



2012-2017 Strategic Plan

Liverpool John Moores University



dream



plan



achieve

A message from the **Board of Governors**

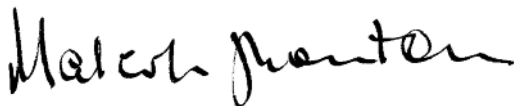
I am delighted to introduce this strategy for Liverpool John Moores University for the period from 2012 to 2017. It is both timely and appropriate that we are able to set out our ambitions for this fine University over the next phase of our development, under the leadership of Professor Nigel Weatherill, our Vice-Chancellor and Chief Executive Officer since September 2011.

Whilst we enter a period of uncertainty, we are also challenged and excited by great opportunity. The fact that funding for Learning and Teaching will be almost entirely reliant on the Student Fee will create new demands and new expectations from the student body. Importantly, it will be the universities which are able to predict and respond to these demands with speed and focus that will stand out in five years time. It will not be easy, and much of the challenge will be in making the difficult but necessary decisions that will ensure the future sustainability of this University.

Central to our ambition is the strong desire from the Board of Governors not to let external pressures define the agenda for Liverpool John Moores University. On the contrary, the strategy we have developed defines its own distinctive proposition which will have appeal to prospective students and partners.

The period up to 2017 will probably be the most dynamic and challenging in the long history of Higher Education in the United Kingdom. With this effective and compelling strategy, and a determination to deliver on that strategy, the Board of Governors is confident that Liverpool John Moores University can thrive in this environment.

A successful and secure future is ours to grasp.

A handwritten signature in black ink, reading "Malcolm Thornton". The signature is written in a cursive, flowing style.

Sir Malcolm Thornton FRSA

Pro-Chancellor and Chairman of the Board of Governors

Vice-Chancellor's Vision

We are a university that sits with great pride in the city and region of Liverpool; a true city of the world.

Our clear aim is to be recognised globally as a modern civic university which, whilst being outward looking, supports our students and partners in the sense of place that is our city and our region.

What do I mean by a modern civic university? It is simply this - we have a great reputation within the city on which to build. I see this University as a central part of the culture and infrastructure of Liverpool and the region, and we have a significant presence within the local economy and society. As such we have important responsibilities in relation to these key areas. We will be a University that discharges its social and economic responsibilities with vigour, enthusiasm and effect. This is something that should be central to our identity as Liverpool John Moores University.

We set the following as our goals. We will be a university that provides an exceptional, distinctive student experience that can change the lives of our students whatever their background; an experience that raises their aspirations, their self belief and develops them as individuals and prepares them to become citizens of the world. We will be a university in which the traditions of research and scholarship are embraced by all and embedded in everything we do; we respect and honour the tradition of independence of thought. We will be a university respected globally for what we contribute to our students, our city and our region; a university that lives and is the very essence of its own ethos of 'dream, plan, achieve'.

We recognise the changing environment within which we will work in the next five years; slow economic growth, emerging

economies that will challenge the norm, a diverse and multi-cultural society, greater pressures on graduate employment and the challenges and opportunities that are an integral part of competing and contributing to globalisation.

We recognise that the University is not immune to these changes and the rapidly changing landscape that is higher education. Funding channels will change with the introduction of the new fees regime; students' expectations of their education will understandably be high; an expectation that a university education will provide opportunities for a higher quality of life. Research funding from government and the private sector will be limited, whilst there will be an increasing requirement for universities to play a leading role in discharging their civic and social responsibilities, and make significant contributions to the nation regaining economic growth, to the benefit of all.

We recognise that new approaches are required to meet these challenges. The status quo is not an option.

Our strategic plan is a template that maps how we will navigate through the shifting sands of the new landscape over the next five years. It defines our ambition, our plans and our commitment to these challenges. It is a narrative for success: success for our students, our partners and our staff. With effort, commitment and self-belief we can face the future with confidence and take pride in our institution.



