



**CITY**  
UNIVERSITY OF LONDON  
— EST 1894 —

Academic excellence for  
business and the professions

# Working towards our **vision**

Strategy 2026

“What City does day in, day out, year in and year out is to transform the lives of around 20,000 students, create new knowledge, support business and the professions and contribute to the global good of society.”

Professor Sir Paul Curran  
President  
City, University of London

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# Foreword

It is a privilege to be presenting City, University of London's *Vision & Strategy 2026* as we take the historic step of joining the University of London and embark on a path of quality, growth where possible and partnership.

Leading our great university through six years of transformation has been exhilarating. Much has changed but I am pleased to say that one thing which has and will remain constant is our fundamental purpose. What City does day in, day out, year in and year out is to:

- Transform the lives of our students;
- Create new knowledge;
- Support business and the professions;
- Contribute to the global good of society.

All of this is delivered by our dedicated academic and Professional Services staff who are guided by our five underlying values. Together, we are committed to being:

- **Ambitious** – a place where people seek new challenges and go the extra mile to achieve the strategic priorities set out in *Vision & Strategy 2026* through the implementation of their School or Professional Service Strategic Plan;
- **Collaborative** – a place where successes are shared and problems are solved by working together for the common good;
- **A Community** – a place where people have pride in their institution, are respectful, know and are concerned for each other;
- **Diverse & inclusive** – a place where diversity is a strength and inclusiveness is promoted proactively, with an initial focus on gender equality as City's most pressing challenge;
- **Organisationally self-confident** – a place that knows its strengths and is open about and strives to address its weaknesses.

During the next ten years we will maintain our traditional purpose and will both increase the quality of all we do and grow (i.e., become 'better' and 'bigger') in ways set out in this *Vision & Strategy*, while increasing our emphasis on people and partnership within and beyond City.

Working together, we will:

- Build on the **quality ('better')** focus of the *Strategic Plan 2012 to 2016*, maintaining City's current upwards trajectory in research intensity, research quality, education quality and student experience;
- Achieve **growth ('bigger')** where possible in a way which maintains or increases quality. Over the next five years, growth will be achieved vertically where existing subjects have momentum and horizontally where City's existing strengths can be leveraged through new and joint degrees and shared pathways. Growth in student numbers will be accompanied by growth in research and enterprise income, reflecting both the breadth and impact of our research;
- Leverage **partnership** working internationally, within London and through the University of London.

We began the development of this *Vision & Strategy 2026* by engaging with staff, students and stakeholders back in mid-2015 and have revisited and thoroughly tested the underlying assumptions following the outcome of the EU referendum. Undoubtedly implementation of the *Vision & Strategy 2026* will require even greater agility from City than it has shown over the past five years. City's great internationalism and its London location will be enormous strengths during the uncertain times to come.

Looking back to 2011, when we set to work on the *Strategic Plan 2012 to 2016*, City aspired to be the only university in London both committed to academic excellence and focused on business and the professions. At that time, the need for change, the urgency of that change and fortunately, its direction were very clear. We defined where we were in terms of quantitative indicators, decided where we wanted to be and swiftly developed and implemented our *Strategic Plan 2012 to 2016* to take us there. This involved investment in outstanding academic staff from around the world; revitalisation of our estate; renewal of our infrastructure; and changes to our ways of working.

Thanks to our academic and Professional Services staff who have made this difficult journey, the effects of these changes are now evident. The satisfaction of our undergraduate students and our research grant and contract income have never been higher. The quality of our estate has never been better: for example, in 2015 we opened the largest student sports facility in central London, hot on the heels of several refurbished buildings and six innovative underground lecture theatres.

Our most significant achievements have been doubling the proportion of our academic staff undertaking world-leading or internationally excellent research and increasing the satisfaction of our students by more than any other university in the country, while moving into financial surplus.

Looking ahead, City's future is inextricably bound to the prospects for London as a great global City, whatever our future relationship with the EU at national level and the networking of London-based institutions offers great potential. The tremendous strength of London as a centre for higher education is not fully realised and City joining in partnership with the University of London marks a significant milestone in that continuing journey.

Following the outcome of the EU referendum we know the external environment will change over the next five to ten years far more rapidly than it has over the period of our *Strategic Plan 2012 to 2016*. City's students, staff and stakeholders were more than equal to those challenges and I have every confidence that we will achieve even greater success over the coming decade.

Achieving the outcomes set out in this *Vision & Strategy 2026* will position City well within the top 300 universities in the world and the top thirty in the country.



**Professor Sir Paul Curran**  
President  
City, University of London



# Vision

City, University of London: A leading global university committed to academic excellence, focused on business and the professions and located in the heart of London.



# Our new chapter

2016 is a significant milestone in City's long and proud history and marks 50 years since we were granted a Royal Charter and City University London came into existence, with the objective to 'advance knowledge, wisdom and understanding by teaching, research and professional training, particularly in science and technology'.

2016 is also the year that City joined the University of London, marking a significant and exciting new chapter in our history. It is a major opportunity but also a signal of how far we have come as an institution historically and in more recent years, through implementing our *Strategic Plan 2012 to 2016*. We will retain our historic strengths, professional credibility and deep-rooted City of London heritage while we strengthen our international profile and expand our research and education capabilities in the ways set out in this *Vision & Strategy 2026*.

