



Vice-Chancellor's Address

Professor Trevor McMillan

Vice-Chancellor

8th October 2015

OUR **VISION** 2020



Some Key Achievements 2014/15



- Research - REF Outcome
- Student Recruitment 2015
- NSS Scores 2015
- Keele Institute of Liberal Arts and Sciences
- Curriculum Developments – New 3 Block Timetable
- First Cohort of Distinctive Keele Curriculum Graduates July 2015
- Capital Developments – STEM Capital Bid Success, Smart Energy Demonstrator, Walter Moberley, IC5
- Creation of new Directorate of Engagement and Partnerships
- Financial sustainability

Can we claim to be research-led?



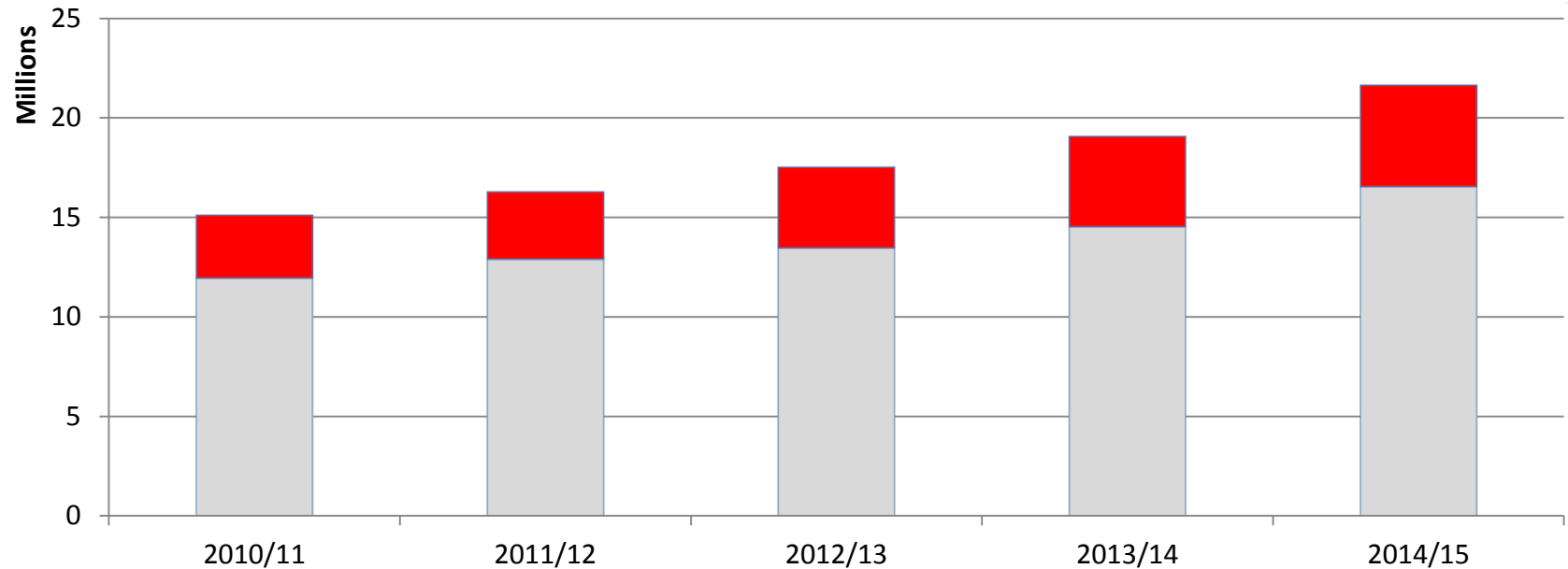
- REF: Submitted 60% of staff in 2014
 - Leading research-intensives typically 70-85% (2008 – 80-100%)
 - Post-92 and new universities 10-30%
 - Liverpool – 70%, Cardiff – 46% , Bradford – 23%, Salford – 33%, Hull – 56%
- 100% growth in research income since 2008
- 70% growth in PGR student population since 2010
- Research income increased % of total income
- Direct Research contribution ca. £10m in 2014/15

Research Income



■ Research grant income (HESA data)

■ RCUK Facilities income (REF data)



