We
make a real impact
on the world
The University of East Anglia
Corporate Plan 2012–2016

We make a real impact on the world / encourage people to question the world / stimulate research the bigger issues / empower our students for the world of work / stimulate enterprise / are The University of East Anglia
We foster interdisciplinary research and, through education, disseminate the most advanced human understanding, capability and creativity.
We serve as a powerful cultural and economic stimulant in the region and beyond, through intelligent enterprise and vigorous public engagement.
We promote the principles of fairness and equality and nurture a collegial, socially inclusive environment designed to help both students and staff fulfill their potential.
We maintain and develop a campus that is both of outstanding quality and sustainable.
The University of East Anglia’s Corporate Plan (2012-16) has been drawn up at a time of economic uncertainty and profound changes in the way that English Higher Education is funded. Across the globe our graduates and our researchers face ever greater competition as well as ever greater opportunities. Within England, public policy is rapidly concentrating funding for research and doctoral study, and deliberately intensifying competition for well-qualified students. At the same time, the retrenchment of the British state is giving the University unprecedented economic and regional as well as cultural and social responsibility.
We have drafted the Plan to guide us across these exhilarating if turbulent waters. The surest way for UEA to respond appropriately, securing the necessary funding and attracting the necessary talent, is to consolidate its position among the top 1% of Higher Education Institutions in the world and to be consistently ranked in the UK top 20.

Foundations
We enter the planning period with the latest international rankings for research placing UEA well within the world top 100. They also place us in the top dozen in the UK, ahead of two-thirds of the Russell Group and many decades/centuries younger than the handful above us. Multi-million Government investment being poured into the Norwich Research Park (NRP) bears witness to the science and health expertise concentrated here. Awards in the last two rounds of the coveted Queen’s Anniversary Prize, for International Development and Creative Writing, underline our strength in the social sciences and the humanities. With our NRP partners, we command agenda-setting research power in key fields of each major domain of human knowledge. This positions us to forge on the Park a remarkable interdisciplinary circle from basic science through health and social science to the humanities and back.

The Plan belongs to all of us working at UEA. I hope that it will guide us successfully over the next five years.

Edward Acton
Vice-Chancellor
June 2012
We make a real impact on the world.
Our aim is to move from a partial to a consistent top-20 university ranking in the UK by 2016. The achievement of this goal will require us to focus on:

- Admitting well-qualified students with the aptitude and appetite to benefit most from the education we offer
- Continuing to admit a student body that is diverse and socially inclusive
- Ensuring that our students’ academic engagement is outstanding in terms of both intensity and enthusiasm
- Increasing our students’ contact with academics
- Sustained improvement in the effectiveness of our feedback
- Providing high quality IT, Library and lab facilities
- Further internationalisation of our curriculum and student body
- The self-confidence, employability and career prospects of our graduates.

By getting the balance right between supporting our students and encouraging the utmost engagement from them, we believe anything becomes possible for our alumni - on a local, national and global level.

We believe strongly that the process of internationalisation should permeate a contemporary university committed to taking a leading role in advancing human understanding. At UEA we demonstrate this through the cosmopolitan origins of our staff and students, right through to our research, enterprise and engagement agenda. It is reflected in the content of our curriculum, the experience of life on campus and the marketing and promotion of our institution. Internationalisation is integral to UEA’s commitment to pursuing academic excellence.

The University is in the strongest international position in its history, ranked in the UK top dozen for research impact in the Times Higher Education and Leiden league tables and higher still in the National Student Satisfaction table. Its position is further reinforced by what is increasingly recognised nationally and internationally as the extraordinary potential of the Norwich Research Park, which is opening up multiple opportunities for the University and its partners on the Park. On the Humanities side, our prowess is reflected in Norwich’s new status as England’s UNESCO City of Literature, celebrating and drawing attention to the cultural richness of both the City and the University.

The effect we have on the global stage can be direct, personal and dramatic and is exemplified in the work of Melissa Ilboudo. Ms Ilboudo is a graduate of UEA’s International Development degree, a course which has helped her raise over £200,000 through her international and local fundraising for her home country, Burkina Faso. Her project has successfully funded the provision of wells and irrigation channels to help stabilise the soil of its agricultural lands, threatened by climate change and sand shifting in from the Sahara. An award-winning example of how one person can improve the lives of millions through the broadening of their own horizons, Melissa Ilboudo’s aspirations are high and so are ours.
We encourage people to question
We want our students to enjoy their education at UEA and to feel free, confident and ambitious in their studies. We want students to flourish in a responsible, international community in a way that will equip them fully for the outside world, with the skills and personal qualities that a global economy demands.

