

The UEA Plan 2016–20

Introduction

I am delighted to introduce the University of East Anglia (UEA) Plan 2016–20. The launch of the Plan coincides with my 25th year at UEA and, having spent my entire professional career here, I have a deep sense of the special atmosphere that makes this great institution tick. It has motivated our students consistently to place us in the top five in England for overall student satisfaction. In our relatively short history, we have achieved much for which we can be proud. We are now at a moment when we can grasp the opportunity to develop a university that is at the vanguard of student, staff, research and global success in this time of great change in Higher Education in the UK and internationally. This is the driving force of our 'Vision 2030' and this 2016–20 Plan represents the first of three five-year plans that will guide us together through our vision. The plans will provide a strategic approach to deliver the UEA of 2030. But they will also have some flexibility, in recognition of the changing world in which we live, and my desire to continue to listen and consult in the spirit that thousands of contributors embraced during the Vision 2030 consultation. This, then, is a transformational moment for UEA. It is a moment when we can work together to deliver the vision for UEA that emerged from our collective discussions.

As a member of UEA's Executive Team since 2008, I have been closely involved in developing and implementing the 2011–16 corporate Plan. This Plan, with around 150 objectives, has propelled UEA to become a top-20 ranked university domestically, and a top 10 university for the quality of our research output in the 2014 Research Excellence Framework (REF). Globally, we have entered the top 150 in the world, ranking in the top 50 for research citations. We have also strengthened our enterprise culture, culminating in the opening of the Enterprise Centre in 2015. The UEA Plan 2016–20 will build on this strong foundation, consolidating and advancing our impressive achievements, and also beginning a new, and in places challenging, journey in bold directions.

The Plan will first outline the context in which we will be operating globally, nationally and regionally. It will then present the four key goals that emerged from the Vision 2030 consultation, and then the key objectives that emerge from these goals. The objectives require overarching strategies that will be adopted through a number of key action areas to deliver these goals. During 2016, we will work together to develop operational plans for each of these strategic areas to deliver on the action points.

The goals are 'our goals', coming as they did from the consultation. The UEA Plan therefore needs to be 'our plan' too, with all of us working together to deliver it – staff, students, alumni, partners, and stakeholders. I am determined that, by 2030, UEA will be synonymous with a world-renowned student and staff experience, world-class teaching, world-leading research and enterprise, and will be a major driver of local economic growth. I am confident that, together, we can deliver this exciting future in this time of great change in Higher Education in the UK and internationally.

David Richardson, Vice Chancellor

Our Vision 2030 goals for institutional success

1. Student success

We will pursue excellence in all that we do, and we will achieve and celebrate student success. We will develop a reputation for providing students with high-quality programmes fit for the digital age, equipping them with key skills for work or further study, and that are largely centred on our excellent campus. We will be renowned for enabling quality through innovation, inspiring our students to achieve their wider fulfilment and capability goals, and for meeting changing expectations.

2. Research success

Our reputation will be for the quality of our research and for its global reach and influence in tackling major challenges, including through collaboration with our Norwich Research Park (NRP) partners. Our focus will be on developing the quality, volume and impact of our research, especially by building our international reputation for innovation, increasing our research capacity, enhancing our facilities, and improving the training environment for our research postgraduates. We will invest in our staff and facilities, and will develop key research strengths, strategic partnerships and enterprise activities.

3. Staff success

The support and development of our staff will be critical in our Vision. UEA will have a reputation as an institution that supports its staff to develop successful careers. As part of developing a campus culture in which staff and students can be successful, we will invest in our campus and buildings and be innovative about how we plan and deliver our activities. We will ensure everybody in our university understands our strategic aims, that they feel able to fulfil their potential, and that they are supported, developed and valued. We will be renowned for our professional service culture, for the ways in which we celebrate staff and student success, and for how we help individuals develop. Above all, we will be seen as one team with one clear vision, right at the heart of a stimulating university community.

4. Global success

We aim to enhance our strong international reputation and become increasingly competitive in a challenging global market. We will attract increased numbers of talented students and the best staff from around the world, while celebrating the impact of our alumni. We will be renowned for our global networks and reach, for our partnerships, for our global perspective throughout our teaching and research, and for the global issues we are tackling. We will also aim to make our community more international in its outlook, providing the very best welcome and international campus experience for all.