Of all our achievements though, perhaps the most challenging has been to enhance our academic performance while moving into surplus after seven years in deficit. Significantly we have doubled the proportion of our academic staff undertaking world-leading or internationally excellent research and increased the satisfaction of our students by more than any other university in the country.

It is clear that City is still on a transformational journey but real progress has been made over the past six years and implementing the *Strategic Plan 2012 to 2016* has created a strong platform for the next stage. Looking ahead, the fact that investment has been funded without recourse to market borrowing places City within a very small group of UK universities with the capacity to raise significant investment funding. That opens tremendous opportunities for the next five to ten years but also carries greater risks and makes the need for sound financial performance an imperative.

This *Vision & Strategy 2026* will provide continuity with the *Vision 2016* and reaffirms our:

- Continuing commitment to academic excellence
- Focus on business and the professions
- Location in the heart of London.

To build on our position as the only Higher Education institution in London committed to academic excellence for business and the professions will require focus and dedication. City's academic strength comes through its distinctive Schools and our approach relies on us continuing to deliver outstanding education and research through our School Strategic Plans. Our shared Vision is designed to enable City's Schools to succeed.



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City became an independent member of the University of London on 1<sup>st</sup> September 2016



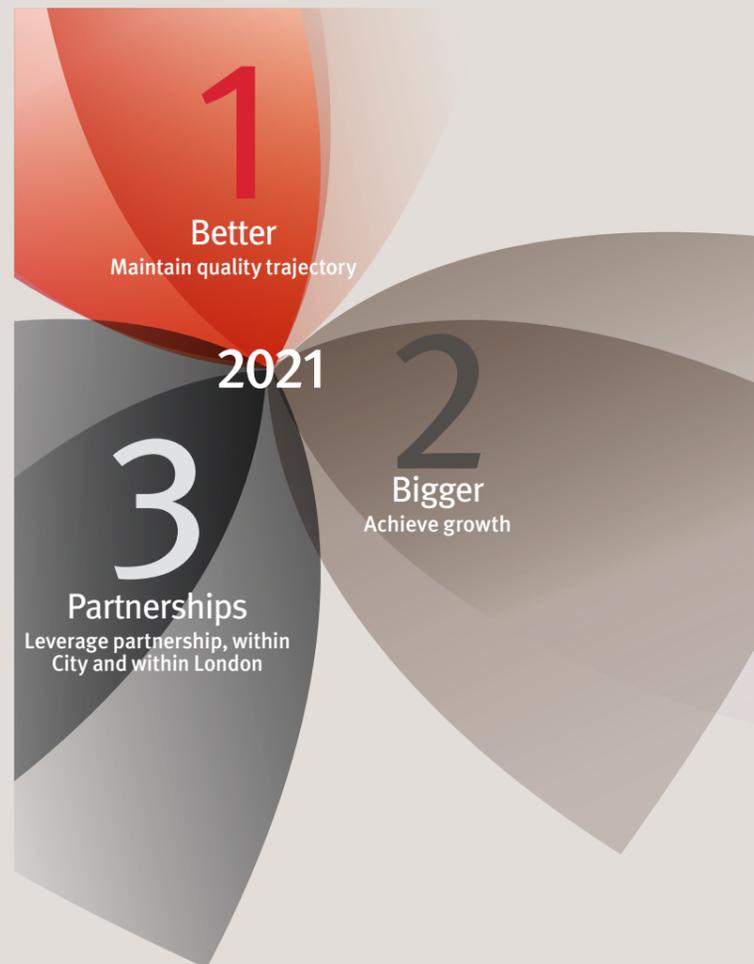
# Strategy

Working together, we will retain our unwavering focus on quality, grow where we can maintain our quality and build on our partnerships within City, within London and across the world.