Professor Nigel Weatherill FEng, FRSA, DSc
Vice-Chancellor and Chief Executive Officer




vision

To be recognised as a modern civic university delivering solutions to the challenges of the 21st century

and mission

Creating a community for learning and knowledge



Our mission is to create and sustain a vibrant community for learning and knowledge where staff and students work together in an active and supportive partnership; providing opportunities to enrich our students, partners and wider society through education, training, research, scholarship and knowledge transfer.

key outcomes
from this
strategy

- A university known for excellent teaching within an academically engaging and supportive student experience that produces graduates who, as citizens, are prepared for life and the world of work and are valued as contributors to society.
- A university where scholarship is at our core and our Research Institutes are recognised as beacons of excellence that provide inspiration and motivation to staff, students and society.
- A university which is true to its values and is recognised globally as a driving force that through partnership supports wealth creation, social well-being, culture and the arts within the city-region and beyond.

The ambition underpinning these aims is to achieve outstanding results for our University, students and partners. By 2017 we will....

- Be consistently above the National Student Survey mean score for Teaching Excellence - "The Teaching on my Course".
- Be consistently above the national mean for graduate employability.
- Be consistently recognised as a top 60 university in the Times University League Table.
- Be consistently recognised as a top 300 university in the Times Higher World Rankings.
- Be a university with increased research ratings (REF 2014) at world-class level when compared to RAE 2008.
- Be valued highly by stakeholders as a university that contributes to wealth creation, social well-being, culture and the arts.



The University Context

Delivering Academic Excellence

Liverpool John Moores University is a strong academic institution, with a sense of social responsibility driven by its heritage and values in the city of Liverpool. The fostering of an academic culture based on excellent teaching, deeply embedded scholarship, and a commitment to partnership are fundamental to what we are – a modern and forward-thinking civic university.

The challenges facing the Higher Education sector demand that universities understand that they are large, complex organisations and work in a fast-moving environment. This University will focus on its academic core but operate efficiently and effectively and be able to respond to challenges and react to opportunities. Therefore, it is essential to ensure that our academic focus is clear and will be supported and enhanced through professional delivery, all underpinned by clear principles and values.

The principles that we must follow are straightforward.

- We must have a clear and collective sense of what we want to achieve as a university, for our students, our employees, partners and wider society; setting challenging but realistic targets, and measuring and continually improving our performance.
- We must focus our human, financial, physical and technological resources on giving the very best academic experience to our students so that they value and treasure their time at the University, and are worthy ambassadors of this University as they pursue their lives.
- We must have clear and consistent leadership at all levels of the University, uphold the highest ethical standards in everything we do, and create a fair and enjoyable working and learning environment in which our people can excel.
- We must appear as one university, working together through common policies and processes that will ensure consistency of both the staff and student experience.
- We must continually ensure that we have a well-motivated team working to clear and common goals: properly trained, developed and supported with the competencies to deliver those goals.
- We must foster and encourage a relentless commitment to excellence, quality and improvement in all that we do, supported by creativity and innovation that will keep our University vibrant and at the leading edge of the sector.
- We must develop mutually beneficial partnerships that enhance our capacity to recruit, educate and support our students, develop our research capabilities, and our ability to manage the University.
- We must ensure the long-term financial and reputational sustainability of the University, and have a positive impact on the local economy, environment and community. The promotion of social mobility and social benefit should be a consistent thread through all our activities.

In the context of the above we will be:

- A university that relentlessly pursues excellence and quality in all its activities and is committed to a programme of continuous enhancement and monitoring.
- A university that provides a fair, supportive and encouraging working and learning environment with which students and staff engage responsibly.
- A university that embraces technology to the positive advantage of students, staff and partners.
- A university whose estate and infrastructure are exemplars of the modern city-based campus.
- A university that is financially sustainable with excellent financial stewardship and that continues to make strategic investment in the future.

Delivering our Aims

Establishing and Enhancing the Student Partnership

A fundamental responsibility for Liverpool John Moores University is to equip our students with critical and enquiring minds, knowledge and life skills that enable them to realise their full potential and become valued in society, whether through employment, entrepreneurship or social enterprise. It is essential that these factors are embedded firmly in their experience of university life.

Discharging this responsibility begins well before students enrol at the University and it should go on beyond graduation as we work with our alumni to mutual benefit throughout their developing careers. At the outset we see outreach into schools as an essential opportunity to develop prospective students. Our aim is to motivate and inspire them towards the possibilities that Higher Education can provide, whilst encouraging them to maximise the opportunities offered in secondary education to ensure a firm base for their university studies. This is especially true for those from less traditional backgrounds who may not see university as a place accepting of them. The enhancement of social mobility remains a firm objective for Liverpool John Moores University.

