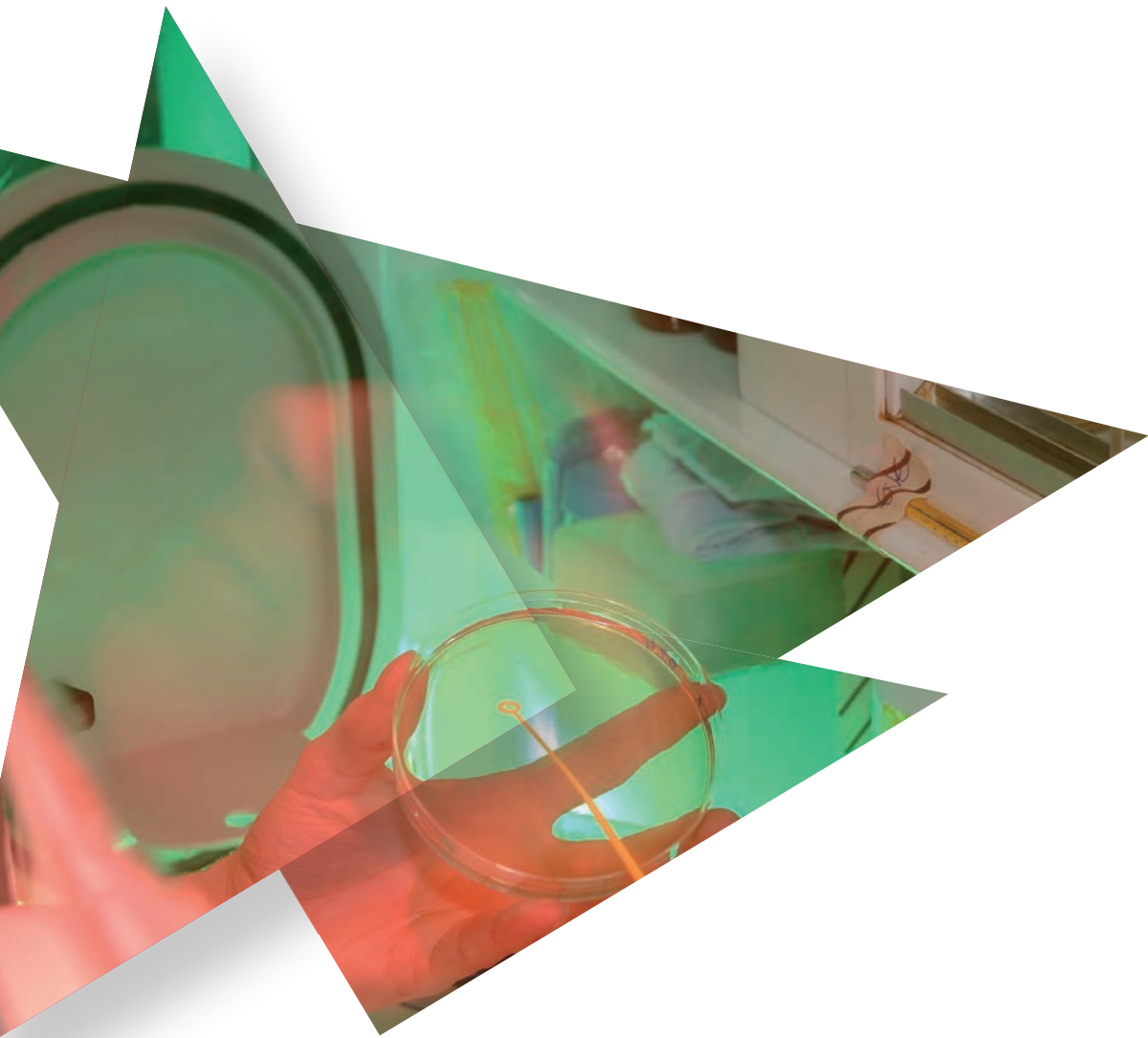




**STRATEGY**  
2009 - 2015



## Vision, Mission and Values

Our vision is that by 2015 we will be established as one of the leading, modern professional universities in the United Kingdom. We will have an international reputation for the employability of our graduates and for expertise which can be used directly to enhance the lives and prospects of people and their communities.

Our mission is to provide socially, culturally and economically relevant higher education to people who can benefit from it and to support student achievement. We will make available the product of our research and scholarship to businesses and organisations which are able to use our intellectual capital to become more effective and successful. We will do this without regard to social and cultural barriers and boundaries and will serve all of the communities we touch.

We will value creativity and innovation in the pursuit of excellence. We will value the potential of every person. We will be accessible and flexible to deliver a high quality student experience to the widest possible range of students: to enhance learning, build confidence and create opportunity. We will value the skill and expertise of our staff and will support and reward their contribution to our success. We will value responsiveness and will be demand-led and customer-focussed. We will value partnership and will form strong and enduring collaborations where we can achieve more by working with others than we can alone.