Keele overall ranking and comparison to RAE 2008



- By **intensity-weighted GPA** – ranked **48th** in sector (57th in 2008) – **9 place improvement**
- By **Intensity** (59% of staff submitted), ranked **47th** in sector (59th in 2008) – **12 place improvement**
- By **GPA** – ranked **53rd** in sector (equal 56th in 2008)
- **Outputs** – ranked **46th** in sector **by % 3* + 4* outputs**

NSS 2015

- **Keele is rated first in the country for student satisfaction.**
- 95% for overall satisfaction compared with national average of 86%
- Keele has improved its performance in all the areas surveyed except two, and one of these was unchanged.
- Significant rises in the performance of Learning Resources, Assessment & Feedback, Academic Support, Personal Development and Overall Satisfaction
- Disciplines with highest overall satisfaction : Education, Geology, Medicine, Pharmacy, Nursing, Physiotherapy, Biochemistry, English and Maths

| NSS % Agree | | | |
|-----------------------------|------|------|-------|
| | 2014 | 2015 | + / - |
| | % | % | % |
| The Teaching on my Course | 92 | 92 | 0 |
| Assessment and Feedback | 77 | 79 | 2 |
| Academic Support | 87 | 89 | 2 |
| Organisation and Management | 87 | 86 | -1 |
| Learning Resources | 87 | 90 | 3 |
| Personal Development | 87 | 89 | 2 |
| Overall Satisfaction | 93 | 95 | 2 |



Student Recruitment 2015



| Admissions 2015 -16 Entry Summary Table (as at 16 September 2015) | Target 2015 | Projected Intake 2015 |
|---|-------------|-----------------------|
| Undergraduate FT Home/ EU HEFCE Fundable Excluding Medicine | 1850 | 2049 |
| Undergraduate FT Overseas* | 272 | 133** |
| | | |
| Postgraduate Taught Home /EU (excl. ITT) | 278 | 170 |
| Postgraduate Taught Overseas* (excl. ITT) | 278 | 154** |
| | | |
| Postgraduate Research*** FT Home/EU | 64 | 41 |
| Postgraduate Research*** PT Home / EU (FTE) | 11 | 11 |
| | | |
| Postgraduate Research*** FT Overseas | 24 | 25 |
| Postgraduate Research*** PT Overseas (FTE) | 0 | 1 |



Graduation

In July we graduated 1,644 undergraduate students

Employability



- A Top 10 university for employability
- 79.6 % Keele graduates in graduate jobs
- 95.8 % in jobs or in further study

Advancement of gender equality: representation, progression and success for all.

Athena SWAN Charter now includes:

- all academic disciplines,
- professional and support staff,
- intersection of gender with other factors,
- tackling trans discrimination.

| Department | Award Level |
|--|-------------------|
| IPCHS (Primary Care) | Silver |
| School of Life Sciences | Silver |
| School of Physical & Geographical Sciences | Bronze |
| School of Humanities | Bronze |
| School of Psychology | Bronze |
| School of Health & Rehabilitation | Bronze |
| School of Medicine & ISTM | Bronze |
| School of Nursing & Midwifery | To apply Nov 2015 |
| School of Law | To apply Nov 2015 |
| School of Computing & Maths | To re-apply 2016 |
| School of Pharmacy | To re-apply 2016 |

Regional and Business Engagement



A number of significant School/Faculty-led regional initiatives. Eg:

- CLOCK (Community Legal Outreach Collaboration at Keele)
- CASIC (Community Animation and Social Innovation Centre)

New Directorate of Engagement and Partnerships – February 2015

A strategic lead in the brokering and management of partnerships with external business, government and community organisations, based on collaborative working with Faculties, Schools and other Directorates across the University. Some achievements to date:

- Initiation of an Innovation Council in Staffordshire
- Re-branded the Keele Science and Innovation Park
- Submission of bids for >£25m of European Structural funds