Our academic community benefits from rich diversity and as such we are an open and inclusive institution. Students learn with and from each other as much as they do with our staff. As a university, we have a responsibility to ensure that we take students capable of contributing to such a diverse and enriching learning experience. We will therefore continue to maintain and enhance the quality of our student intake whilst ensuring that we remain inclusive and accessible.

To be successful in enhancing this partnership will require special attention to tutorial and pastoral support and we must collectively prioritise these critical aspects of the student experience over the period of this Strategic Plan.

In consequence we will be....

- A university that listens and responds to its students.
- A university with employability, entrepreneurship and citizenship at the heart of the student experience.
- A university that sets consistently high standards for pastoral and tutorial support.
- A university that continues to improve the quality and commitment of its student intake.
- A university that supports the life-long education of its students through proactive links with other education providers to enhance social mobility and access, whilst sustaining our relationship with alumni.

And our actions will include....

- The active engagement of staff and students with the University's Student Charter.
- Programmes for the development and improvement of academic support within faculties.
- Development of employability and entrepreneurial skills as a core part of the student learning experience; and ensuring our facilities support the development of employability and entrepreneurial skills.
- Ensuring that our students are able to demonstrate their transferable skills.
- Ensuring programme curricula are informed by current and planned future employment/industry developments.
- Continued promotion and development of our key partnership with the LiverpoolSU, and School and Faculty-level engagement with student representatives; and responding to the 'Student Voice' on all matters relating to the student partnership.

And we will measure this by....

- Graduate employability outcomes.
- National Student Survey score - 'overall satisfaction' and other NSS scores related to student support.
- Value added outcomes.
- Intake quality outcomes.

Excellence in Learning, Teaching and Assessment

Central to an effective student experience are the learning, teaching and assessment which take place within the academic programme. In consequence, an essential element of our strategy over the next five years is for Liverpool John Moores University to be known as an excellent teaching institution.

Academic enhancement will be a priority for the University and our academic staff. We must ensure a widespread culture of engagement with the scholarship of Learning, Teaching and Assessment and curricula design, as well as scholarship that enhances the curricula content. We will use our activities in research and scholarship to contribute to an intellectually exciting, challenging and motivational learning environment. We must listen to our students, working with them to help us improve. We must seek out the very best practice within the University and across the sector and we must vigorously ensure its successful adoption and implementation. This will be an essential responsibility for all academic staff and for those supporting the enhancement agenda.

The programme of study will become the focus for the quality of the student experience. Staff and students will be clearly identified with their respective courses, and the programmes will be managed with rigour.

World of work skills remain a key element of our programmes and from 2012 bronze level skills will be fully

embedded and assessed for each programme. All programmes of a professional nature will enhance their employability value to graduating students by being accredited by the appropriate professional body.

In consequence we will be....

- A university that delivers excellent teaching.
- A university that actively promotes the identification, dissemination and implementation of the very best practice in learning, teaching and assessment.
- A university with curricula demonstrably linked to research and scholarship, world of work skills and entrepreneurship.
- A university that uses research and scholarship to provide a stimulating and exciting learning environment.
- A university where every professional programme is recognised and accredited by the appropriate professional body.

And our actions will include....

- Inspiring and challenging our students in their learning and developing robust processes for self-directed learning.
- Considering the needs of our diverse student body to ensure a high quality learning experience for all students.
- Engaging students fully with all aspects of the learning experience, particularly at the programme level.
- Providing students with high quality support for all aspects of their learning experience.
- Regular reviews of teaching space to ensure it is appropriate for use and enhances and supports student learning.
- A commitment from academic and relevant professional services staff to initial and continual professional development related to learning, teaching and assessment.



- Academic staff routinely sharing learning, teaching and assessment practices in order to enhance the student experience.
- Confident and active use of technology by staff to enhance and support the student learning experience.
- Building quality enhancement into all aspects of programme planning and delivery as a core responsibility for all staff.
- Responding to the 'Student Voice' on all matters relating to Learning, Teaching and Assessment.

And we will measure this by....

- National Student Survey Score - 'the Teaching on my Course' and 'Assessment and Feedback'.
- Percentage of staff with teaching related qualification and/or HEA accreditation.
- Good honours degree outcomes.
- Student retention outcomes.