# Our Strategy

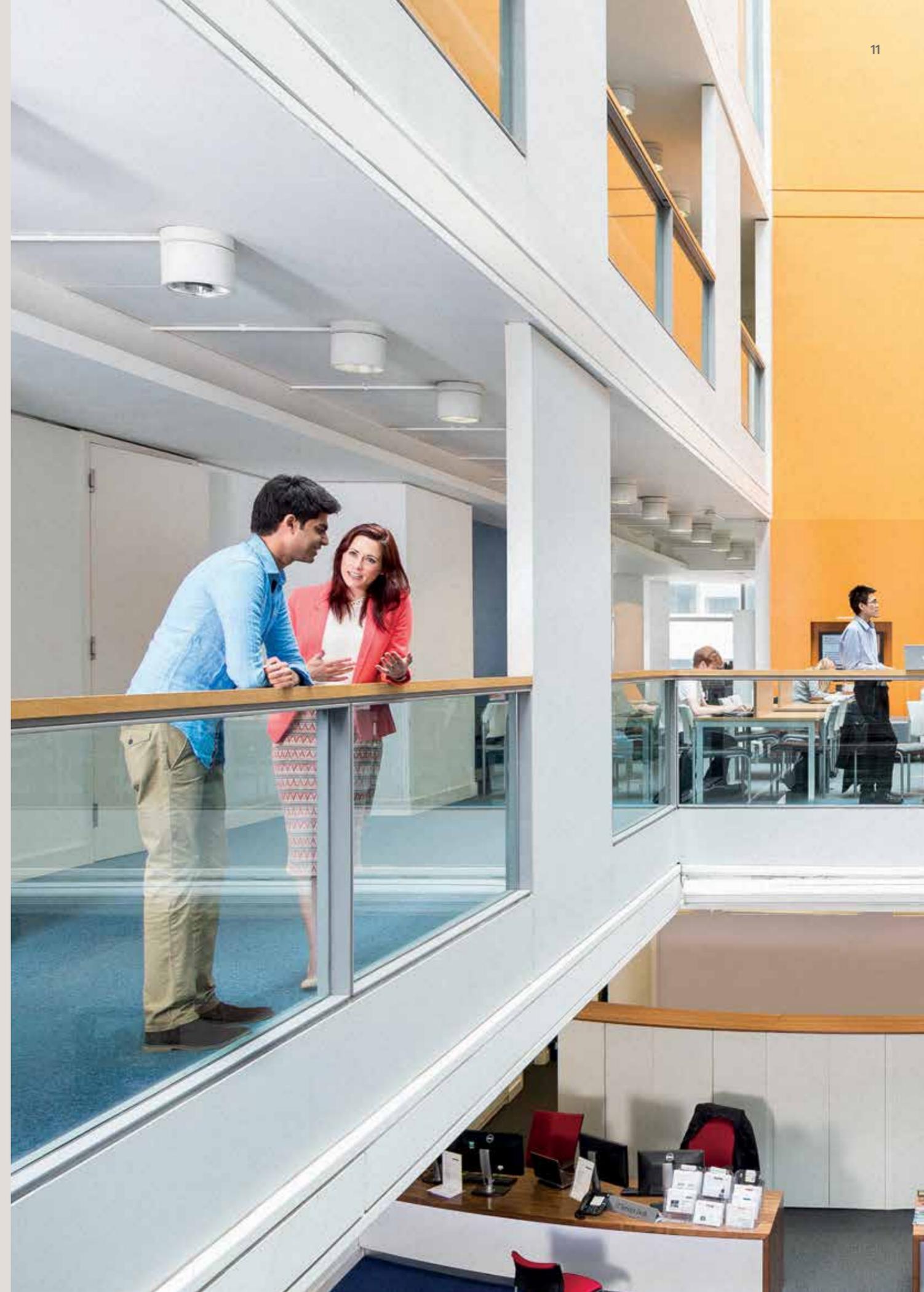
## How we will work towards our Vision



Achieving the Vision is based on three strategic priorities:

- 1 Maintain quality trajectory ('better').** Build on the quality focus of the *Strategic Plan 2012 to 2016* and maintain City's current upwards trajectory in research intensity, research quality, education quality and student experience more widely. Further improving quality will remain vital to our success and is what drives the people who work at City and attracts the students whose lives will be enhanced through their time here. City also plans to grow, with a firm guiding principle of 'quality-constrained growth', growing while maintaining or increasing quality.
- 2 Achieve growth ('bigger')** in a way which maintains quality. Growth is important to achieve the critical mass necessary for both research excellence and educational experience and effectiveness. Critical mass can result in improved quality without significant increases in costs (through economies of scale). Over the next five years growth will come vertically for existing subjects that have momentum and horizontally, where City's existing strengths can be leveraged through new and joint degrees or shared pathways and through improved student retention. Growth in student numbers will be accompanied by growth in research and enterprise income as City builds further on its internationalism and seeks a wider range of income sources.
- 3 Leverage partnerships** within City, within London (including through the University of London) and internationally with the aim of making us far more connected.

These strategic priorities will guide City's activity over the next five years and will be made operational through the Education & Student Strategy, Research & Enterprise Strategy, Internationalisation Strategy, People Strategy, School and Professional Service Strategic Plans and, ultimately, people's individual objectives reviewed as part of the annual appraisal round.



# Our strategic priorities

## Maintain quality trajectory ('better')

City is a unique combination of being both 'research intensive' and 'student centred' and, for that reason, a vital part of academic excellence is student satisfaction led by the experience our students have while they are studying at City and as *alumni*.

We achieved both and they were central to delivering City's *Vision 2016*, which had academic excellence at its heart. The outcome of the last Research Excellence Framework in 2014 ('REF2014') confirmed City as an institution with research intensity. City's performance in the National Student Survey over the period has shown that, with clarity and focus, a central London location is no barrier to increasing student satisfaction.

This all demonstrates that the Virtuous Circle, driven by academic excellence in research, education and student experience, which underpinned the *Strategic Plan 2012 to 2016* remains valid.

Research trends show a widening gap between newer institutions with areas of high quality research and more traditional, research intensive universities and colleges with high quality research in most of their disciplines. While City has taken some steps towards research intensity, it is vital from the perspective of our reputation and the contribution we can make to wider society that City keeps pace with the research intensive universities and colleges that are now among our peer group. That means a focus on research intensity *and* research quality.

Taking the measure of the proportion of academic staff producing 4\* or 3\* (world-leading or internationally excellent) research, our plan is for at least 60% of our total academic staff to reach that threshold, primarily through the development of existing staff and proactive recruitment which leverages City's reputation for research excellence. This move from 40% to at least 60% will ensure that, for the first time in our history, the majority of our academic staff will be producing 4\* and 3\* research. This is a major step but it is half the move we have made already within the period of the *Strategic Plan 2012 to 2016*.