Capital Developments 2014/15



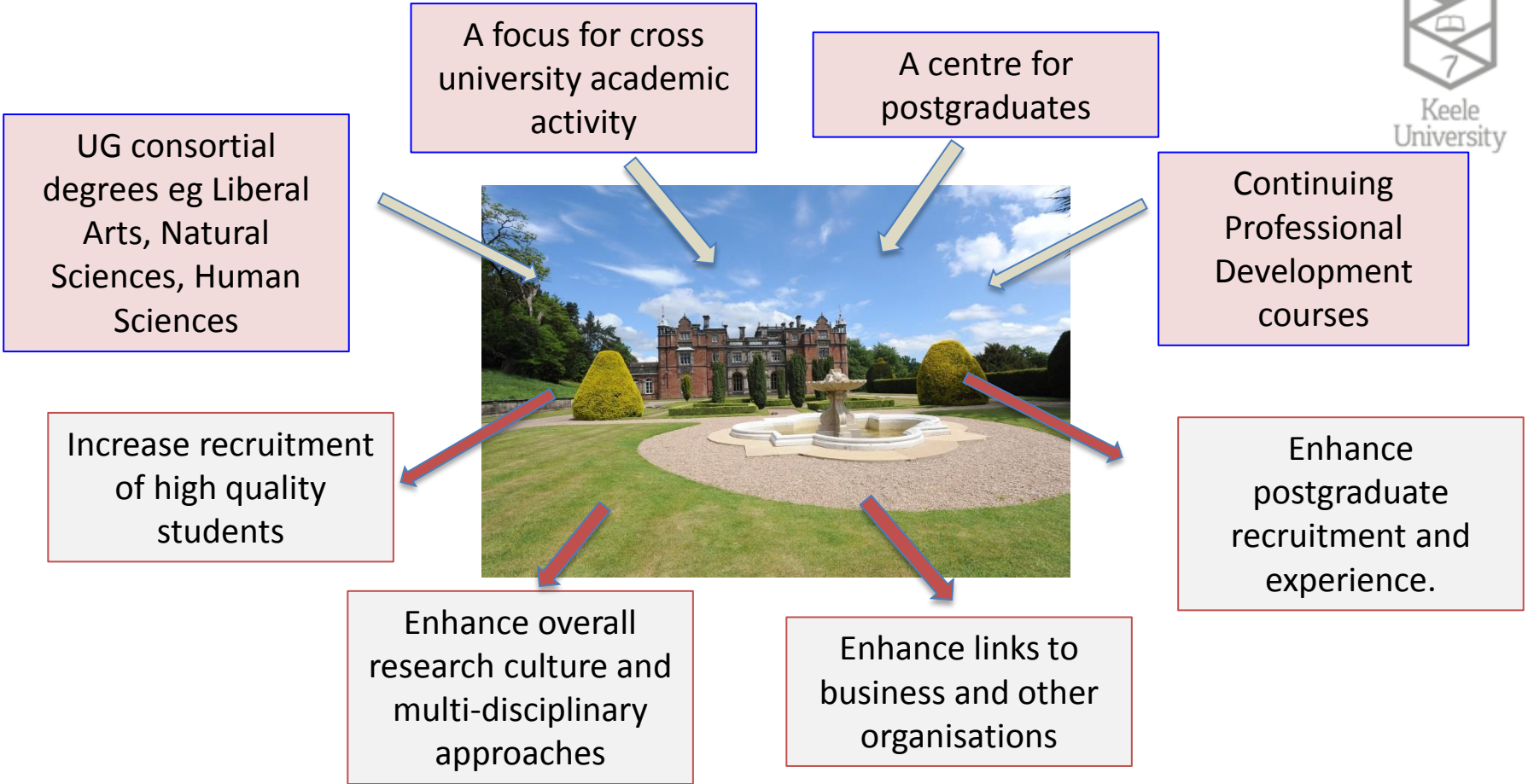
- Horwood Energy Centre
- 3 G Sports Pitch
- Reconfiguration of the Walter Moberly Building
- Additional teaching space within Dorothy Hodgkin Building
- Additional learning space with Library 1st Floor
- Concept Teaching Room (AV Demo Room)
- Student accommodation maintenance Upgrades
- Refurbishment of Keele Management Centre
- Well Pharmacy
- Centralisation of student facing services on centre of campus

IC5

- Due for completion in May/June 2016
- First Steelwork is being erected as we speak
- Seddon Construction
- £6.9m centre, with £5m construction value
- Over 30,000 sq. ft. of office and workshop accommodation and is expected to create 130 new jobs



