



**CITY UNIVERSITY
LONDON**

Academic excellence for business and the professions

Emerging Vision & Strategy 2026

Research and Enterprise Committee
October 2015



The Vision and Strategy 2026 (V&S26) slides that follow were presented to Council on 8th October 2015. There are two particular areas the Committee may wish to comment on:

- The possible journey of 40% -> 60% of eligible staff at 3*/4* for the next REF linked to current work on the REF2020 Plan and Academic Staffing Plans;
- Priorities around Enterprise, on which the V&S26 remains quite light and linked to the risks and opportunities around external HEIF and internal restructuring.



2005 to 2010: period of investment and restructure in the sector

- Increase in undergraduate fees with no decrease in government funding
- Universities preparing for major increase in undergraduate fees following 2009 review
- HEFCE provided capital for matched investment
- Increase in student numbers (undergraduate, postgraduate taught and research, EU, international)
- From 2005, the NSS focussed attention on student satisfaction
- RCUK income rose faster than inflation
- Restructuring to reduce costs



2010 at City

- Previous five years were internally focussed with little investment and restructuring
- Committed staff, popular programmes, excellent location
- But poor estate, IT and Library
- Bottom 20% for NSS
- Only one in five academic staff producing 3* / 4* research
- Second year of operating deficit but money in bank (sale of halls)
- High fixed costs
- Devolved with limited ability to steer



Sector

- New coalition government
- Increased undergraduate fees
- Decrease in government funding (both recurrent and capital)
- Tightening of immigration

City

- New VC, Vision and Strategic Plan



2011: Introduction to Vision brochure

“City University London is a special place. With skill and dedication, we have used education, research and enterprise to transform the lives of our students, our community and the world. We now have an opportunity to transform ourselves. We can make the strategic move that would put City on track to be among the world’s best universities within a generation.

This document is about that strategic move and where we would aspire to be, not in a generation but in the **next five years.**”



2011: City Vision

“City University London: a leading global University committed to academic excellence, focused on business and the professions and located in the heart of London. We are proud of the quality of our education, research and enterprise and are ranked within the top 2% of universities in the world.”



2012: Strategic Plan 2012-16

- Needed to be 'bigger & better' but couldn't do both at the same time
- Focussed on quality ('better') as a prerequisite to growth ('bigger')
- Invested in academic staff, infrastructure, estate (challenging to implement)
- Did things differently (exceptionally challenging to implement)
- Decreased level of devolution and increased level of coordination
- Returned to surplus after 7 years of deficit
- Rode the storm of national change in higher education



Ambitious targets, some achieved

- More than doubling the proportion of academic staff producing world-leading or internationally excellent research 
- Increasing annual Government core research grant by more than 70% 
- More than doubling annual research grants and contracts income near 
- Increasing average undergraduate entry tariff by at least 35 to be consistently in excess of 400 
- Improving the satisfaction of our undergraduate students and move from the lowest 20% to the top 40% of UK universities 
- Increasing the proportion of our students entering graduate level jobs and move from the top 30% to the top 10% 
- Increasing total student numbers by between 10% and 15% with the number of research students increasing by over 80% 
- Maintaining and further consolidating our position as the leading University for postgraduate masters programmes in the subjects we offer 
- Increasing significantly our investment in our property and facilities 
- Re-balancing undergraduate student numbers from Health to Business and Law in line with changes in NHS contracts and HEFCE student number controls. 



2015: Signalling transformation

World needs to know that you are a 'better' institution before you can become a 'bigger & better' organisation

- **2011 Vision brochure:** “This Vision is *inspiring* and *stretching yet credible*, as it positions us within London, with the academic calibre of a typical '94 Group' university but with an externally-referenced professional credibility”
- 94 Group: dysfunctional by 2012, disbanded 2013
- University of London from 2016

1) Understand relative position

Don't underestimate the extent to which the sector has the same or similar improvement objectives as City

- Take a market-based approach to identify gaps from which realistic areas of growth can be identified for City
- Reality check the emerging Vision & Strategy 2026
- Use informal networks as well as available data
- Adopt more flexible planning, with annual adjustments through planning rounds and a significant review and refresh post-REF 2020



2) Pull together

Previous strategy was necessary and urgent

- Staff engagement process took over a year but was not successful
- Multiple reasons
 - first change for many years
 - 'top down' (seen as VC's Vision)
 - speed of change once the Strategic Plan was agreed
- Current Vision & Strategy 2026 work started with a generous period of 'bottom-up' staff engagement. We have a good view of staff aspirations and concerns



3) Slog of implementation

Old adage 'ideas are easy but implementation is hard'

- Four years of 'head down implementation' has been difficult for everyone at City
- Getting easier with increasing number of success indicators





4) Long lag

Unavoidable time lag between decision, implementation, impact and improvement in externally-published performance

- Need to keep focussed on things that matter
 - Transform the lives of our students
 - Create new knowledge
 - Support business and the professions



- Developed, as in 2010, at a time of change
 - ❑ new Government
 - ❑ public finances tightening
 - ❑ immigration tightening
- 10 year Vision with 5 year Strategy, underpinned by supporting School Plans, that take us to REF 2020



The “Perfect Storm”?