Lord Stern's independent review of the process for assessing university research and allocating public funding is likely to have a profound impact on the next REF. City's approach to the REF is focused on the key measure of intensity (4\* or 3\*) and seeks to encourage the creation of new knowledge in line with Lord Stern's recommendations. City's Research & Enterprise Strategy is where our approach to the crucial question of impact is set out in greater detail, including the widening and deepening of impact to include public engagement, culture and pedagogy. City will broaden as well as deepen its research by the time of REF2021 in line with the Research Academic Output KPI in the *Vision & Strategy 2026* and the measures of success that are set out in the Research & Enterprise Strategy.

Coupled with a focus on significantly increasing research quality (4\*), this will complete the journey begun by City in 2010. Partnership working, notably through membership of the University of London, will accelerate our improvement through opportunities to collaborate and will further enhance our research culture. Opportunities for partnership will increase as our quality increases.

City is a unique combination of being both 'research intensive' and 'student centred' and, for that reason, a vital part of academic excellence is student satisfaction led by the experience our students have while they are studying at City and as *alumni*. City has made tremendous progress with student satisfaction and we now have the most satisfied university students in London. It is important to maintain this enviable position and to focus on the wider areas of student experience that are distinctive to City given its focus on business and the professions. City's Education & Student Strategy is the roadmap that lays out the direction of travel for:

- Curriculum and embedded employability;
- Student opportunity and community;
- Student support;
- Supporting and enabling staff to enhance the student experience.

City moved up to

**15<sup>th</sup>** in the *Times* and *Sunday Times* University League Tables 2017 for **employability**

**"In the *Strategic Plan 2012 to 2016* we committed to double the proportion of our staff producing world-leading or internationally excellent research and improve the satisfaction of our undergraduate students so that we moved from the lowest 20% to the top 40% of UK universities."**

Within these strands of work, areas of prime importance for the experience of our students are progression, completion and employability, all of which have the potential to improve significantly in some academic disciplines. Better progression and completion rates will be achieved by suitably designed help, support and encouragement of students both during and after studies.

City moved up to 15<sup>th</sup> in the *Times* and *Sunday Times* University League Tables 2017 for employability and aspires to maintain its position relative to the sector over the life of *Vision & Strategy 2026*. City already does a significant amount to prepare its students for the workplace, including for example, through an employability module in The City Law School curriculum. Embedding employability in this way and in internships and placements is where City will significantly enhance its offer to students over the next five years in the highly competitive higher education sector and labour markets.

# Our strategic priorities

## Achieve growth ('bigger')

Given City's Vision that places research and educational excellence at its heart, the approach to growth will be constrained by the need to attract academically able students, with the broad aim of increasing the student intake with ABB+ at 'A' level or equivalent.

The practical implication of growth as a strategic priority is that the shape of City could change. Cass Business School and The City Law School arguably have the greatest growth potential whereas some parts of the School of Mathematics, Computer Science & Engineering are planning quality-constrained contraction which will see fewer programmes attracting more able students who complete their programmes and move into well-paid employment. The School of Arts & Social Sciences has plans to develop its portfolio around English, Geography and History. The School of Health Sciences is considering its portfolio in relation to the Government's community health agenda and other disciplines but will hold steady for the foreseeable future.

Growth over the next five years will come predominantly from new programmes with a distinctive City flavour. They will combine academic rigour and research inspiration with a practical application that equips students for the workplace and reflects City's close historic relationship with business and the professions. It is an exciting combination both for City and for those we serve.

Modularisation will increase the flexibility of City's programmes in line with market demand. The space requirements and wider transformation plans for Law and Cass in particular, are a significant part of the Financial & Investment Plan and present powerful opportunities for new ways of delivering education to enhance further the experiences of students and staff over the next five to ten years.

**"New programmes will combine academic rigour and research inspiration with a practical application that equips students for the workplace and reflects City's close historic relationship with business and the professions."**

'Bigger' as well as 'better' will characterise City's targeted performance in the anticipated Research Excellence Framework 2021 ('REF2021'). The final shape of the REF2021 Units of Assessment is unlikely to be known until 2018 at the earliest but City's clear aim will be to increase the breadth of its research in, for example:

- Built Environment and Planning
- Geography
- English Language
- History
- Politics.

Other areas for future research development may include Public Health, Health Services and Primary Care as well as the Units of Assessment that covered the different engineering disciplines in REF2014. In addition to new Units of Assessment, City will also be 'bigger' in terms of its REF2021 outputs, impact and environment.

Impact is likely to carry even more significance in REF2021 than it did in the previous exercise. This will be measured through impact case studies which will need to be clear, evidenced and auditable. City submitted 49 impact case studies to REF2014 and it aims to be in a position to submit an additional five to ten in the next REF. The new impact case studies will probably form the major component of the qualitative part of REF2021 according to the latest indications from HEFCE. City will demonstrate its increasingly vibrant research environment through the number and quality of its PhD students and by continuing to increase Research Grants and Contracts income.

City submitted

# 49

impact case studies

to Research Excellence Framework 2014 and it aims to be in a position to submit an additional five to ten in the next REF.



# Our strategic priorities

## Leverage partnership working

City's strategic priorities of 'better' and 'bigger' are highly dependent on its third strategic priority to leverage partnerships internationally, within London and through the University of London. City will nurture its existing partnerships and seek new ones, including across the private sector and the business community where we already have a significant profile through Capital Enterprise and the Local Enterprise Partnership.