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## Context

Since our Strategic Plan for 2004 - 2010 was published the University has grown in size and reputation. We are recognised in Scotland and internationally for our highly employable graduates; our excellent applied research; our sector-leading collaborative approach to knowledge transfer; and our success as a major provider of international higher education.

Sound financial management has contributed to our achievement and has allowed us to invest in our staff, our facilities and in innovative approaches to delivering, supporting and enhancing learning.

During this time public funding for higher education in Scotland grew significantly in real terms; public policy was supportive of the university's objectives and there was a buoyant international market for higher education.

Public policy continues to be supportive. The University's focus on providing employable

graduates and creating knowledge which can be applied by business contributes to the Scottish Government's single purpose of increasing economic growth. Our commitment to improving knowledge transfer to small and medium sized enterprises; to working with Colleges to make it easier for people to access and move through tertiary education; to providing flexible and work-based learning; and to promoting Scotland overseas through our international activities are firmly in sympathy with Scottish and UK Government priorities.

However, the early period of this Strategy coincides with a deep recession in the UK and many other countries. Demand for higher education may be affected in ways which are difficult to predict. That will be true during the recession, when unemployment levels, availability of credit and exchange rate movements will be important market forces. It will be true when the recession ends, when the economy may look rather different in terms of the countries and industry sectors which recover fastest and we must be prepared to

anticipate and respond to shifts in demand for higher education which result. We know that increased UK Government borrowing during the recession will place severe pressure on UK public spending from 2010/11 onwards. We may be affected by further divergence of funding policy between Scotland and the rest of the UK through further evolution of the devolution settlement and the prospect of the cap on top-up fees in England being lifted. We may be affected by the projected decline in the numbers of Scottish School leavers - a significant minority of the University's intake.

We know that in the next six years, managing our resources and ensuring that we retain the ability to invest in our teaching and research will be much more challenging than it has been in the recent past.



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## Strategic Direction

In 2008/09 the University conducted a major Strategic Review. This provided an opportunity for deep analysis and reflection on our strengths and weaknesses reflected in our achievement since 2004 as well as the implications of external change for our priorities looking forward to 2015. The Review focussed on how we can build on our successes to, for example, increase the demand for our courses and increase the proportion of our students who graduate with their desired qualification. It also focussed on how we can address areas where we have been less successful, for example, to increase our income from non-exchequer, commercial sources. The Review has reaffirmed much of the broad strategic direction in our 2004 - 2010 Strategic Plan but has also highlighted new approaches and actions we can take, particularly to become more responsive and flexible in the period ahead.

We have concluded that in order to achieve our vision to become established as one of the leading, modern professional universities in the United Kingdom we must continue to grow our student numbers and our turnover and we will set stretching targets for growth. We will grow through building on our strengths, our international reputation and the strong brand we are creating around our name and association with the City of Edinburgh. Our growth must be underpinned by a commitment to efficiency and enhancing

our own effectiveness; to driving out unnecessary costs and increasing our ability to respond quickly to changes in demand.

Edinburgh Napier University will be a larger, more resilient and sustainable university by 2015.

## Strategic Objectives

### 1. To be academically excellent

We will ensure that our academic portfolio develops responsively and continues to meet the needs of learners, employers and the economy and society more widely. Informed by good market intelligence and an understanding of our strengths drawn from feedback from students and stakeholders we will ensure that our programmes are contemporary, relevant and accessible. In doing so, we will respond both to long-term trends and specific needs and opportunities.

Our academic signature will be programmes which are designed in response to demand; which foster confidence in our students; which respond to our wish to be an international University; which promote citizenship and enhance the social capital of our students; which are informed by high quality applied research; which are flexible in structure and delivery; and which respect the principle of student choice.

We will work with other organisations at home and overseas to ensure that we are engaged

with new developments in pedagogy, to draw on and share best practice and to make our programmes more widely accessible through transparent articulation routes and off-campus delivery. In particular, we will work collaboratively and strategically with Scotland's Colleges to contribute to the vision of "one system" providing coherence and continuity for all those progressing through tertiary education.

We will engage stakeholders in the design of our curricula and will seek external accreditation for our programmes where appropriate and will promote their quality and relevance.

Our applied research will inform our programme design and our teaching; enriching our students' understanding of societies' economic, social and cultural needs and the methods by which they are addressed.

Our academic portfolio will be continually rebalanced to meet more effectively the lifelong learning needs of prospective students in particular through tailoring our postgraduate level provision and associated Continuing Professional Development.

We will invest in our staff, in the latest technology, in pedagogical research, in our facilities and our estate to ensure that excellence, high quality and flexibility are the hallmarks of the learning experience at Edinburgh Napier University.

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## **2. To develop confident employable graduates**

We will enhance our reputation and track record for delivering high quality, professionally orientated programmes linked to high levels of graduate employment.

