University Court
Tuesday 10\textsuperscript{th} October 2017

Professor Chris Day
Vice-Chancellor and President
Our defining characteristics?

• A proud **heritage** stretching back 183 years
• A long history of **excellence in teaching**
• A strong **regional** focus ("regionally rooted")
• A key driver of the **innovation** culture and history of the region
• Campuses in Malaysia, Singapore and London
• A long history of **collaborative** and **partnership** working
• An increasing focus on **interdisciplinarity**
First public railway line (Stephenson) 1825

College of Physical Science later named after Lord Armstrong 1871

Sir Joseph Swan develops the first practical light 1879

Gladstone Adams designs the windscreen wiper as he drove home from a Newcastle United cup final in a storm 1908

Lord William Armstrong invents the hydraulic crane 1940

1940s – 1960s Victor Pasmore is at the forefront of abstract art, while Richard Hamilton pioneers pop art. Both artists worked at Newcastle University.

Computing research at Newcastle University underpins high-performance switches in the New York Stock Exchange 1990s

Professor Sugata Mitra's self-organised learning environments (SOLEs) are changing the culture of classrooms around the world 2000s

Research led by Dr Nanette De Jong is fighting poverty through arts and culture 2016 2017

Newcastle University is leading the breakthroughs in the development of 'smart' drugs known as PARP inhibitors

Helping double the life expectancy of boys born with Duchenne muscular dystrophy (DMD) 2016

Newcastle University experts develop a new generation of prosthetic limbs which will allow the wearer to reach for objects automatically, without thinking – just like a real hand 2017

Newcastle University is awarded the world's first mitochondrial licence 2017
• A “good” university in a great city with many things to be proud of:
  – A broad disciplinary base
  – Some genuinely world leading researchers across all three Faculties
  – Highly rated T&L (NSS/ISB/TEF Gold…..)
  – “Largely” happy, engaged staff and satisfied students
  – Financially sound
  – Producing a significant economic impact
  – In the Russell Group/Top 200 Universities in the world
Our challenges....

• We need to address **2 critical issues** while continuing to build on excellence in **2 of our key strengths**

• The 2 critical issues are:
  - Our, at best, “lumpy” research performance **and**
  - Our external profile and reputation

• Only by addressing these 2 issues can we continue to deliver on our “strengths” of Teaching and Societal Impact and achieve true global impact
Developing a refreshed Vision

• What are the external/internal challenges to our current vision and how might we address them?
• Our vision needs to be clear on the “Why” we do what we do
• Needs to be distinctive
Vision 2021

• “A world class civic university” which is:

  • “A civic university with a global reputation for academic excellence”

• Challenges to “civic”
  – External
  – Internal
We accept that being a “civic” university is now one of every university’s three core functions along with research and education.

We omit it from our vision statement and use something like:

“To transform society in our places and the world”

Explains the “Why”

Other wording being tested internally/externally
Creating a distinctive vision.....?

- Derives from **three distinct elements:**
  
  (a) Our disciplinary strengths (in R+T) **and** our interdisciplinary working (e.g. Dentistry, Geography – QS World top 50)
  
  (b) The “Grand” Societal Challenges we focus on **AND:**
  
  (c) The *nature and extent* of the societal engagement of our research and teaching
• Use our refreshed vision and distinctiveness to develop a well defined “brand” with an accompanying narrative

• Increase our internal marketing capacity and engage with external HE brand consultants

• Huge opportunities around Freedom City, the Great Exhibition of the North and Science Central
Refreshed mission statement?

- *Research & Innovation for discovery and impact* – catalysing transformative research within and between disciplines
- *Education for life* – engaging, challenging and supporting students to discover and fulfill their potential
- *Engage for societal transformation* – engage with society at the global and local level to make it healthier and stronger
Draft strategy structure

Our vision is to transform society, in our places and the world

- Excellence, ambition and aspiration
- Diversity and inclusivity
- Trust, integrity and respect
- Social responsibility

Creating inspiring places

- Education for Life
- Research and Innovation for Discovery and Impact
- Engagement for Societal Transformation

Influencing globally

Guiding principles
- Partnership
- Innovation
- Interdisciplinarity

Enabling strategies
- People
- Infrastructure
- Sustainability
- Effectiveness

Vision and Values

Priorities / Objectives

Principles and Enablers
Our challenge: How to retain this......

What three words describe your institution best, as it is now (not what you would like it to be in the future)?
While becoming more like this...

If there were three words that you wished applied to your institution but don't, what would they be?
Draft strategy structure

Our vision is to transform society, in our places and the world

- Excellence, ambition and aspiration
- Diversity and inclusivity
- Trust, integrity and respect
- Social responsibility

Creating inspiring places

- Education for Life
- Research and Innovation for Discovery and Impact
- Engagement for Societal Transformation

Influencing globally

Guiding principles
- Partnership
- Innovation
- Interdisciplinarity

Enabling strategies
- People
- Infrastructure
- Sustainability
- Effectiveness

Vision and Values

Priorities / Objectives

Principles and Enablers
Research Strategy

Mission

• Research & Innovation for discovery and impact – catalysing transformative research within and between disciplines

Aims

• To nurture excellent research and innovation that expands fundamental knowledge, addresses unmet societal needs, creates wealth, and/or promotes health & wellbeing
• To equip people at all career stages with the skills to contribute to research and development in the academic, commercial, public and VSCE sectors
• To foster inter-disciplinary approaches and partnerships with external agencies that extend the reach and impact of our research
Research Strategy Pillars

- Giving people freedom & opportunity to succeed
- Visibly leading where our research is strong
- Imagining solutions to unmet needs
- Working together to harness our resources
Our vision is to transform society, in our places and the world