The student experience we provide is the cornerstone of a UEA education. The environment is a collegial one that respects diversity and celebrates an inclusive student social profile. Students are our partners, both in pursuing their own education and in developing our academic offering through representation on key committees at School, Faculty and University level.

The services provided through the Dean of Students’ Office, including specialist language support, support for students with disabilities, and the individually-targeted added-value available from our expert Learning Enhancement Team, will be central to our vision. Students will also have the opportunity to use our outstanding social, cultural and sporting facilities as part of the wider student experience.

We are intensifying the supportive educational experience we provide. Our courses are informed by our research activity and are continually refreshed to reflect current international research.

Quality and innovation in learning and teaching will be supported through training, engagement in discipline-based networks and continued professional development for all staff; through Teaching Fellowships and Excellence in Teaching Awards; and through explicit recognition in promotion criteria of teaching and scholarship. Our teaching facilities and technologies will be developed to meet the changing needs of the courses we offer.

We encourage people to question alongside the undergraduate and postgraduate education offered in Norwich, we are now in the privileged position of being able to offer selected programmes at UEA London, primarily from the Norwich Business School. This, together with numerous study abroad options and our drive to expand placements and work experience openings, will further enhance UEA degrees.

Our estate has expanded greatly over the years to accommodate new academic disciplines and increasing numbers of undergraduates and postgraduates living on site, yet remains compact. This skilfully managed development lends physical substance to our deeply-rooted interdisciplinary academic ethos, facilitating formal and informal collaborations across the disciplines in offices, seminar rooms and laboratories that are a few minutes’ walk from each other. Many of these buildings are exemplars of low-carbon design, giving expression to the University’s world-renowned status as a leading centre for the study of climate change.

Success in our ambitions will depend on attracting, rewarding, motivating and retaining the most able and committed academic, research and administrative/support staff from all communities. It will also depend on ensuring that we give more time to staff to undertake world-leading research while simultaneously increasing the academic time devoted to students. This requires us to maintain a high ratio of academic staff to students. For three years the University has therefore budgeted strategically for very modest accounting surpluses or deficits in order to invest in additional high-quality academic staff. It also requires a more refined division of labour. All our academics teach, but while the majority combine this with research, a strategic minority concentrate more fully on education and student-facing activity, as well as on their role as public intellectuals.
We research the bigger issues
UEA is currently ranked in the top 200 universities in the world, one of the youngest institutions in that elite. In May 2012, when the Times Higher Education ranked the world’s universities under 50 years old, using thirteen indicators and focusing in particular upon research, research influence, teaching and international profile, UEA was in the top ten among the thousands of universities established in that half century.

UEA’s strength across the humanities is epitomised by its international renown for creative writing, in the social sciences by its outstanding work in international development, and in science by its impact on the study of the environment. By building on our established research strengths and through the major initiative we have launched in medicine and health science, our aim over the next five years is to consolidate our position in the world top 100 for research. We will maximise the opportunities opened up across the Faculties by the new strategic British and international research alliances we are forging. Foremost among those is our partnership with the remarkable set of research institutes which the University has attracted to the Norwich Research Park, including the John Innes Centre, the Sainsbury Laboratory, the Institute for Food Research and the Genome Analysis Centre as well as the Norfolk and Norwich University Hospital. This wealth of expertise in environmental, plant, food and health sciences positions the University and its partners to make a unique contribution to tackling the grand challenges of the 21st century. It has fuelled the swift rise in Norwich’s research power, now outranked only by London, Oxford and Cambridge.

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“IUEA contributed more than any other university in the world to the 2007 Nobel Prize-winning Intergovernmental Panel on Climate Change.” The Times Good University Guide

Internationally renowned research is our lifeblood. It enriches and nourishes the educational experience, it is key to attracting highly qualified staff and students and it secures the collaborations and funding essential to a thriving university. Research excellence enables UEA to have significant influence on national policy and international decision-making in its areas of expertise, notably the environment and responses to climate change, cultural development, health policy, and the public services. UEA will continue to enhance its impact on the global stage.