City's students and staff make it one of the most international universities in the world and over the next ten years through our Internationalisation Strategy's thematic strands we have the following goals:

- To provide an educational experience that equips students with the knowledge, skills and attributes to be employable globally and to have a positive impact on the world;
- To ensure that City continues to attract a diverse and high quality student body and that its programmes are accessible to a wide range of international students;
- To enhance the quality and global impact of research and enterprise activities such that they contribute to society and City's global standing;
- To support the development of a global community that benefits from and contributes to City's international standing.

These goals will be supported by the enabling strands of Partnerships, Physical Presence, People and Profile, which are set out in the Internationalisation Strategy.

The Internationalisation Strategy also sets out 12 strategic objectives that include extending the range of opportunities through which students can develop global competencies through international study and work experience in international settings. It also commits City to develop international linkages to support the development of world class research.

## 'One City'

underpins the achievement of academic excellence by facilitating joint undergraduate and postgraduate taught programmes and joint research and PhDs.



While the Internationalisation Strategy sets out the long term approach, the key areas of focus for the first year will be developing a more comprehensive understanding of the level and range of City's current international activities, with a view to having in place the processes, infrastructure and capacity to support the approach. We also aim to deliver a select number of new activities as a means of raising the profile of the new strategic approach externally and internationalisation within City.

Partnership is also and importantly about seizing the opportunity of our enhanced quality, stronger ambition and brand-strengthening through membership of the University of London. This will enhance student recruitment (quality and quantity), encourage greater involvement in Doctoral Training Centres and offer the potential for future engagement with the University of London's International Programme.

Partnership more generally within City is about continuing with the 'One City' trajectory in terms of the way we do things and our underpinning processes and procedures, which means adopting a common approach where it makes sense to do so. But 'One City' is not only about working together for reasons of efficiency and effectiveness, although these are both important in a competitive environment. It is also strongly linked to the increased sense of community that we want to create and live day-to-day through our five values. 'One City' underpins the achievement of academic excellence by facilitating joint undergraduate and postgraduate taught programmes and joint research and PhDs.

**"The key areas of focus for the first year will be developing a more comprehensive understanding of the level and range of City's current international activities, with a view to having in place the processes, infrastructure and capacity to support the approach."**

# Our strategic priorities

## Living the values

The desire for a renewed emphasis on staff engagement, valuing and supporting over 2,000 people who work at City and have been key to City's tremendous transformation over the past six years, was the most striking message from an extensive staff engagement programme run as part of the development of this *Vision & Strategy 2026*. Valuing and supporting students and staff to give of their best will be key to City's success over the next decade.

Engagement remains challenging in a sector where the Government has signalled further change through a more transparent and dynamic market and all of this within a central London commuter university with a highly devolved structure. That is the nature of the challenge but City will continue to attract and retain outstanding people and develop their knowledge, capabilities and skills.

There are five guiding values underpinning the *Vision & Strategy 2026*. City is committed to being:

- **Ambitious** – a place where people seek new challenges and go the extra mile to achieve the strategic priorities set out in *Vision & Strategy 2026* through the implementation of their School or Professional Service Strategic Plan;
- **Collaborative** – a place where successes are shared and problems are solved by working together for the common good;
- **A Community** – a place where people have pride in their institution, are respectful, know and are concerned for each other;
- **Diverse & inclusive** – a place where diversity is a strength and inclusiveness is promoted proactively, with an initial focus on gender equality as City's most pressing challenge;
- **Organisationally self-confident** – a place that knows its strengths and is open about and strives to address its weaknesses.

Throughout the various engagement activities that have fed into *Vision & Strategy 2026*, people said they expected to see guiding values embedded eventually within the organisational culture, including through leadership behaviour, the appraisal system and as the basis for reward and recognition.

**“City has committed to implement an Organisational Development Framework to support work on the staff equality issues that form the bedrock of a diverse and inclusive institution.”**

Living these guiding values day-to-day is the responsibility of all of us at City but we recognise that some focused action is required if a change is to be achieved.

Alongside the work of the Equality Committee, many teams at City are focused on supporting staff and students to succeed in their work and studies. New priorities suggested by people who identify with protected characteristics including disability, ethnicity, faith and sexual orientation will continue to be channelled through and coordinated by the Equality Committee as it develops an Equality Strategic Plan. City has committed to implement an Organisational Development Framework to support work on the staff equality issues that form the bedrock of a diverse and inclusive institution. Leadership training is being provided, which is vital for City's future transformation in this and other areas.

City has established a Gender Equality project as an initial priority and as a step towards gender mainstreaming, City made an application for Athena SWAN bronze accreditation in November 2016. The ambition is to have all Schools achieve individual Athena SWAN awards and for City to progress to a Silver Athena SWAN Award after four years. We are focusing initially on gender equality as one of the immediate challenges but the Action Plan will bring broader benefits to people at City. In addition, the Equality Strategic Plan will include a wider range of work and other initiatives, such as the Equality Challenge Unit's Race Charter.

City will continue to attract and retain

# outstanding people

and develop their knowledge, capabilities and skills.



# Performance

## Academic Output KPIs

*Vision & Strategy 2026* has four Academic Output KPIs. These are crucial to City's success and where our high ambitions become crystallised as targets for 2021.