The national and global context for our 2016–20 Plan

At UEA, we have always been bold, passionate and pioneering in our education and research. Our academic approach has been distinctive, focusing on interdisciplinarity across subjects and creating a reputation as a first-class education provider. Research and education are intrinsically valuable, creating a repository of knowledge and cultivating wisdom, good ethics, and intellectual freedom. But they also provide the foundation for groundbreaking advances in major global issues and for vibrant new enterprises. Education and research enable people to improve their future earning potential and generate economic growth both regionally and nationally. In addition, UEA plays an important civic role, strengthening social bonds, breaking down social barriers, stimulating informal learning within our community, and contributing to wider public activities and services.

In the rapidly changing Higher Education landscape, now is not the time for UEA to stand still, but to do what it has always done best: challenge convention, embrace new opportunities and take managed risks where appropriate. In our Vision 2030 consultation, we reflected together on major global challenges and the key issues facing Higher Education. These challenges reflect the national and global context in which we will be operating and require our collective energy as we embark on our UEA Plan 2016–20.

Nationally, student funding in the UK is changing through the removal of maintenance grants, the transfer of nursing and allied health students from bursaries to student loans, the raising of the tuition fee cap, and the role of the coming Teaching Excellence Framework. With continued pressure on postgraduate finances, continuing professional development (CPD) and part-time numbers, universities will also need to review their offer in these areas. However, the removal of domestic student number control provides an opportunity for world-class UK universities to grow in quality through being more competitive in the domestic student market. UEA is one such university, but, in order to be more competitive, it is essential that UEA aspires to offer a world-class campus environment and culture that supports student success, research success, staff success and global success.

Internationally, recent growth in UK international student recruitment is being tempered by a decline in student numbers from some countries, notably India, and by increased international competition. The USA poses a big challenge as it continues to grow international recruitment, while a number of European countries may emerge as stronger competitors as they commit to English-led teaching. China's increasing investment in education may see it stand out as a competitor for international students, particularly in Southeast Asia, while internal investment in Higher Education within India could also affect net student migration. However, the rise of the middle classes in emerging economies, and the attraction of the English language and reputation, should continue to provide opportunities for UK universities, including UEA. Economic growth in Africa may also increase this demand. In South America, UK universities are increasingly engaging with and presenting an alternative to the USA for Latin American students. Greater connectivity will also open the door to innovative, technology-led approaches to international education and research. An institution's global success in the international market is driven by its global reputation that, in turn, is strongly dependent on producing high-impact, world-leading research of global significance. Securing our position in the global market is therefore critically dependent on investing in research success.

In research and innovation, the commercial world may continue to evolve its own research capability, and research funding will continue to face pressures, but the need for innovation will also bring new opportunities in the form of initiatives to address major global, national and regional challenges. The UK Government is

supporting place-based investments in the English regions, making it essential that UEA is fully embedded in regional development plans.

There will be opportunities for building upon our heritage of cross-discipline collaborations to address some major global issues. For example, over the timescale of our Plan, the global population will continue to grow in developing countries, increasing the pressure on food supplies, which may be further compounded by the rise of the middle class worldwide. The impacts of climate change bring the prospect of increased water shortages, changed patterns of disease, and increased risk of extreme weather events. As governments look to reduce carbon emissions, mix renewable with non-renewable energy resources and focus on energy efficiency, there will be a need to support innovation, education and policymaking in developing solutions. Population growth is driving urbanisation in developing countries, leading to the growth of megacities. Meanwhile, many developed countries will be experiencing the demands on its welfare systems of ageing populations, while the potential for personalised health technology may continue to expand, supported by growth in mobile broadband networks. More broadly, interculturalism and cultural sharing will expand as populations become more mobile and connected, and multicultural workforces increasingly characterise business cultures that were once geographically specific. Many of today's prospective students will be acutely aware of these global developments and will be motivated by missions to improve the world. Such students may be keen to study and research at a university like UEA, which can be at the vanguard of the innovative cross-discipline thinking that the current global challenges require and which can be part of our own intellectual fabric in the years ahead.