The international significance of UEA’s research has been recognised in the Times Higher Education and Leiden world rankings for 2011/12, both of which place the University firmly in the top dozen in the UK and the top 100 globally for research impact. A strong performance in REF2014 will confirm UEA’s position in this top flight.

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We empower our students for the world of work.
‘My experiences at UEA shaped the man I am today. From a shy and reluctant teenager, I left UEA a forthright and confident young man’

Mark Williams, Partner, Deloitte

A university’s ability to place its graduates and early career researchers into immediate and relevant employment is vital. Within the current economic landscape we must meet the needs of prospective students and employers. To meet these challenges, a university must be able to nurture student talent and aspiration whilst also forging direct and meaningful links with the business community. The finest advertisement for UEA is a competent and ambitious graduate who takes up a fulfilling role in the workplace. Currently, 94% of UEA undergraduates are in work or further study just six months after graduation.

We empower our students for the world of work

We will intensify and make explicit our focus on the development of self-confidence and creativity. We will emphasise interaction with academics and the communication and presentation skills fostered by small group teaching.

We will continue to invest in administrative staff and facilities dedicated to providing career and employability support. The facilities of UEA London are particularly important in this regard, enhancing our students’ contact with graduate recruiters in the capital. We will work closely with the Union of UEA students to promote further the strong tradition of volunteering.

We will continue the drive to increase opportunities for students to gain experience in the workplace through internships, part-time employment, a year in industry and professional placement programmes.

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We stimulate enterprise
A thriving culture of enterprise amongst our staff and students can maximise the potential of a modern, forward-thinking university. A homegrown economy can increase the employability of our students and research staff, as well as extending our links with the local business communities and generate additional university funding streams. One such success story is Intelligent Fingerprinting.

The University and its NRIP partners provide the intellectual powerhouse behind East Anglia’s status as a low-carbon exemplar and the Government’s invitation to the New Anglian Local Enterprise Partnership to draw up for England a modal Green Economy Pathfinder manifests. In the next three years UEA will witness the construction and opening of a new NRIP Enterprise Centre, partly funded by the European Regional Development Fund and intended to be the lowest-carbon building in Britain. It will both provide space for mentoring and development support for students to learn enterprise and business skills, and bring together the University, its NRIP partners and employers in the region. An Innovation ‘Centrum’ on the west side of the Norwich Research Park – stimulated by £26m investment from the Department of Business, Innovation and Skills – will serve as a hub for commercial exchange and development across the Park and be completed in the same period.

The future of Higher Education in the UK over the next ten years will see those universities that excel becoming well integrated with businesses through enterprise and entrepreneurial activities. UEA will therefore seek to use the opportunities afforded by the Norwich Research Park to move into the top tier of enterprising universities. We are well placed to do so, drawing on expertise from the Norwich Business School and building on gathering momentum in enterprise activity across all four Faculties, ranging from the creative industries, through low-carbon innovation to computing.
We
are The University of East Anglia
The way in which a university engages with the public is increasingly important. Vigorous interaction beyond academia helps shape the University’s profile and is vital in maximising the public good the University serves. Effective public engagement broadens the opportunities open to our students and advances UEA’s influence and academic reputation. It both draws upon and fertilises the education, research and enterprise we undertake.

Such public engagement enables each Faculty and each University service to contribute directly, both locally and globally, to cultural enrichment, the development of public policy and professional expertise, and the enhancement of public understanding, health and wellbeing.

We start from a high base. UEA is in the top ten for many community engagement metrics in the Higher Education Business and Community Interaction Survey (HEBCIS). The Sainsbury Centre for Visual Arts, our Literary Festivals and the Sports Park help us attract exceptionally large audiences for both free and chargeable events.

We have embedded engagement among the main criteria for academic staff promotion and recognised outstanding performance by making it the basis for key appointments at professorial level. Community and University Engagement East, one of just six pioneer UK ‘Beacons for Public Engagement’, significantly boosted our regional and national presence during its funded phase. We have established a single over-arching Engagement Executive to build on its legacy, to encourage fruitful engagement among all staff and to make it integral to the student experience. The Executive will coordinate engagement activities appropriately with our partners on the Norwich Research Park and our partner colleges.

To secure the full benefit of our public engagement, we will develop our relationships with alumni, fundraisers, managers and promoters of the University’s reputation. Those synergies will be central to the celebration of the University’s 50th Anniversary in 2013.
We are UEA.