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*Vision & Strategy 2026* places emphasis on School Strategic Plans as the drivers of delivery, with annual planning rounds to:

- Revise targets where the external environment has changed;
- Revise project plans or method of delivery or increase our efforts where City is off target;
- Achieve efficiency savings and allocate budgets as part of 'business as usual'.

Deans are responsible for the performance of their Schools and Professional Service Directors are responsible for providing the services to support Schools and City as a whole.

*Vision & Strategy 2026* has fewer targets than the *Strategic Plan 2012 to 2016*, which had four KPIs and 29 PIs. *Vision & Strategy 2026* has four Academic Output KPIs. These are crucial to City's success and where our high ambitions become crystallised as targets for 2021. We will consider targets each year on a rolling basis, thereby extending them to 2026. In addition, we will continue to monitor other PIs and relevant data, including university league tables and rankings, through the usual management and governance reporting processes.

Academic Output KPI	Target for 2021
Student employability	Top 20 in the <i>Times</i> and <i>Sunday Times</i> University League Table
Student progression	90% average across all undergraduate programmes
Student experience	Consistently best NSS in London, top 20% in UK
Research	At least 60% of total academic staff producing 4*/3* research

This represents a significant set of challenges for the next five years and will require energy and ambition from everyone and a strong performance and accountability framework to keep us all on track.



# Planning

## Financial & Investment Plan

A key underpinning feature of the Financial & Investment Plan over the next five years is quality-constrained growth in the face of global competition for high achieving students, academic staff and research funding.



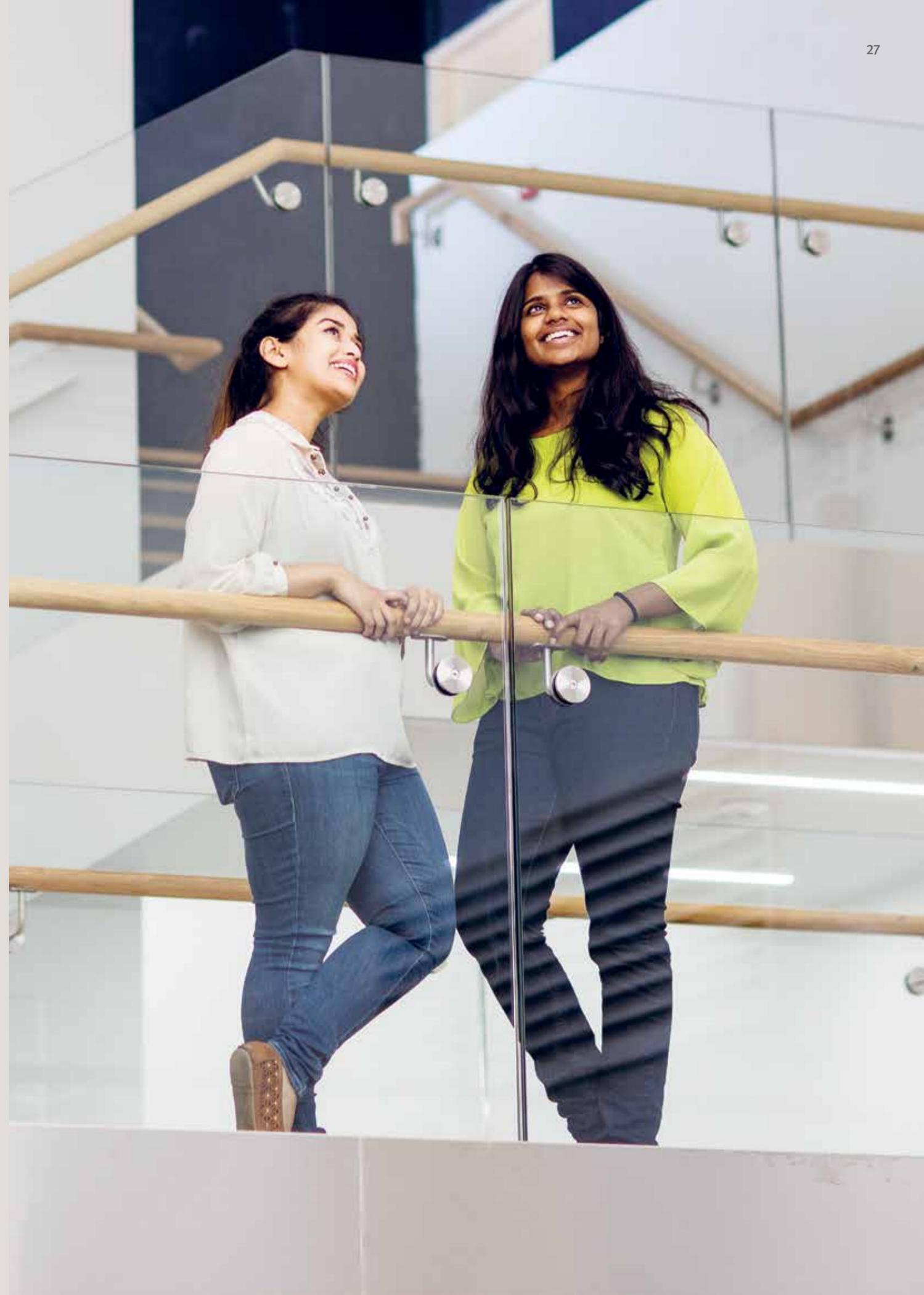
# Financial & Investment Plan

A key underpinning feature of the Financial & Investment Plan over the next five years is quality-constrained growth in the face of global competition for high achieving students, academic staff and research funding.

