



# From Newcastle. For the world.

Our vision & strategy




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# HELLO

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I am proud and delighted to introduce our new Vision, which has been developed with our staff, students and external partners as a statement of our collective ambition for Newcastle University.

When I took up the role of Vice-Chancellor and President in 2017, I met as many people as possible to understand our current strengths and to bring together new ideas on how we can develop and grow as an institution. I have been hugely impressed by the breadth and depth of our strengths in both education and research.

As one of the United Kingdom's great civic, research-intensive universities, we exist for the public benefit, to advance education, learning and research. Our new Vision is to build on this core purpose to become a more globally inclusive institution, providing new knowledge and creative solutions that make a positive impact on the economy and

society of our region, the UK and beyond.

The expectations placed on universities by students, governments and the public have changed dramatically in recent years. There is now a clear belief that universities exist to serve local and global society – whether through the graduates we educate or through our research and innovation. At Newcastle, we are exceptionally well placed to meet these changing expectations due to a proud heritage of innovation stretching back more than 180 years. I firmly believe that, with the right vision and strategy, we can enhance our contribution to tackling the numerous challenges faced by global society.

**Professor Chris Day**  
Vice-Chancellor and President

# OUR VISION

**O**ur Vision expresses our collective sense of purpose. We aspire to be a people-focused university that harnesses academic excellence, innovation and creativity to provide benefits to individuals, to organisations and to society as a whole.

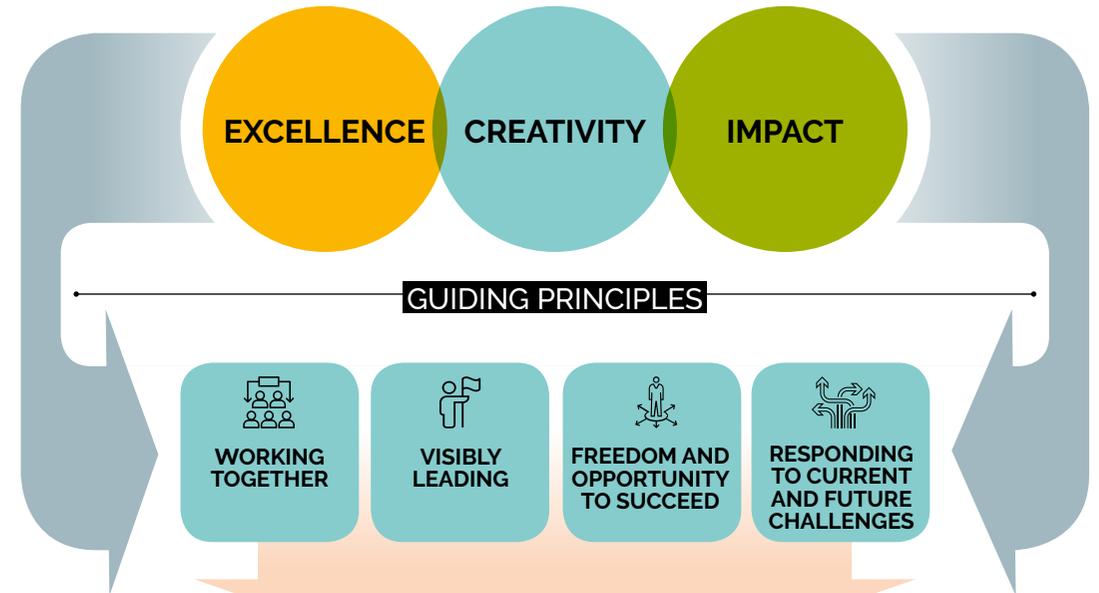
Newcastle University exists for the public benefit to advance education, learning and research. Our objective is to build on this core purpose and, in doing so, provide new knowledge and creative solutions that make a positive impact. We aim to work collaboratively with our many external partners to shape brighter futures, grow the economy and champion social justice.

**VISION**

## NEWCASTLE UNIVERSITY

We are a world-leading university, advancing knowledge, providing creative solutions and solving global problems

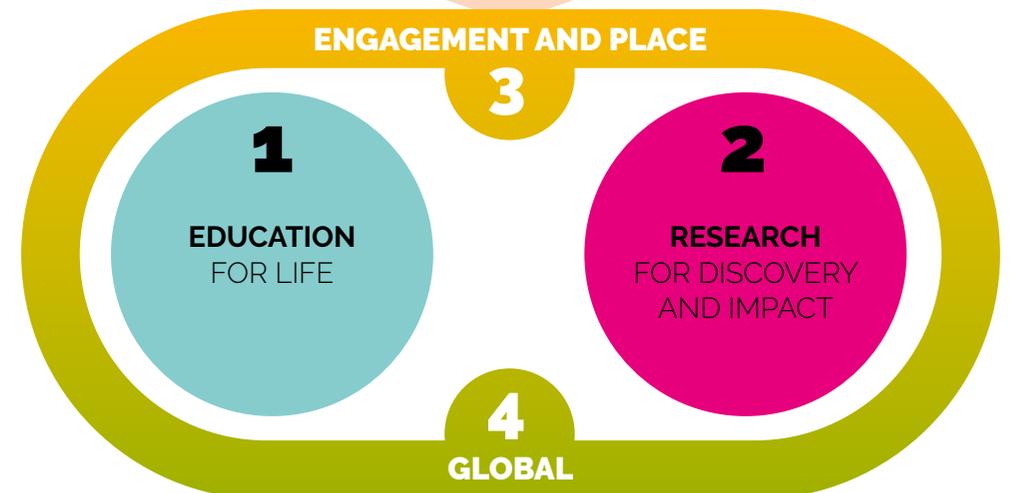
**VALUES**



**GUIDING PRINCIPLES**



**STRATEGIES**



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# OUR VALUES

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**W**e will maintain and build upon our long-standing commitment to equality, diversity and inclusion, while continuing to respect and protect the principle of academic freedom. We are passionate in our belief that universities should play a fundamental role in creating and fostering more equitable societies.