Keele Institute of Liberal Arts and Sciences



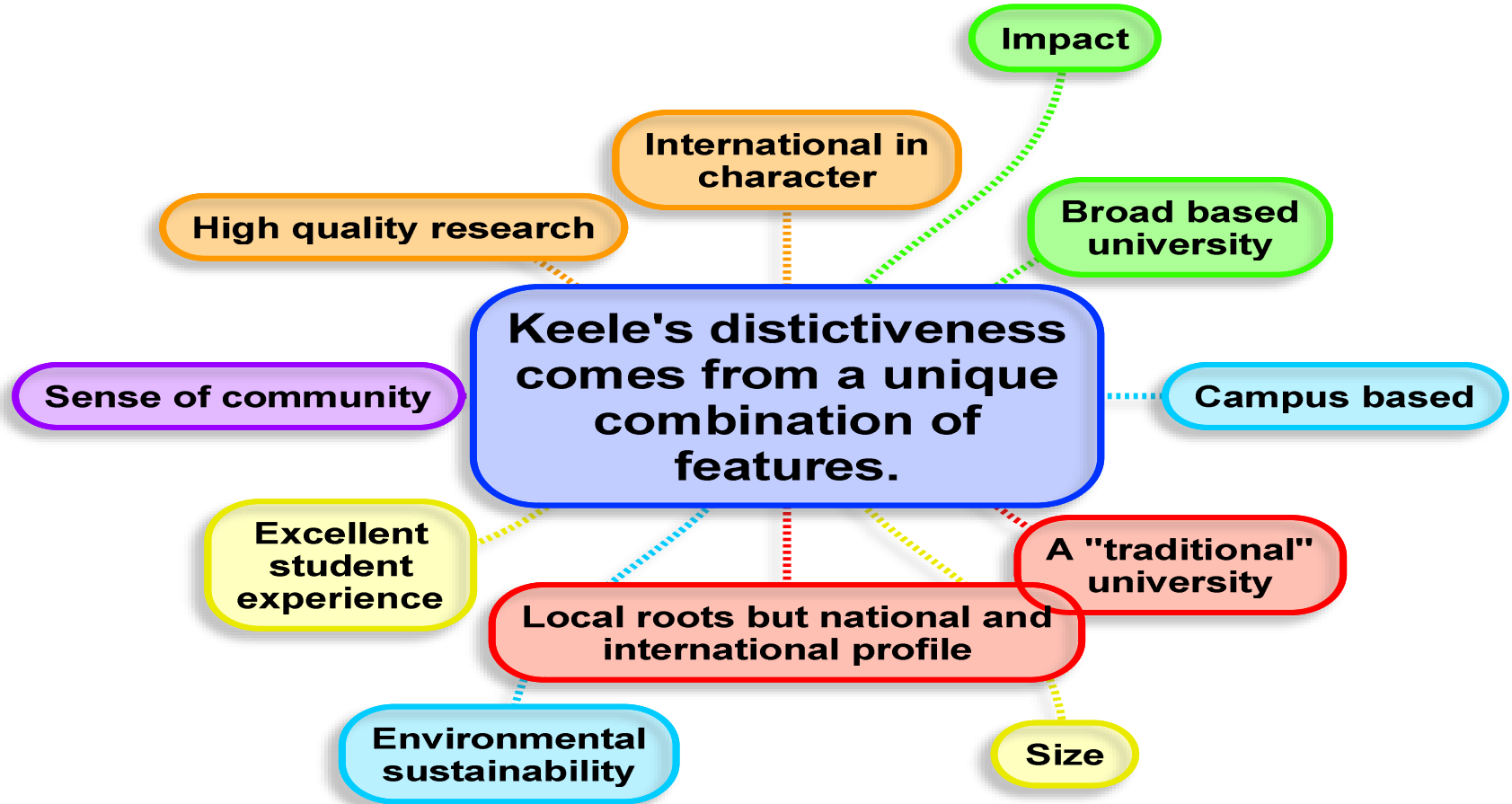


Keele Beyond 2015

The Strategic Plan

OUR **VISION** 2020





[illegible]

Keele Now (?)



Don't Shout
about
success

Not flexible
enough

Bubble

Supportive

Person-
Centred

Niche

Good
Teaching

Quality

Friendly

Lack
Ambition

Insurance
Choice

We do detail
really well.....