Embedding Research and Scholarship

Research and scholarship must be an essential part of the University, being both an end in itself, and as a means of providing the intellectual infrastructure necessary to support high quality and inspirational teaching, key skills development, knowledge transfer and the generation of economic benefit.

Liverpool John Moores University has areas of research that are world-leading. We must maintain these whilst encouraging the development of those areas of high potential. We recognise that to enhance our research standing, more work needs to be done to ensure these benefits are realised consistently across the University. This means that we will require all academic staff to engage in research and/or scholarship that supports and underpins our other

core activities, and that research and/or scholarship capability will feature strongly in academic recruitment.

Quite deliberately our strategy does acknowledge the various levels of capability existing at the University. By necessity this strategy limits the capacity for world-leading research to selected Institutes and Centres. However, scholarship is an essential differentiator between universities and other higher education providers and this must form the centrepiece for the personal development of all academic staff in order to maintain a leading edge of academic currency that transfers to the curricula and onwards to our students.

In consequence we will be....

- A university that supports and develops targeted areas of world-leading research excellence and which encourages emerging areas of excellence with potential for international impact.
- A university that supports the development of a vibrant and sustainable research and scholarship environment, firmly linked to learning and teaching.
- A university that initiates and supports research collaboration with partners.
- A university where scholarship is central to the personal development of every member of academic staff.

And our actions will include....

- Maintaining and growing research capability with a focus on being recognised for research excellence.
- Fostering a community of scholarship by ensuring that scholarship underpins teaching and academic support and promoting student engagement with scholarly activity appropriate to their level of study.
- Establishing research and scholarship as an integral part of our academic staff recruitment, induction, development and reward processes.

- Maximising research funding opportunities.
- Using partnerships to extend our research quality and capability.
- Maximising the impact of our research to deliver economic, cultural and social benefits.
- Ensuring a high level of visibility for our research activity, internally and externally.
- Maintaining a strong support infrastructure for research and scholarship.

And we will measure this by....

- The REF 2014 outcome.
- Research grant income.
- Research outputs.
- Citations.

Social and Economic Engagement

Liverpool John Moores University is a socially responsible institution.

We are viewed by industry, commerce, and the public and not-for-profit sectors as part of a strong UK knowledge economy. As such we will continue to engage with these sectors on a range of commercial and social projects based firmly in innovative and value-adding knowledge and technology transfer activities. In this way we will continue to develop our reputation as a leading university that delivers positive impact to the national and global economy and to society at large.

We are aware of our impact as an organisation within our local community. We continue to recognise our responsibilities as a major employer and contributor to the local economy. Equally we seek to minimise our environmental impact and encourage responsible and

ethical behaviour. We define our social responsibilities under four clear headings:

- **Responsible Employer**
- **Trading with Integrity**
- **Community**
- **Sustainable Environment**

Although clearly a university of our city and region, we do not limit our engagement to a narrow geography. We must recognise that we have global responsibilities and we will embrace opportunities to make a positive impact on the world. A clear internationalisation policy will underpin this ambition, and will give a consistent steer to how we recruit and support international students, and work in partnership with overseas institutions and global employers to achieve a deservedly high global reputation.

In consequence we will be....

- A university that supports the local, national and global economy with innovative knowledge and technology exchange.
- A university that promotes the realisation of student talent.
- A university aware of its civic, social and environmental responsibilities and which discharges these with vigour and enthusiasm.
- A university that is globally engaged and embraces internationalisation to the benefit of its students, staff and partners.

And our actions will include....

- Optimising the LJMU brand through high profile events, activity networks and publicity.
- Facilitating and developing strong, high quality, long-term partnerships and collaborations with academic, industrial and organisational UK and overseas partners.