For UEA, this is a pivotal moment where we can build upon a strong heritage of 50 years of investment in a distinctive campus that provides a top-class student experience and world-leading research. It will be a moment when we can initiate a new phase of campus investment to transform some of the older, but nevertheless iconic, buildings into new state-of-the-art education and research spaces. These spaces will be supported by a strong IT infrastructure that will, for example, support the blending of the physical campus with digital technologies; the mixing of face-to-face interactions with virtual learning and research; the development of learning analytics to help measure the progress and outcomes of student learning; the research applications that create greater global access and scale; the enablement of crowdsourcing for research data and funding; and the enablement of the implementation of systems to improve efficiency and effectiveness, creating staff time and financial resources to devote to enhancing student success and research success.

Physical infrastructure and supporting digital capability will be important in creating a compelling student experience and research infrastructure, but our future campus development is not just about developing the right facilities or technology. It's about creating the time and the space to innovate, and about the development of staff who will embrace technologies in a way that allows them to enhance teaching, learning and research. Critically, the intense competition between institutions for talented students will extend to competition when it comes to recruiting or retaining the most talented staff. So, UEA recognises the importance of investing in a campus culture that promotes staff success by developing, nurturing and supporting staff at all stages of their careers.

Our objectives

To achieve our Vision 2030 goals, we need to set out specific objectives. These objectives overlap and are interdependent, so require integrated approaches and shared responsibility, which is a key part of our collective Vision and ambition.

Objective 1 – Investing in our campus

1. A central pillar of the 2016–20 Plan will be the redevelopment of, and investment in, the campus to spearhead our commitment to modern and technologically enhanced teaching and state-of-the-art research and postgraduate research facilities. All campus development will be executed in a manner that recognises the imperative necessity for maintaining a strong student and staff experience during the construction work.
2. Around £150 million will be invested in the UEA campus on the NRP during the 2016–20 Plan, and a further £150 million over the course of the subsequent 2021–25 and 2025–30 plans. We will generate the revenue for this primarily through expansion of our student numbers, partnerships and fundraising. The development will be undertaken with an underlying low-carbon and access-for-all ethos.
3. Initially, we will invest ~£50 million in accommodation for growing disciplines in the Social Sciences and Arts and Humanities (2016–18). We will then begin a ~£150 million refurbishment programme on the Lasdun teaching wall to create world-class teaching and research spaces that will become available during the 2021–25 and 2025–30 planning periods.
4. In partnership with the Institute of Food Research, the Norfolk and Norwich University Hospital, and the Biotechnology and Biological Sciences Research Council, we will invest in an £80 million project to build The Centre for Food and Health (2016–18) and develop it as a world-renowned centre that will be an important part of the research strategy in our Medical- and Health-related research and innovation areas across a number of UEA's schools of study. This will also contribute to student education in these areas.

Objective 2 – Growing on our campus and in our city

1. To provide a secure future and to enable our commitment to investment in our campus, we will undertake careful growth in our undergraduate and postgraduate student community. Taking advantage of a strong market position that has seen a ~15 per cent increase in home/EU undergraduate applications in the last two years, we will increase the total student number by around 1,500 by 2020–21, while maintaining entry standards to ensure that we uphold quality during growth.
2. Growth will initially be in the Social Sciences and Arts and Humanities discipline areas. We will also use the 2016–20 planning period to develop growth plans for Science, Medicine and Health, and will explore new subject areas that will underpin a further growth of 1,500 students in our 2021–25 Plan. Growth will also come from the new opportunities generated as we focus on the provision of the most relevant, future-facing needs of students and employers.
3. Around 10,000 of our students live off-campus in the city of Norwich. This will increase to 12,000 as the university grows. We will work with partners to develop Norwich as an exemplar student city, planning our growth, extending the positive economic and cultural impact that our students have on the local community, and ensuring investment in student accommodation, facilities and services.