Safe

Quirky

Keele in 2020



Targeted
Ambition

High Quality

Research-led

Excellence in
Research

Top 30 in the
UK

High
Employability

A Genuine Hub
for Business
Engagement

Transformed

Creative and
Ambitious

Aspirational
Choice

Excellence

Financial Agility

Flexible and
Responsive

Beyond 2015 Strategy: 6 key aims

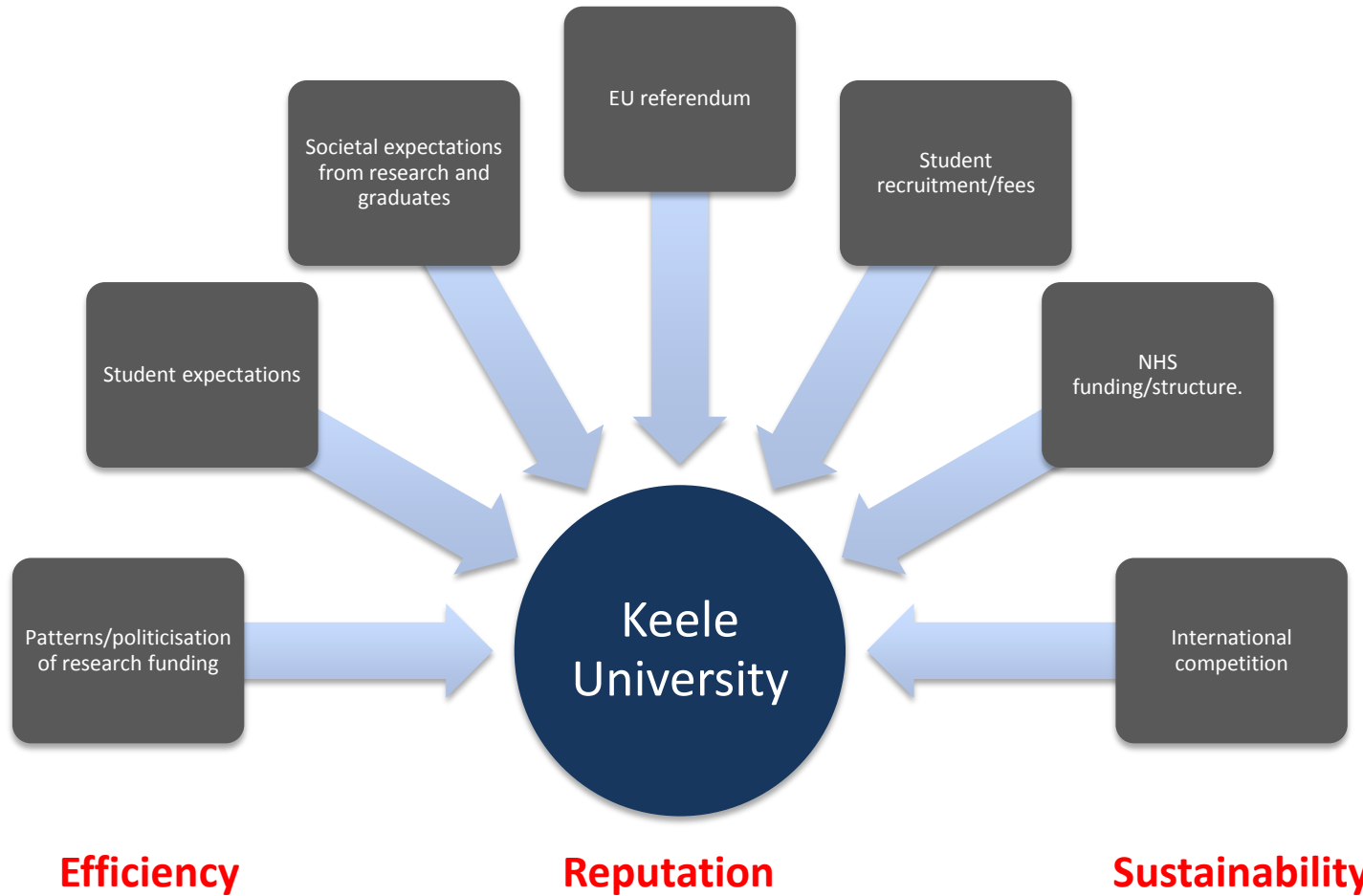


- **Broad-based, research led University** of 13000 students, internationally recognised for our excellence in education, research and enterprise
- Providing **outstanding discipline-based education** and a unique portfolio of personal development opportunities in a sector leading student experience
- International **excellence and impact in focused areas of research**
- Contribute positively to the society, economy, culture, health and well-being of the communities we serve
- Promote environmental sustainability in all that we do
- Transform how we work to ensure our development is sustainable and delivers world-leading teaching and research

