, aspirations and life chances of young people in disadvantaged parts of the region, and the communities from which they come; this is a core expression of our “modern civic” identity.
A UNIVERSITY with strong roots in the city that enriches its social and cultural life.

We will extend and strengthen our portfolio of partnerships with theatres and with arts and music institutions, to further enrich the experience of students, and to make culture more accessible across the city. We will build upon our base of embedded scholar posts, to develop innovative activities with leading organisations, to generate collaborative research income, and to leverage outstanding opportunities for our students.

A UNIVERSITY where innovation and enterprise drive economic growth in partnership with business and industry.

We will cultivate deeper, aligned, strategic relationships with key external partners, and will position the University to optimise its engagement with the Liverpool Knowledge Quarter. To facilitate greater speed, clarity and flexibility in collaboration, we will develop a central hub for knowledge engagement and commercialisation activity.

A UNIVERSITY that acts as a catalyst for positive social change, and enhances life, aspirations and prospects within our communities.

We will launch a Foundation for Citizenship to facilitate and grow the positive contribution made by students, staff and the institution within the local community, and to capture the impact of activity. We will explore the establishment of a Multi-Academy Trust (MAT) with local schools, designed to enhance performance, to build the skills required to drive inclusive economic growth, and to provide pupils with creative and inspirational learning opportunities.

A UNIVERSITY which has global reach and impact and acts as a gateway for overseas engagement and investment.

We will develop and promote research partnerships producing outputs of international impact and significance, and sustain our sector-leading position for publications with international collaboration. We will foster partnerships with global organisations and institutions with strategic benefits for the University and the wider city region, and will continue to build a global engagement model with hubs in key locations including Shanghai, Kuala Lumpur and Abu Dhabi.

A UNIVERSITY which influences policy and debate through its links with professional and public sector bodies.

Our deep connections across a range of sectors give us an authentic voice in the public arena, and we will harness our knowledge and experience to contribute to debates across disciplines including education, health, policing, business, sport and the STEM (science, technology, engineering and mathematical) professions. We will sustain a spectrum of models for engagement, from the creation of formal hubs to drive the discussion, to participation in multi-disciplinary networks that draw together academic and professional expertise.

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WE WILL BE...

WE WILL MEASURE OUR SUCCESS THROUGH...

- The cultural and economic impact of our activities.
- The value of our knowledge exchange activity.
- Our social contribution as a University.
- Our international reputation as reflected in The Times Higher Education World University Rankings.
ENVIRONMENT AND ENABLERS

INVESTING IN PEOPLE AND PLACES TO CREATE AN ENVIRONMENT WHERE EVERYONE CAN SUCCEED.
In order to achieve our academic goals, we require an environment in which our people can thrive. Our staff are our principal asset, and hold the key to the delivery of our strategic plan. As such it is imperative that we attract, retain and reward the right people; that we value, engage and empower them; that we nurture them to reach their potential, and that we build a culture and community that exemplify our values and our ‘One University’ ethos.

A second key resource is our estate, and our ambitious, transformative estate development strategy will see us invest more than £100 million over the period of this strategic plan to create a coherent and connected University estate, with a clear identity, academic focus and external outlook. Physically and conceptually at the heart of this strategy will sit the new Copperas Hill site, positioned in the centre of our city estate, standing at the gateway to the Knowledge Quarter, and blending academic spaces with public realm.

Investment in our estate and other strategic priorities will require a sustainable financial plan in a challenging external climate. We are committed to exploiting our current financial strength to leverage the maximum strategic and reputational return for the University, and to sustain our position through the generation of income across a balanced portfolio of revenue streams and through the careful management of costs.
A UNIVERSITY that attracts high-quality staff, equips them to succeed, and recognises their contribution.

We will invest in staff and accelerate professional growth through a mixture of networks, training, and professional development opportunities, and we will increase our leadership capacity through the work of the Leadership Development Foundation (LDF). We will do this within a broader approach that aligns strategy, people, values and processes in a systematic way, in order to increase our effectiveness as an organisation, and foster a clear sense of contribution to the wider strategic vision.

A UNIVERSITY that enables students and staff to flourish in a digital environment.

We will ensure that key teaching and learning services are available 24/7 through a variety of platforms, roll out learner analytics software to support student engagement, and implement new Library Services and CRM platforms for business engagement. We will execute a digital ‘always-on’ approach to student recruitment, exploring new technologies and channels to clearly differentiate in the market. We will enhance the digital infrastructure to optimise the efficiency of our internal operations and to support the delivery of value for money.

A UNIVERSITY committed to financial sustainability and strategic investment in the future.

We will diversify our income streams in line with our strategy, with a rebalancing of student income towards postgraduate and international sources, and a growth in money from other activities. We will continue to make targeted investment in staff, facilities and the student experience, to use our funds to unlock external investment and opportunities, and to develop a new resource allocation model to support the strategic distribution and responsible stewardship of our resources.

A UNIVERSITY with an estate that fosters a sense of community, supports high-quality activity and operates sustainably.

We will pursue our major strategic development programme, which combines significant investment in next-generation education and research spaces with social and business-facing facilities and a new integrated sports provision. We will combine these projects with a rolling programme of investment to optimise the quality, flexibility and functionality of our existing physical and digital estate, and to ensure that our facilities effectively support our academic strategy. Core principles governing this plan include sustainability and efficiency, and we will require each component to meet rigorous environmental criteria.

A UNIVERSITY that communicates its distinctive identity effectively to key audiences.

We will develop a coherent and mature brand identity and distinctive tone of voice for the University, that reflects our priorities and goals, and effectively communicates our purpose. We will build upon our recent website relaunch to ensure that our online presence offers an effective strategic platform for showcasing the quality and range of our activities, for interacting with key audiences, and for articulating our vision and ambition.

A UNIVERSITY that recognises the importance of good governance to support delivery of its strategic goals.

Building upon our recent governance effectiveness review, we will continue to refine and enhance our processes and approach to ensure a clear, transparent framework for decision-making that makes provision both for agility in response to strategic opportunities, and enables proper scrutiny, debate and assessment of choices and risks.

We will measure our success through...
FROM MECHANICS’ INSTITUTE TO MODERN CIVIC UNIVERSITY

The University’s coat of arms is highly symbolic and reflects our evolution from nineteenth century Liverpool and the foundation of the Liverpool Mechanics’ and Apprentices’ Library and Institute into today’s pioneering modern civic university. The academic world is represented by a mythical sea owl and two doctoral hats, the City of Liverpool by three cormorants (the famous Liver Birds) while the three mercantile crowns and waves reflect the city’s maritime tradition. The raven symbolises outreach, as it was the first bird to leave the ark, while the peregrine falcon (a bird new to Liverpool in 1989) symbolises the Incorporation of the Liverpool Polytechnic on 1 April 1989. The Latin motto, Audentes Fortuna Juvat or ‘ Fortune Favours the Brave’ is taken from Virgil’s Aenid.