Objective 3 – Growing a student community with an excellent student experience

1. We will provide excellent education for our students so that they can maximise their potential in their academic work and their preparation for graduate work or further study. Our quality and standing will be reflected in our Teaching Excellence Framework accreditation and in a top 20 position for the proportion of undergraduate students achieving good honours degrees.
2. We will build on the investment in graduate outcomes support during the 2011–15 Plan by continuing to embed employability into the curriculum and encouraging innovation, enterprise and global perspectives – the key attributes that students and employers require. Success will be reflected by seeing an improvement in our rank position for graduate outcomes to bring it increasingly in line with our overall league table ranking.
3. We will maintain a strong focus on student satisfaction, reflected in our overall position in the top five for the National Student Survey, and will significantly improve our ranking for assessment and feedback.
4. We will develop the postgraduate experience for both taught and research students, taking full account of the Postgraduate Taught Experience and Postgraduate Research Experience surveys. We will provide a supportive environment that ensures successful outcomes for postgraduate students, including thesis submission within four years for students on PhD programmes.
5. We will invest in wider student support and advisory services; in particular, addressing issues of mental health, diversity and access to facilities, working in partnership with our students to ensure that we deliver the strongest possible student experience that embraces both prevention and support.
6. We will build a strong, rewarding partnership between students and staff at all levels, recognising that educational outcomes are co-produced with students and capturing the positive, powerful impact that students can have over the development of their education at UEA.

Objective 4 – Increasing our research power and impact

1. We will seek to improve our reputation as a university that produces world-leading research commensurate with our current ranking in the top 50 in the world for research citations.
2. We will prioritise the development of world-leading research across all of our disciplines, but will identify and develop a small number of pan-university research priorities.
3. We will establish a coherent programme of strategic partnerships across the NRP, and with key industrial, governmental and non-governmental organisations nationally and internationally, to improve our research and to generate impact.
4. We will identify and invest in new areas and opportunities in which we can lead – notably those with key local, national and global impacts, and those who provide opportunities for driving economic growth.
5. We will seek to increase our research power through a focus on quality by increasing our research capacity and enhancing the size, quality and experience of the research postgraduate community.
6. We will target a submission of around 700 full-time equivalents (FTE) to REF2020 with the aim of returning around 95 per cent of eligible staff – equating to around 60 per cent of our academic staff body – while maintaining the institutional quality profile achieved in REF2014.
7. We will develop our relationships with partners in the NRP, the opportunities for world-leading, high-impact research, and will return greater numbers of their research staff to REF2020.

Objective 5 – Investing in our technology-enhanced learning capacity

1. We will develop a campus that supports technology-enhanced learning at all levels of the university, from courses that are wholly online to active learning classrooms with digital educational resources embedded in the curricula.
2. We will continue to expand the range of online provision across all faculties and encourage the integration of online or blended modules across all our taught programmes, with online resources available to support all modules.
3. Initial investment will be required to develop our online courses, but we will aim to deliver a positive revenue stream for these that will feed into the 2021–25 Plan.

Objective 6 – Supporting and developing our staff

1. We will ensure that we have processes in place to nurture and develop our talented academic and professional services staff at all stages of their careers and ensure equality of opportunity at all levels of the institution.
2. We will create an environment in which all of our staff members are enabled to participate in CPD, with all academic staff encouraged and supported to apply for Higher Education Academy fellowship (or equivalent) status.
3. We will foster a culture of development, encouraging and creating opportunities for our staff to lead our plans for innovation and collaboration, while helping to recruit, retain and shape a shared-vision approach.
4. We will develop a strategy to embed a professional service-led focus across the university. This will include improving efficiency, adopting a more commercially astute mindset and developing new, stronger income streams, including those from research.
5. We will review our processes for supporting, promoting and rewarding staff, and embed leadership development programmes to incubate and grow talent. This will include completing the review of the 'Green Book' in 2016–17 and replacing it with a new process from 2017–18 that will be fully embedded by the end of this Plan.

Objective 7 – Growing our volume of staff

1. To meet our growth targets, we will increase the number of academic staff by around 100 FTE by 2020, maintaining a staff/student ratio of around 15:1, and will put plans in place for a further increase of around 100 FTE during our 2021–25 Plan to support the second phase of student growth and a further increase in research power for the anticipated REF2026.
2. In embarking on our recruitment drive, we will ensure our recruitment and HR processes, and our offer to new staff, project UEA, the NRP and the region in a way that helps us to recruit the top academic talent.
3. We will agree the balance between the types of posts in each school to ensure sufficient academic capacity to deliver our commitments on student academic experience and our aspirations for increased research power in REF2020.