Some Specific Ambitions



- One of the world's leading universities; top 400 (ie 2%) in the THE World Rankings
- One of the UK's leading universities; top 30 overall and top 10 in leading disciplines
- British 'Ivy League Liberal Arts College'
- International in outlook and performance
- World leading research in 3 or 4 key areas; international profile in most others
- High performance educational provision; increasing proportions of ABB+ entrants; trend of rising levels of degree performance; NSS & DLHE in top 10 nationally
- Beacon for Environmental Sustainability in HE and wider society



The Big Sector Challenges



- Competition in teaching
- Collaboration in research
- Impact on economy and society
 - Graduates
 - Research
 - Expertise
- International scale with local value
- Regulation
- Reduced predictability/stability

Key approaches:

- Perform like a top University
- Behave like a top University
- Make sure the data demonstrate that we are a top University



Key Performance Indicators for 2020

Academic performance

- Increasing University Reputation
- Size and diversity of student population
- Quality of entry profile
- Student satisfaction
- Graduate destinations
- Widening participation
- Research performance
- PGR community
- Research Income
- Student and Graduate internships and placements
- Collaboration with business/industry
- CPD Portfolio



Key Performance Indicators for 2020

Underpinning performance



- Reduce our Carbon Footprint
- Waste Reduction
- Energy Production
- Financial Sustainability
- Quality of the Estate
- University Learning & IT Resources
- External Profile
- Employee Engagement
- Equality and Diversity

Critical Enablers



- Vibrant T portfolio
- “Distinctiveness of curriculum”
- Innovation in delivery
- Student support and facilities
- Research embedded in schools

- Regional engagement
- Partnerships
- Enhanced estate
- Strong international strategy
- Growth and efficiency
- Staff recruitment and retention

Critical elements for moving forward as reflected in “Beyond 2015”



Students

- Recruitment of high quality students
- Increase employability and employment of our students
- Technology
- *Student experience*
- *Portfolio*
- *High quality international partnerships*