Nevertheless, we believe we have the chance to grow student numbers and that the UK's new place in the world will provide opportunities as well as tremendous challenges. This is important, not least because by 2020/21 City's HEFCE funding will be less than 7% of total revenues and *Vision & Strategy 2026* assumes that City will remain a publicly-funded body.

Our expectations are focused towards undergraduate growth, with more modest increases in postgraduate taught numbers. In particular, there are opportunities for growth in Cass Business School, The City Law School and the School of Arts & Social Sciences. Growth will be compatible with City's continuing commitment to academic excellence in all aspects of its activity.

In relation to financial sustainability and broader questions around the shape and nature of City within the University of London, there is also the possibility of future growth through strategic partnerships, joint ventures or a more permanent merger. Having just joined the University of London, City is confident about its future as the capital's leading global university for business and the professions, combining world class research and educational excellence and with the University of London's unique contribution to learning and research-led scholarship through its network of learning institutions.



# Financial sustainability

Major new capital investment takes time to reach full utilisation and a theme of the Supporting Strategies and School Strategic Plans is realising the benefits of City's significant investment. This will be achieved partly through the improvements to staff performance management set out in the People Strategy, including strict and universal adherence to a clear annual timetable of appraisal for academic and Professional Services staff. Appraisal standards and quality will be moderated locally.

It is likely that increasing efficiency, productivity and effectiveness of higher education will be necessary across the sector including at City. Delivering an operating surplus of almost 5% in 2015/16 and a similar level in 2016/17 is a significant, positive change for City's finances and will enable continued investment during the next five year planning period. The development of the *Vision & Strategy 2026* has allowed sufficient time to plan, set and deliver achievable targets for increased contributions from Schools and cost savings from Professional Services.

A financially strong institution, able to deliver the change required to provide a strong base for City's future, is a key theme of our *Vision & Strategy 2026*. This firm aspiration must be seen against a challenging external financial environment, one which will see an increase in employers' pension and National Insurance contributions from 2016/17 and a 0.5% levy on large employers' turnovers to fund apprenticeships.

Other pressures include:

- Maintenance of the £9,000 undergraduate fee has reduced real income. Fees will increase by 2.8% from 2017/18 prior to the introduction of the TEF (Teaching Excellence Framework) and the level of fee beyond that time will depend on reaching the standards determined by the TEF;
- Downward pressure on international student numbers entering the UK as a result of national immigration policy;
- A likely sixth year of decline in UK postgraduate taught student numbers;
- A decline in NHS spending on education with a move from bursaries to loans for health students.

**“Sustainability rests on City's ability to generate sufficient cash and surpluses that allow it to operate both its day-to-day activities and deliver City's strategic investment objectives and plans.”**



**A financially strong institution, able to deliver the change required to provide a strong base for City's future, is a key theme of our *Vision & Strategy 2026*.**

City's Financial & Investment Plan demonstrates that it is financially sustainable. Sustainability rests on City's ability to generate sufficient cash and surpluses that allow it to operate both its day-to-day activities and deliver its strategic investment objectives and plans. This requires minimum annual surpluses of 5% to 8% of income and targets minimum year-end cash reserves of 45 days of operating expenditure throughout the planning period. The increased surpluses are required to service the costs and cash flow impacts of any long term borrowing and investment.

These targets allow City to establish a position that is firmly in line with the higher education sector and will enable us to access borrowed funds for investment that will support and enable our growth plans.

City's Financial & Investment Plan is informed by the overall *Vision & Strategy 2026*. Individual investment plans will be based on the priorities identified within the Supporting Strategies and School Strategic Plans and balanced against affordability. Part of this will focus on improving processes and continuing to increase institutional coordination. There are further significant efficiency and transformation programmes already in the pipeline for City concerning its research and enterprise support and across student and academic services.