Objective 8 – Developing an enterprising campus

1. We will provide opportunities for student and staff enterprise that will strengthen links with the business community and strengthen financial sustainability through enterprise-linked returns being channelled into new investment in the 2030 Vision. This will include support for the development of greater numbers of spin-out companies on the NRP with the help of Norwich Research Partners LLP.
2. With our partners on the NRP and with the help of stakeholders, such as the New Anglia Local Enterprise Partnership, the local authorities and the Biotechnology and Biological Sciences Research Council, we will re-finance the NRP Translation Fund to help develop enterprise from our innovative research.

3. We will launch a new Enterprise Fund, contributed to by benefactors who will also give up their valuable time to mentor students developing their own business ideas.

Objective 9 – A leader in regional economic and cultural development

1. As we grow to 18,000 students and a turnover of ~£300 million, we will do so in close cooperation with our partners in local government, business and the community to ensure that both UEA and the region get maximum benefit from the cultural and economic impact of this growth.
2. We will work with partners in the region to develop and nurture student entrepreneurs in recognition of the increasing numbers of students who aspire to go on to establish their own businesses. This is particularly evident in, but not confined to, the digital creative sector.
3. We will continue to develop our strong educational partnerships in East Anglia, and beyond, from our current position in which around 7,500 students are studying for UEA awards at partner institutions. We will actively encourage partners who enhance reputation, support international strategy, widen participation and enhance links with employers. We will continue to develop and support our joint venture, INTO UEA.
4. UEA will further develop its place as a driving force for innovation and business development in the region. We will continue to leverage funding for small to medium-sized enterprises through successor schemes to the Low Carbon Innovation Fund. We will provide access to consultancy services and facilities that offer a range of opportunities for companies to raise their profile among staff and students. We aspire to play an ever-greater role in the business community through partnerships with key business support networks.
5. We will continue to work with partners in the region to develop our cultural and sporting offerings, and, where possible, will generate positive financial returns from these to be invested in our Vision. This will include our Sportspark, increasing the reach and profile of the world-class Sainsbury Centre for Visual Arts, and promoting student- and staff-produced drama, art and music, and our literary festivals, working with partners in the region where appropriate.

Objective 10 – Projecting our reputation: a world-leading university at the heart of local, national and global networks

1. We aspire to enter the top 200 in the Times Higher Education World Rankings for teaching and research quality. Our current ranking between 200 and 300 in these indicators contrasts our strong performance in research metrics in which we have comfortably featured in the world top 100 for a number of years. The disparity reflects a relatively less successful performance in the reputation surveys.
2. We will project our research quality and innovative teaching more effectively to a global audience through development of a smart marketing strategy for this important aspect of our activity.
3. We will develop more effective regional bases, for example in the USA, China, India, Japan and Southeast Asia, to engage alumni and regional partners to help promote our activities and achievements.
4. We will create purposeful networks to which key stakeholders will want to join and contribute. These will include global networks for alumni, students and researchers, as well as more local networks to support our collaborative and interdisciplinary ambitions. Our relationships will enhance our global reputation, making new contacts and creating opportunities for scale, growth and new income. They will also benefit the reputation and economy of our region.

Our strategy and actions

Strategy 1 – Developing a 2030 campus and city experience

A major strategic driver in our transformation will be a £300 million investment in our estate by 2030 to develop new buildings and radically refurbish our 1960s Lasdun teaching wall. To achieve our objectives we also have to build our reputation for embracing technology, as well as building the facilities and infrastructure on campus and in the city so it becomes a 'must-go' destination for future students, new staff and research funding. We must ensure our campus is welcoming to all and that we provide sufficient affordable, high-quality accommodation for our students. A priority driver, therefore, has to be financial resilience and, in particular, the generation of the necessary income to invest in our ambitious plans for the future. All our staff will play an active and critical role in achieving this. We will also continue to ensure that environmental stewardship runs through our developments: through our teaching and how we motivate our students as global citizens; through our research and how we impact upon some of the world's biggest environmental challenges; and through our leadership locally and regionally.