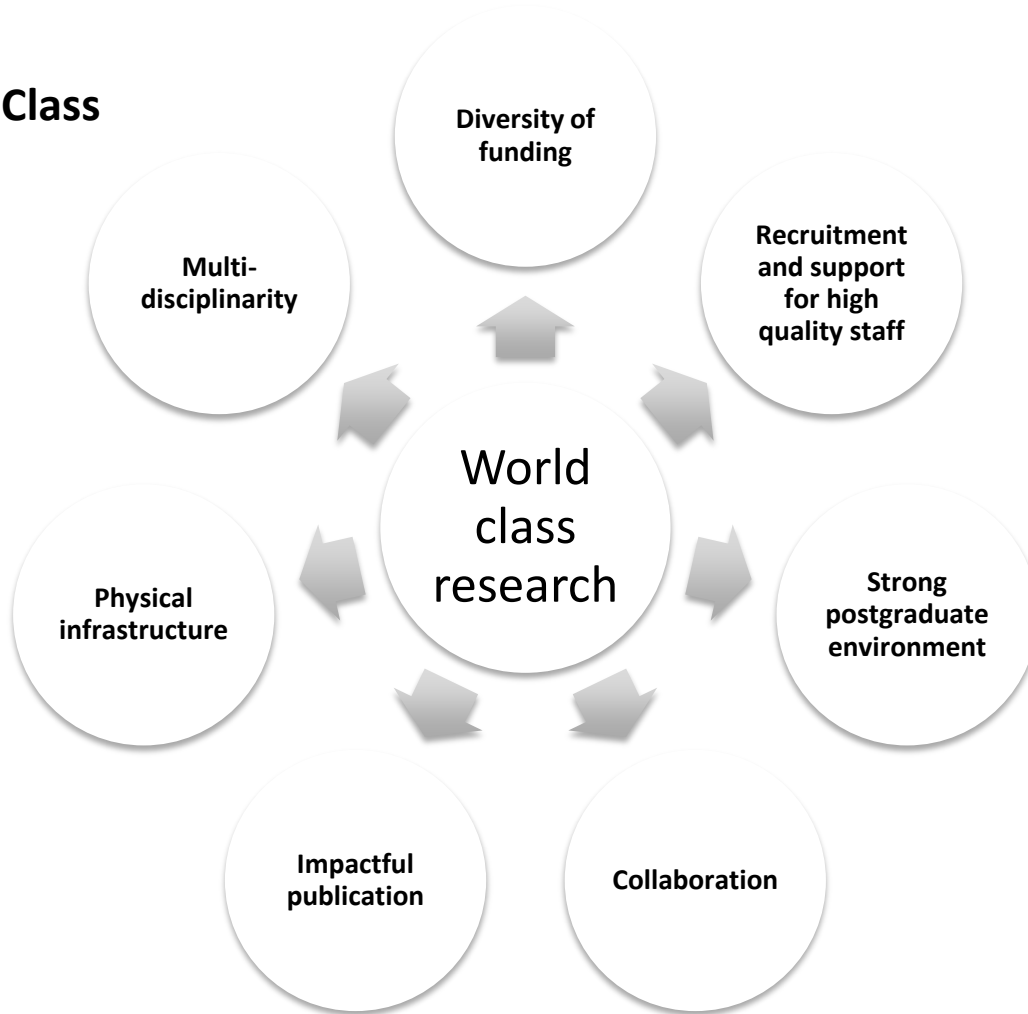
Research

- Recruitment and support of strong researchers
- Collaborations (HEI, business, NHS etc)
- PGR recruitment and experience
- *Culture*
- *Funding*
- *Interdisciplinarity*

Organisation

- Financial sustainability and investment
- Marketing/Profile
- Development campaign
- Partnerships
- *Efficiency/effectiveness*
- *Enhanced estate*
- *Agility*

Promoting World-Class Research



Action Themes (15/16)



- Portfolio development
- Curriculum development
(Including transition, progression support etc.)
- Student attainment
- Research grand challenges
- Pilot lecture capture.
MOOC
- Accommodation development
- Huxley
- ESIF projects
- SEGI
- International strategy
- League tables
- Ready for Teaching Excellence Framework

Some aims for education at Keele in Context of Keele Beyond 2015 Strategy



- More interdisciplinary
- More research informed
- More efficient on process
- Better degree outcomes
- Coping with diversity in learning styles and experiences
- More efficient with staff time
- More appropriate space
- More efficient space
- WITHOUT reducing student experience

Portfolio and Curriculum Development



- Our offer is too complex and confusing to our market
- We offer more choice than student want or can reasonable take
- Resulting pressure on resources expressed through the timetable is unsustainable even with the new 3 block timetable.
- In recruitment:
 - 12.5% courses attract 1 or more applications
 - 45% courses attract zero or one application

Features to promote in a revised curriculum



- Research-led/informed teaching
- Programmes that attract (and retain), highly qualified entrants
- High quality students maximizing their degree outcome and acquiring key graduate attributes and broad experiences.
- High quality provision seen as academically credible
- Some genuine interdisciplinary programmes
- A student experience that is on a personal scale
- All done in facilities that compare well with other institutions