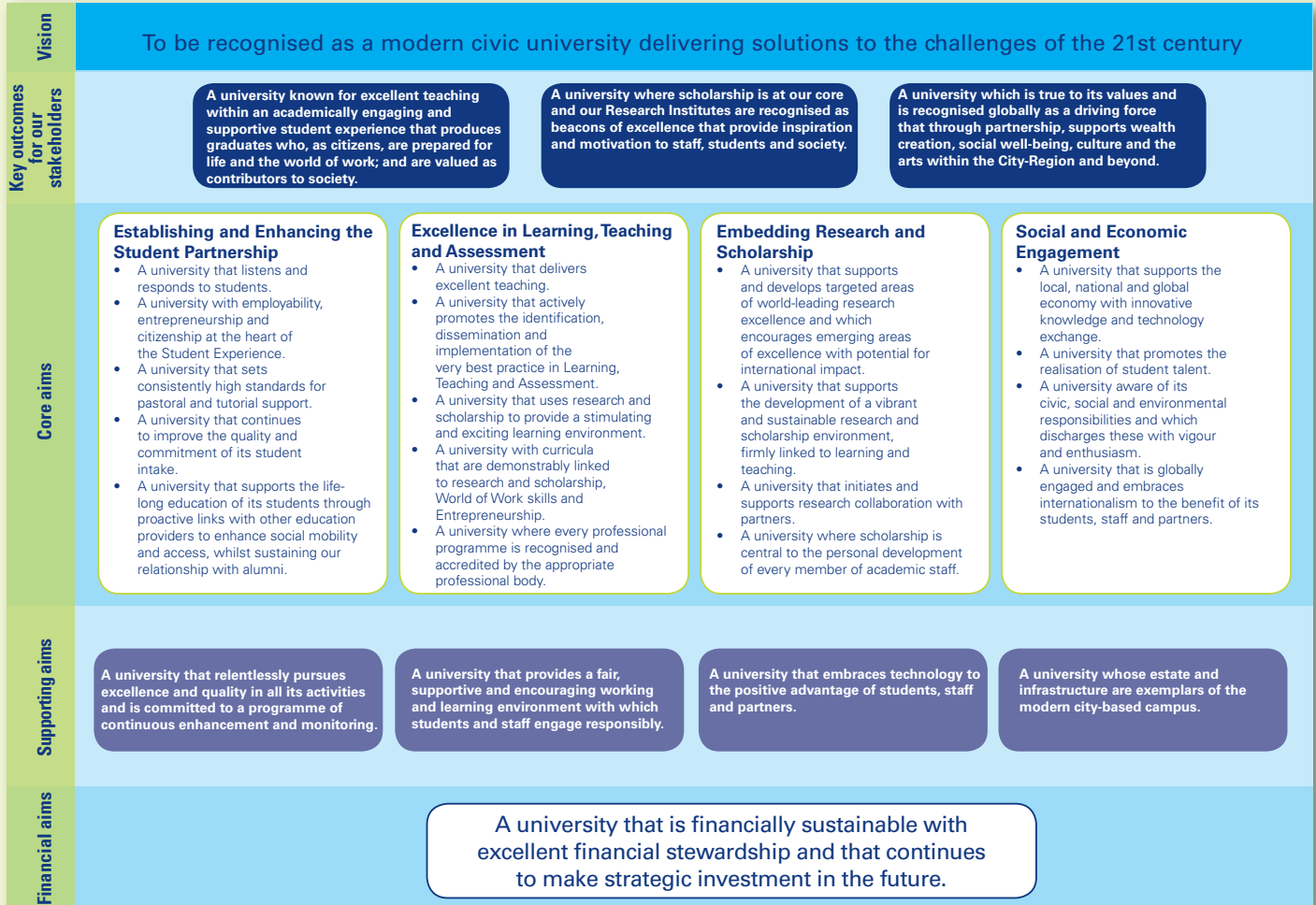
- Growing and optimising our international portfolio through a new internationalisation strategy.
 - Developing further a strong 'university to stakeholder' brand with a supporting marketing plan.
 - Developing new products, services and networks in response to need.
 - Creating wealth via business start-ups, jobs created and business and commerce.
 - Facilitating contact between the academic community and small business as a catalyst for innovation in the city-region.
 - The active pursuit of the University's Carbon Management Programme.
- Working in partnership with the LiverpoolSU Community Representatives Scheme to promote the positive impact of students within the local community.

And we will measure this by....

- The number of public lectures, events, and exhibitions for the public to attend.
- Knowledge/technology exchange, entrepreneurship and regeneration activity nationally and internationally.
- Carbon Management Programme performance.



Liverpool John Moores University Strategy Map 2012-2017



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This booklet is available in different formats. Please contact us for more information.

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