Actions:

1. Manage the university finances to enable us to invest in our people and campus, and to enable the first phase of a £300 million Vision 2030 investment programme of new and refurbished buildings and digital infrastructure.
2. Undertake a wide-ranging review of our information, customer and corporate management systems and technology (2016) and implement resource changes (2017 onwards) that will enable us to meet the rapidly changing requirements of the curricula, research and administration, and, critically, to be more time efficient in our delivery to create academic and professional space for engaging with the challenges of the 2030 Vision.
3. Develop a plan (2016) for investment (2017 onwards) in state-of-the art spaces and facilities for interdisciplinary research collaboration and more flexible learning and teaching spaces.
4. Invest in infrastructure to enable innovation, enterprise and impact to thrive across UEA and the NRP.
5. Investigate opportunities with external partners for developing a significant economic enterprise on campus for development in the 2021–25 Plan. This will be focused on a global challenge in which we can claim leadership and offer research excellence, education, networking, conferences and business incubation.

Strategy 2 – Advancing our academic mission

We will develop a strategy that responds both to rising student expectations and the demands from funding bodies for increased returns from investments in research. Our staff, students and stakeholders will be active partners in this strategy. It is essential that we seek out and assess the viability of new opportunities and demands in research and Higher Education. We will need to anticipate the jobs of the future, the skills most in demand, our biggest challenges, and the opportunities for maximum research impact. We will need to involve our students and work together with industry bodies, skills agencies, policymakers and employers, and then adapt quickly. We will embed new skills into our curricula and also provide them through extracurricular programmes. This will include skills in entrepreneurship, leadership, intercultural understanding and innovation.

Actions

1. Increase our focus on research excellence, including interdisciplinary working across teaching and research, and the development of pan-university and NRP initiatives to

encourage collaboration. Institutional leadership in research will be enhanced by the appointment of an Academic Director of Research.

2. Build up a diversified portfolio of research funding with less reliance on research councils and more focus on industry, charity and international funders, based upon a strategic approach with a supportive internal peer review.
3. Ensure our education develops in ways informed by employers and the needs of the wider world, combining knowledge acquisition with key skills development while ensuring a work-based or international experience, and language study, is available to our students through an institution-wide Student Opportunities Programme.
4. Expand our research-based teaching, innovating to create more opportunities for students to actively engage with research during their course.
5. Explore new ways of delivering teaching, learning and research, including low-residency programmes, blended learning through virtual learning environments, and full online courses.
6. Promote an enterprising and entrepreneurial culture among students and staff, providing support and training through undergraduate, postgraduate and professional development courses. Institutional leadership in enterprise will be enhanced by the appointment of an Academic Director of Enterprise.
7. As part of the Student Opportunities Programme, and in setting a foundation the 2021–25 Plan, we will investigate the extent to which UEA can create an environment for students to build personalised pathways, around core module provision, to achieve the overall outcomes to which they aspire. We anticipate that this will include existing provision to select the most relevant modules, mixed with new extracurricular opportunities to learn the skills and develop the attributes most appropriate to a student's post-UEA aspirations.

Strategy 3 – Extending our reach in national and international markets

By shaping existing and new networks we can create the opportunities to achieve many of our objectives, including growth in student numbers, reputation and impact. Some of these networks embrace the digital age, varying from online social media connections with prospective international students, to alumni collaborations, fundraising platforms, and internal interdisciplinary innovation groups. We should also network with industry and employers, and look to create partnerships that generate commercial opportunities and build reputation. Our mindset will be confident and outward looking, with a strongly global perspective. We should explore how we can extend our influence in our communities, how we can engage policymakers and how we can develop alternative routes to research funding. We should look at how our teaching, including MOOCs and other short-course formats, can open new doors and markets around the world. These may be geographic, at home and overseas, or in subject areas, and may be focused on in-demand subjects in emerging markets in which we can claim leadership or early adoption. This reach applies to our core student recruitment and research priorities, but also to innovation around new-style courses, new CPD delivery, new income streams, and different kinds of partnerships.

Actions:

1. Build effective global networks with international partners, including students, alumni, researchers and businesses, to extend our reach.
2. Explore the development of new international offices to aid in student recruitment, alumni relationships and projecting our achievements, with an early priority being an office in the USA in 2016/17.
3. Work with partners to build the profile of the region, the university, our teams, our individuals and the work we do, focused at all times on growing our reputation for high-

quality education and research.