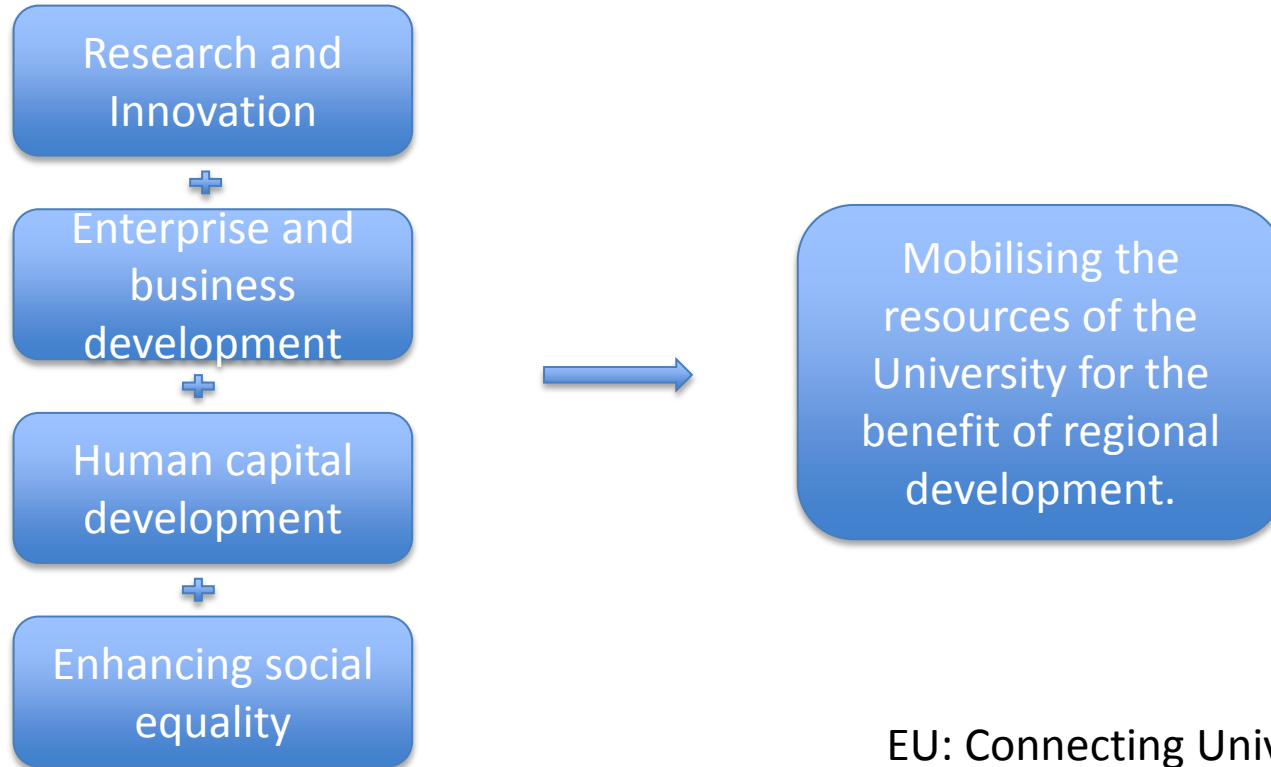
Keele as an anchor institution



Axelroth, Hodges and Dubb (UoP).....

"An anchor institution is one where the mission of the university is to consciously and strategically apply the institutions long term, place-based economic power, in combination with its human and intellectual resources, to better the welfare of the community in which it resides"

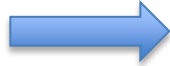
Key areas for university engagement in regional development



Keele University at the heart of the Stoke-on-Trent and Staffordshire City Deal



Research in geosciences,
sustainable materials, energy,
environmental technologies,
sustainability at Keele
University



Small demonstrator/outreach/
teaching/research in
sustainability
(HEFCE SDF)



CITY DEAL AWARDED March 2014

- The Stoke-on-Trent District Heat Network.
- **The Keele University Smart Energy Network Demonstrator**
- Stoke-on-Trent and Staffordshire Business Support Programmes.
- A pilot for the improved alignment of learner demand and employer need



*Centre of Excellence for
Energy Security and
Renewables*



Building an International student base

Elements of our strategy



- Increase geographical diversity of recruitment
- Ensure we have right mix of agents and partnerships
- Increase subject diversity for recruitment
- Enhance quality of intake
- Reduce the attainment gap with home students
- Ensure broader social and pastoral needs are met

Behaviours of a Top University

- Know your strengths and weaknesses
- Be ambitious but realistic
- Be responsive
- Hang on to values
- Be people centric
- Be trusted, high value partners
- Dare to be different
- Don't be shy
- Be outward facing





“It was attention to detail that gave us the advantage over the other teams. We considered everything, even the smallest improvements, to give us a competitive edge. It was the accumulation of these small details that made us unbeatable.”

Dave Brailsford, Team GB

Should these be some of our overarching priorities?



Possess sense of energy and excitement among all staff, students and alumni of the university that allows us to innovate in all that we do

Ensure that we have a financial strategy with supporting processes that provide a solid base for the University while enabling investment, supporting success and encouraging innovation.

Have an external profile that promotes the excellence of Keele and makes it a destination of choice for students, governments and private organisations who want the best.

Promote partnerships and collaborations with other HEIs, public sector and private organisations at regional, national and international levels.



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www.keele.ac.uk/strategicplan