We will continue to develop our curriculum with a strong emphasis on creating a learning environment which maximises the employability of individuals and develops graduates who are the first choice of employers.

Our graduates will be empowered with practical skills, knowledge and understanding of the discipline they have studied and with well-founded self confidence, the ability to adapt to changing contexts, cultures and situations and an enthusiasm for continued learning.

We will develop strategies to increase the number of our students who progress through their programme of study and succeed in achieving the award and the opportunity they aspired to when they applied to Edinburgh Napier University.

We will develop physical and virtual environments where students want to spend time academically and socially. We will promote a sense of belonging underpinned by effective support and recognition of effort and will place the student experience at the heart of everything we do.

## **3. To create, exploit and transfer knowledge**

We will be committed to carrying out internationally recognised research which

is relevant to the economic, social and cultural needs of Scotland and through which we can deepen our international partnerships.

We will build on our strong track record of transferring knowledge to business and society and aim to become a main provider and conduit for knowledge transfer and knowledge exchange with a particular emphasis on supporting the Small and Medium Sized Enterprise sector.

We will ensure that our excellent applied research and expertise translates into deliverables which have a measurable cultural, social or economic impact and benefit in Scotland and in other countries where we identify potential applications and benefits. This will include the application of our research to enhancing the quality of teaching in the University.

Our strategy will embrace all forms of commercial knowledge exchange including the exploitation of intellectual property, consultancy, cultural engagement, educational services including continuing professional development and accreditation of training as well as business development and support.

We will encourage and support staff to undertake relevant research and commercial activity, including consultancy, educational services and commercialisation of intellectual property, and will focus our investment in these activities where it will have maximum impact.

Our strategy will be underpinned by effective relationship building and relationship management across all of the University's external interfaces.

## **4. To be an international university**

We will build on our strong track record in recruiting international students and in developing mutually beneficial and enduring relationships with partner institutions overseas through which we are able to make Edinburgh Napier's programmes more widely available and from which we recruit many of our international students. We will expand our presence overseas and the range of programmes we deliver overseas.

We will build strong international relationships through our research and will internationalise our approach to knowledge transfer. We will transfer our expertise to individuals and organisations overseas through an expanded range of continuing professional development opportunities.

We will develop from being a university which is successful and highly regarded internationally to become a truly international university; integrating an international and intercultural dimension into our mission and across all of our policies and strategies.

We will broaden the geographical base of our international activities and continue to build a more culturally diverse university community. We will embed internationalisation in the

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curriculum and actively promote overseas study to our home-based students.

We will encourage staff exchanges with overseas institutions to promote the cross-fertilisation and integration of ideas and experiences in teaching and research.

Our increasingly comprehensive and holistic approach to internationalisation will be a differentiating feature of this university in the period to 2015.

#### **5. To be a preferred partner**

Edinburgh Napier University has developed significantly through building effective partnerships. We collaborate with Colleges in promoting wider access to Higher Education and the development of articulation routes. We collaborate with governments and overseas institutions in the development of our international strategy. We collaborate with business in programme development and in the creation and transfer of knowledge.

We recognise that we can achieve more through collaboration and partnership than we can alone. Our commitment is to long-term, deep collaboration which is based on mutual respect, parity of esteem and shared interest and benefit. We will be a preferred partner in all aspects of our business. We will be the university who others, including individuals, schools, colleges, universities, communities, businesses and governments, choose to work with, in their own interests and to mutual advantage. We will

work to develop a highly professional approach to relationship management across all of our activities.

#### **6. To achieve the highest organisational standards**

We will set high standards of service provision to our students and customers and will build an organisational culture which is open, accessible and customer focussed.

We will be an employer of choice in the higher education sector and will attract, motivate and retain high quality staff with the skills and knowledge to deliver our vision. We will demonstrate our commitment to our staff through the reward package we offer, through our professional approach to career development and performance management, through effective communication and investment in the working environment. We will achieve Investors in People Gold status by 2015.

We will be a responsible business, committed to growing sustainably, to reducing the adverse impacts of our business on the environment through reducing waste and energy use and other measures.

We will manage our resources efficiently, effectively and sustainably. We will ensure that our management is empowered to direct resources and determine priorities based on sound management information and market intelligence. We will diversify our sources of

income and grow the proportion of our income from private and commercial sources. We will reduce costs and increase efficiency wherever appropriate to maximise our ability to invest in improving our students' learning environment and our capacity to create, transfer and exploit knowledge.

We will be a good neighbour and will engage with the communities in which we work and will co-operate with them for our mutual benefit.

## **Implementation and Review**

Edinburgh Napier University's Corporate Plan sets out our detailed objectives and associated plans and targets through which this Strategy will be implemented. The Corporate Plan will be reviewed and updated annually in the light of achievement and current external circumstances. We will ensure that this Strategy is effectively disseminated within the University and communicated to our customers and stakeholders.