- Excellence, ambition and aspiration
- Diversity and inclusivity
- Trust, integrity and respect
- Social responsibility

Creating inspiring places

Education for Life

Research and Innovation for Discovery and Impact

Engagement for Societal Transformation

Guiding principles
- Partnership
- Innovation
- Interdisciplinarity

Enabling strategies
- People
- Infrastructure
- Sustainability
- Effectiveness

Vision and Values

Priorities / Objectives

Principles and Enablers
Education Strategy

Mission

• Education for life – engaging, challenging and supporting students to discover and fulfil their potential

Aims

• To provide an outstanding educational experience rooted in strong disciplines and enhanced by a broad range of experiences
• To inspire, challenge, support and care for our students
• To provide an inclusive and collaborative international learning community
Education Strategy: 4 Pillars

- Adopting and developing approaches to education which actively engage students in their learning
- A research intensive environment that adds value to the education of all students at all stages
- An educational experience supported and enhanced by technology
- Developing students as the whole person, preparing them to flourish for futures we can’t predict
Draft strategy structure

Our vision is to transform society, in our places and the world

- Excellence, ambition and aspiration
- Diversity and inclusivity
- Trust, integrity and respect
- Social responsibility

Creating inspiring places

- Education for Life
- Research and Innovation for Discovery and Impact
- Engagement for Societal Transformation

Influencing globally

Guiding principles
- Partnership
- Innovation
- Interdisciplinarity

Enabling strategies
- People
- Infrastructure
- Sustainability
- Effectiveness

Vision and Values

Priorities / Objectives

Principles and Enablers
Engagement Strategy

Mission
• Engagement for societal transformation to make a difference locally, nationally and internationally.

Aims
• Engage with private, public and voluntary employers, locally and internationally to support the education for life mission
• Develop collaborations with a range of sectors to support the transformational research mission
• Make a tangible impact on the regional and national economy through our contribution to the UK industrial strategy
• Equip academic and professional staff to address some of the policy challenges facing local, national and international governments.
Engagement Strategy Pillars

- Focussed, coordinated and prioritised approach to long-term partnerships
- Support the development of networks and skills to engage with policy agendas
- Easy two way exchange with business, government and VSCE sectors
- Develop solutions to some of society’s “grand” challenges
Our Grand Societal Challenges?

- **Ageing**: led by the Institute for Ageing
- **Social justice**: led by the Institute for Social Renewal (*MLK, Freedom City*)
- **Energy**: led by the Sustainability Institute (*affordable, reliable, sustainable energy*)
- **Cities/urban**
- **The skills shortage**
Draft strategy structure

Our vision is to transform society, in our places and the world

Excellence, ambition and aspiration
Diversity and inclusivity
Trust, integrity and respect
Social responsibility

Creating inspiring places

Education for Life
Research and Innovation for Discovery and Impact
Engagement for Societal Transformation

Influencing globally

Guiding principles
Partnership | Innovation | Interdisciplinarity

Enabling strategies
People | Infrastructure | Sustainability | Effectiveness

Vision and Values

Priorities / Objectives

Principles and Enablers
Mission

• Increase our international profile by considering internationalisation in all that we do

Aims

• Foster an environment that places international ambition and activities as central to our everyday way of thinking and working
• Provide the level of quality of experience that attracts exceptional international students and staff from around the world.
International Strategy Pillars

Develop staff and student opportunities that inspire excellence, ambition and innovation

Maximize the impact of our branch campuses

Strong and supported international networks/partnerships

Support research and education that meet international needs.
Draft strategy structure

Our vision is to transform society, in our places and the world

- Excellence, ambition and aspiration
- Diversity and inclusivity
- Trust, integrity and respect
- Social responsibility

Creating inspiring places

- Education for Life
- Research and Innovation for Discovery and Impact
- Engagement for Societal Transformation

Influencing globally

Guiding principles
- Partnership
- Innovation
- Interdisciplinarity

Enabling strategies
- People
- Infrastructure
- Sustainability
- Effectiveness

Vision and Values

Priorities / Objectives

Principles and Enablers
Place Strategy

Mission

• Impact the economy, health, social and cultural richness of the places in which we operate

Aims

• Help industry and business in every way we can to ensure a healthy economy
• Be a good partner for local government, voluntary, social, community enterprises and cultural organisations
• Ensure our education and training is accessible and meets the needs of the places in which we operate
• Contribute to the vibrancy and well-being of the places in which we operate
Place Strategy Pillars

- Prioritise/lead some cross-sectoral collaborations that benefit our local communities

- Target some of our research to tackle place-based challenges and opportunities

- Establish the “Newcastle Programme” of collaborating with industry

- Target CPD and degree level apprenticeships to the local “skills gap”
Our vision is to transform society, in our places and the world

Excellence, ambition and aspiration
Diversity and inclusivity
Trust, integrity and respect
Social responsibility

Creating inspiring places

Education for Life
Research and Innovation for Discovery and Impact
Engagement for Societal Transformation

Influencing globally

Guiding principles
- Partnership
- Innovation
- Interdisciplinarity

Enabling strategies
- People
- Infrastructure
- Sustainability
- Effectiveness

Vision and Values

Priorities / Objectives

Principles and Enablers
Next steps

- Aim to present principles of revised strategy to Council/Senate in October
- Working groups based on University committees (where they exist) to build on the “pillars” and develop SMART Objectives, KPIs and Targets
- Improve marketing capacity and continue work with Knowledge Partnership to develop our “brand”
- Further staff/student participation early 2018
- Launch full strategy Spring 2018