- 2% increase in employers’ contribution for USS
- Increase in National Insurance contributions
- Maintenance of £9,000 undergraduate fee reducing real income – raising the fee will be dependent on at least reaching standards determined by the proposed Teaching Excellence Framework (TEF)
- Downward pressure on international student numbers as a result of government policy
- Likely sixth year of decline in UK Masters student numbers
- Decline in NHS spending on education
- Severe pressure on BIS to reduce funding
- London weighting under review (£3.5M)
- Comprehensive spending review November 2015



Vision & Strategy 2026 will be designed to enable Schools to succeed. Three main emerging themes:

- ❑ Research intensive institution, offering a great student experience with an excellent education informed and enriched by innovative research and sector leading practice
- ❑ Diverse and inclusive institution, a place where successes are shared and problems solved by working together for the good of *City University of London*
- ❑ Financially strong institution, able to deliver the change required to form a strong base for the University into the future



Maintain trajectory ('better')

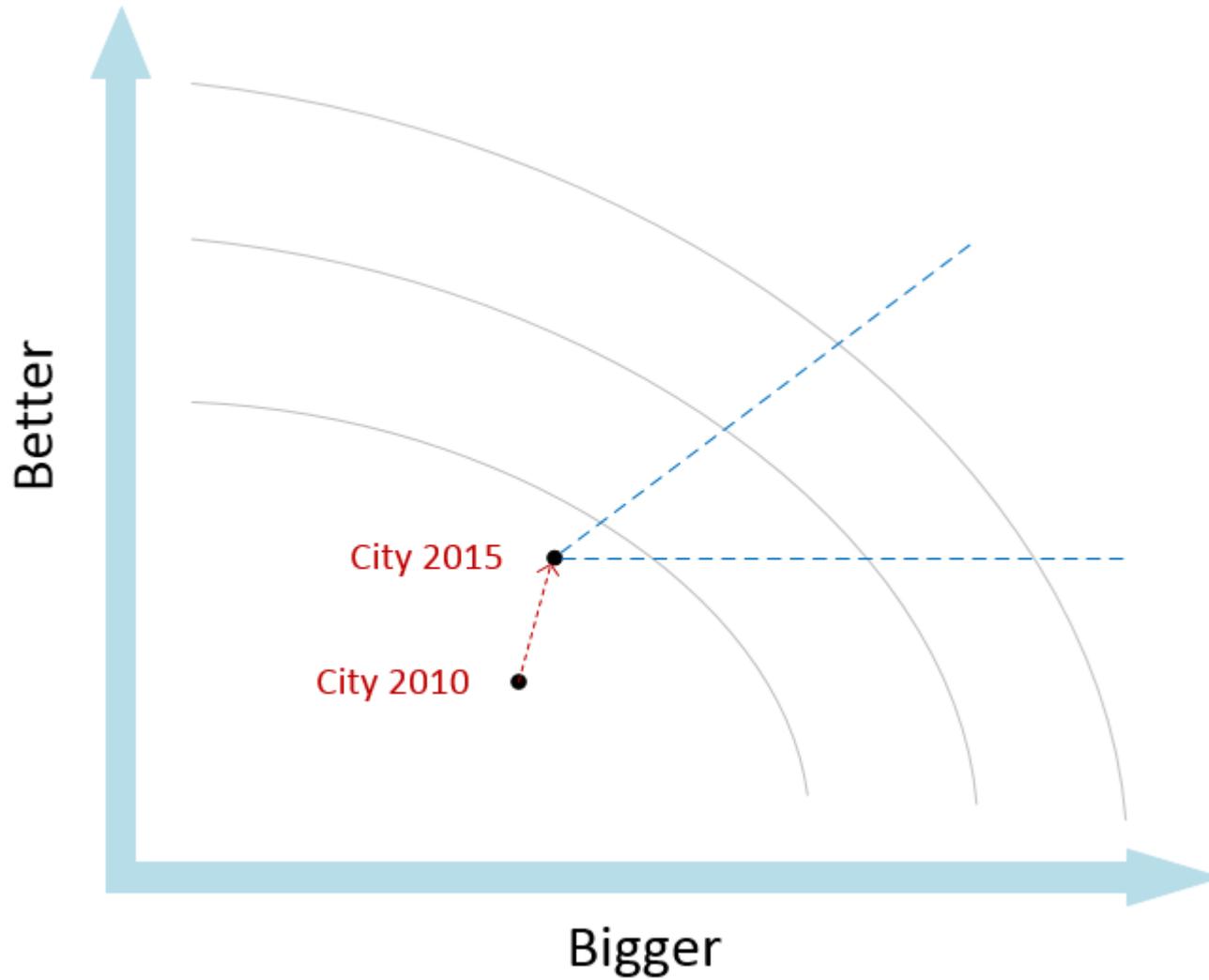
- Build on the quality focus of the Strategic Plan 2012-16
- Maintain City's current, upwards trajectory in research intensity, research quality, education quality and the student experience

Achieve growth ('bigger')

- Growth is intrinsic to City's emerging Vision & Strategy 2026
- Vertical growth where existing subjects have momentum
- Horizontal growth where City's existing strengths can be leveraged through new and joint programmes
- International student growth will be a major component
- In all instances there will be a guiding principle of "quality constrained growth"
- Major implications for our Estate and our strategic use of capital



Bigger and better





Staff who are valued and supported to give of their best

- Staff engagement will remain challenging in a sector and University where change is now the norm
- Compounded for City community by its *London commuter status* and *devolved structure*
- City will continue to attract and retain outstanding people and develop their knowledge, capabilities and skills
- Our guiding principles and values will support these aims

Building on our current platform

- Seizing opportunity of our enhanced quality and membership of the University of London

Improving processes

- Significant efficiency transformation (e.g., in Student & Academic Services and Research & Enterprise support)

Financially sustainable

- Achieve a consistent 5% surplus

Continue to increase institutional coordination



Looked forward to 2016 when City 'will be in a stronger position to plan for a longer-term future among the world's best universities'

That is the task before us