# Estate

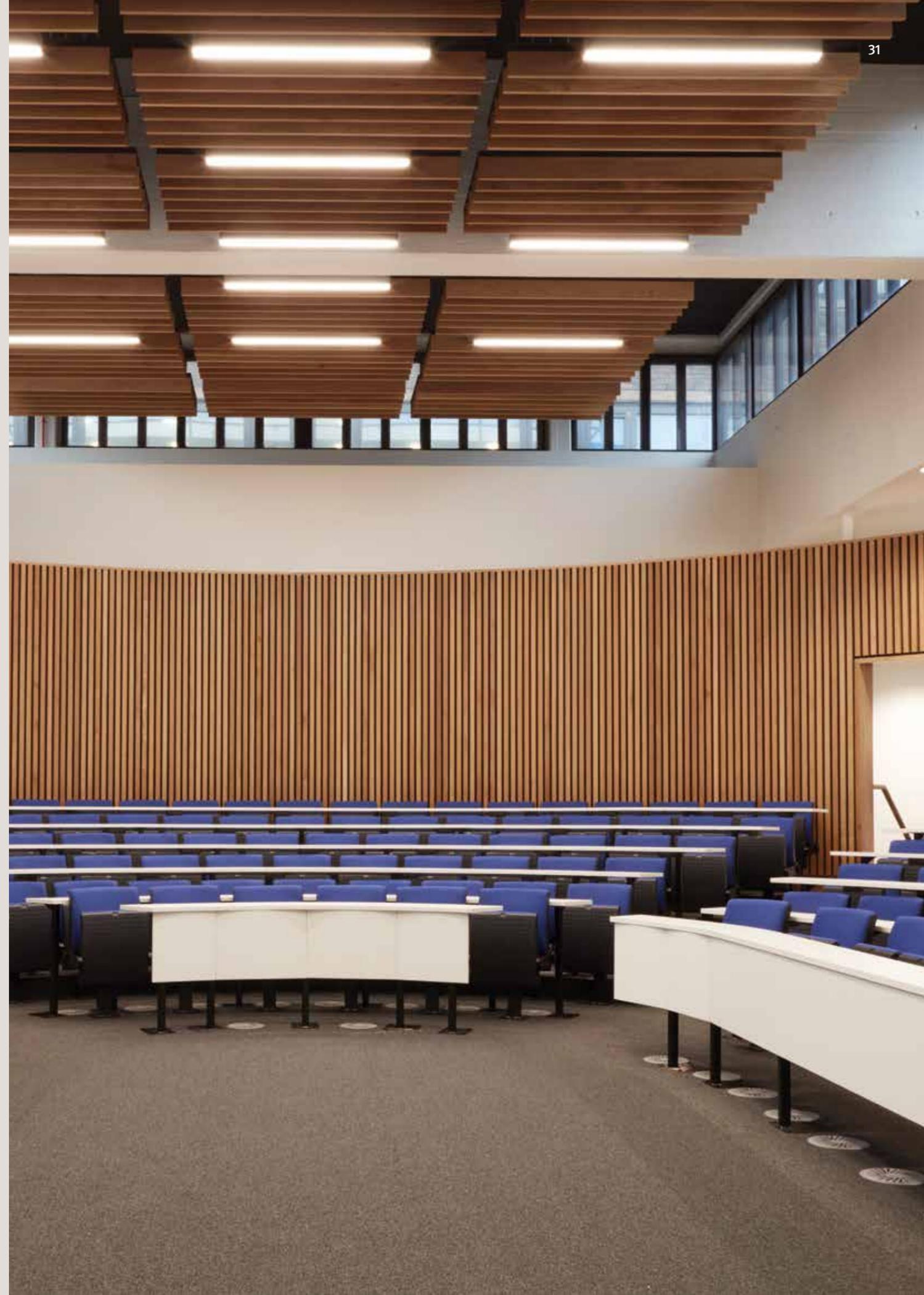
Over the period of the *Strategic Plan 2012 to 2016*, City invested approximately £150M in staff, information technology, libraries and the estate. The new, breathtaking exterior and entrance to the main campus on Northampton Square now match the refurbished spaces in the basement areas. Developments elsewhere have transformed City and the student and staff experience.

The Financial & Investment Plan that underpins the *Vision & Strategy 2026* sets out an equally exciting programme of investment for the future in new educational and research space for students and staff. Development will focus on our areas of growth in Cass, Law and Arts & Social Sciences but everyone will benefit from the creation of a high quality estate and our visible commitment to the local area.

We started building next-generation learning spaces as part of the estate programme from the *Strategic Plan 2012 to 2016* to support education and provide space for our increasingly research intensive institution. We will continue to invest in responsive learning environments, characterised by formal and informal learning spaces and collaborative learning in line with the Education & Student Strategy.

The highest sustainability standards will underpin our estate development programme. This will build on our achievement of ISO 14001 certification for City's environmental management system and planning and we will take a range of actions to support our commitment to embedding sustainability across City's estate activities.

City is committed to embedding sustainability across its activities to play a leading role in promoting sustainability both locally and globally. The aim is to fulfil this not only by reducing our own carbon emissions and ensuring that our facilities are built to the highest sustainability standards but also through a commitment to behaviour change and education for sustainable development.





## Purpose

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- Transform the lives of our students
- Create new knowledge
- Support business and the professions
- Contribute to the global good of society.

## City's Vision for 2026

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City, University of London: A leading global university committed to academic excellence, focused on business and the professions and located in the heart of London.

## Values

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- **Ambitious** – a place where people seek new challenges and 'go the extra mile' to achieve the strategic priorities set out in our *Vision & Strategy 2026* through implementation of their School or Professional Service Strategic Plan
- **Collaborative** – a place where successes are shared and problems solved by working together in partnership for the common good
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## Strategic Priorities

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- **Maintain quality trajectory ('better')**. Build on the quality focus of the *Strategic Plan 2012 to 2016* and maintain City's upwards trajectory in research intensity, research quality, education quality and student experience.
- **Achieve growth ('bigger')** in a way which maintains quality. Growth is important to achieve the critical mass necessary for both research excellence and educational experience and effectiveness. Critical mass can result in improved quality without significant increases in costs.
- **Leverage partnership** within City, within London (including through the University of London) and internationally with the aim of making us far more connected.

## Academic Output KPIs

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- **Student employability** – Top 20 in the *Times* and *Sunday Times* University League Table
- **Student progression** – 90% average across all undergraduate programmes
- **Student experience** – consistently best National Student Survey results in London, top 20% in UK
- **Research** – at least 60% of total academic staff producing 4\*/3\* research.

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