4. Leverage opportunities across the NRP, particularly those opened up by the Centre for Food and Health, and work creatively to maximise positive impact on economic development and innovation throughout the regional and local economy.
5. Ensure that all our students and staff feel part of UEA before they come, on arrival and throughout their time with us, and that our alumni feel connected and involved.
6. Explore new opportunities to extend our digital presence using technology to reach out to new students, research and businesses, building on our pioneering use of MOOCs.
7. Explore new course subjects and modes of delivery to meet the diverse and flexible needs of potential new students in a changing market that fully embraces widening participation, and that includes part-time students, apprentices and retirees (for full implementation in the 2021–25 Plan).
8. Initiate a project group to explore approaches that could be taken to change the common perception of Higher Education as being just three to four years of learning at the beginning of adulthood to an opportunity for lifetime learning in which students can continually connect, on campus and online, with UEA for support and education throughout their lives. Outcomes of this project would be considered for potential implementation in the 2021–25 Plan.

Strategy 4 – The culture and development of our institution

Many of our objectives rely on a campus environment in which key skills flourish. We will support our staff – academic and professional – to develop strong global perspectives; to encourage innovation, effective partnership working and enterprise; to be proud of their professionalism; and to seek efficiencies. These skills will propel many of our operational successes, but they will also act as a catalyst for our students to embrace the same skills and mindsets, helping them to be more successful in their careers. These skills will also empower our staff to lead and support the key strategic actions in our Plan. We will develop programmes to embed these skills and attitudes into our everyday lives on campus, ranging from staff CPD and performance review to new teaching formats and extracurricular activities. New teaching and learning space and thinking time will be created, and innovation will be absorbed within a culture that celebrates success and values equality, diversity and environmental sustainability.

Actions:

1. Provide support and mentoring to ensure that all staff can develop their full potential, including leadership and fast-track programmes available to all; provide a review of the processes through which we recognise and reward our staff contributions; and provide a review of the best ways for training and up-skilling staff in the use of new methods and technologies.
2. Celebrate the diversity of our communities, proactively working to achieve equality, dignity and respect while embedding key values in our curricula and research programmes. UEA is committed to ensuring equality and diversity at all levels, and will work to improve the representation of women and black and ethnic minority staff in senior leadership, academic and professional positions. We will also ensure that the needs of trans students and staff are addressed in an inclusive and proactive manner.
3. Reinvigorate strategies for widening participation to ensure that UEA courses are open and welcoming to outstanding students from diverse backgrounds. We will provide leadership in this area through the appointment of a new Academic Director for Widening Participation.
4. Take steps to ensure that the educational experience and support offered to international students is outstanding and takes account of diverse cultural backgrounds,

reflecting how much UEA values its international students, who form a vital component of the university community.

5. Provide stimulating, two-way communication across the whole UEA community, including ongoing dialogue about our Vision and plans.
6. Develop initiatives that prioritise staff and student wellbeing, including development of a harassment-free 'safe campus in a safe city' initiative in partnership with our students and city stakeholders. This will include a review of staff workloads and student welfare services.
7. Creation of institution-wide training in professional service and business efficiency to help UEA meet strategic objectives in increasingly competitive times.
8. Initiatives to create more time and space for our staff to dedicate to research and to innovate in teaching and learning – aiming to streamline administrative processes.
9. Explore, for potential development in the 2021–25 Plan, how we may be able to collect and organise a regular flow of UEA ideas, helping to promote our commitment to excellence and innovation.

Strategy 5 – Addressing our global challenges

To achieve our reputational objectives, we need to be clear on the global challenges we wish to tackle. We will need to create interdisciplinary teams, integrate ideas and develop our facilities in order to be successful. A key goal will be to ensure that everyone at UEA understands the challenges we are confronting, and that we celebrate our successes. We need to remember that our staff, students and partners all have their own powerful motivations, often aligned to making a big impact on world problems. We should foster that spirit.

Actions:

1. Develop and internationally promote our research strengths, with a focus on those that address major global challenges with world-class impact.
2. Horizon scan and monitor international news to identify global challenges and prepare for them.
3. Be conscious of environmental protection and performance as we develop our campus through new construction and refurbishment.
4. Be exemplars for research integrity, upholding and improving our assurance and ethical approval processes and training.
5. Ensure that our corporate social responsibilities fit our strategic objectives and position as global leaders in education and research.
6. Explore ways in which we can ensure our global challenges resonate with our staff and students. This will require that we develop a better understanding of individual and collective motivations among our staff, students and partners.
7. Support opportunities for hosting global conferences and summits where UEA can show world leadership in key challenges that our research is addressing.