Our new Vision builds actively on these Values, but also identifies three aspirational Values that inform everything we do and will guide us as we develop and grow as an institution.

## EXCELLENCE

Enabling our staff to realise their twin ambitions of leading the way globally in their areas of research expertise and providing an outstanding educational experience for our students

## CREATIVITY

Being creative and innovative in finding ways to advance knowledge and engage with society to address global problems

## IMPACT

Working in partnership with governments, industry, the creative and cultural sector, and community groups to identify the current and future challenges faced by society and to provide innovative ideas and solutions that will make a difference

# GUIDING PRINCIPLES

**O**ur guiding principles explain how we will operate as an institution while in pursuit of our strategic goals. We believe that we will only be able to reach our potential in teaching and research and, therefore, have a genuinely global impact, if we operate in accordance with these principles.

They describe how we aspire to give our staff the environment they need to excel and how we will collaborate with wider society in our main areas of expertise and in new and emerging disciplines.



This refers to working together internally and externally with our various partners, including local, national and international higher education institutions and organisations from the public, cultural, commercial and voluntary sectors. These partnerships improve the quality of our work, increase its impact and enhance our reputation.



Our University is recognised globally for a number of current strengths, including Ageing and Health, Energy, Data, Cities, and Culture and Creative Arts. In all of our education, research and engagement activities, our aim is to promote and support these existing strengths while also facilitating the development of emerging areas of world-leading education and research.



Our people, staff and students – past, present and future – are at the heart of our strategy. Our overarching aim is to support their development and allow them to reach their full potential by providing them with the freedom and opportunity to inspire excellence, ambition and creativity.



While there is ample evidence of the long-term value and impact of enquiry-driven research, it is also clear that our priorities in both education and research need to align, at least in part, with the demand side of the knowledge economy. Our staff have a critical role in both identifying and responding to the societal challenges that face the world now and in the future, and in educating our students to be critical citizens.

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# OUR STRATEGIES

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**W**e exist for the benefit of society and our four core strategies have been developed to demonstrate how we will tackle some of the challenges it faces. We are, of course, a first-class teaching and research institution, and excellence in these areas is central to our purpose.

But we cannot operate in isolation. We will continue to reach out to governments and organisations both in the UK and around the world where collaboration is likely to play an important role in advancing knowledge and solving problems.



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# EDUCATION FOR LIFE

Engaging, challenging and supporting students to discover and fulfil their potential

All our educational activities will be based on a commitment to promoting the highest levels of student engagement. We will challenge and empower our students to discover and reach their full potential, supporting and working with them to do so.

The education that we offer is a joint endeavour involving all members of our University community. Staff and students work in partnership to co-create learning experiences based on a commitment to mutual development and self-discovery. This allows our graduates to develop the resilience, attributes and skills to transform their own lives and the communities in which they live, and to excel in their chosen futures.

**OUR SPECIFIC AIMS ARE TO:**

- Provide an outstanding educational experience rooted in strong disciplines and enhanced by a broad range of experiences.
- Encourage and provide opportunities for multi- and inter-disciplinary encounters.
- Maintain and promote the academic rigour and stretch of our programmes.
- Inspire, challenge, support and care for our students.
- Provide an inclusive, diverse and international collaborative learning community.
- Empower our students to be creative, innovative, enterprising and global in their outlook.

**NEW INITIATIVES WILL INCLUDE:**

- Implementing our technology-enhanced learning roadmap so that we are recognised as a leading university for the use of technology to support campus-based education.
- Working to create a Newcastle Doctoral College as a world-class centre for research training to support our research students.
- Developing and implementing a new Graduate Framework to support and prepare students to shape the societies in which they will live and the professions they choose to enter.
- Aiming to establish an inter-disciplinary school to facilitate multi- and inter-disciplinary opportunities.



**Fully engaged**  
Our students on campus, where they will be challenged and empowered to reach their potential.

# RESEARCH FOR DISCOVERY AND IMPACT

Catalysing transformative research  
within and between disciplines

Our commitment is to be a world-class, research-intensive university that builds upon its distinctive attributes. These features include a broad disciplinary base but at a scale that allows us to act cohesively; the integration of education with research and engagement, a portfolio of world-leading research clusters and independent scholars, the provision of real-world test beds for innovation, and our deep regional and global partnerships.

In doing so, we will help to transform society through the application of our research and will provide leadership in identifying and responding to societal needs, including those addressed by the UN Sustainable Development Goals.

## OUR SPECIFIC AIMS ARE TO:

- Nurture excellent research and innovation that expands fundamental knowledge, addresses societal and global needs, supports sustainable economic growth and promotes health and wellbeing.
- Equip staff and students at all career stages with the skills to contribute to research and development in the academic, commercial, public and voluntary sectors.
- Foster inter-disciplinary approaches and partnerships with businesses, cultural industries and external agencies that extend the reach and impact of our research.

## NEW INITIATIVES WILL INCLUDE:

- Enhancing the visibility of our globally recognised strengths in Ageing and Health, Energy, Data, Cities, and Culture and Creative Arts. We will promote and support these existing strengths while also nurturing emerging areas of world-leading education and research.
- Consolidating our portfolio into multi-disciplinary Centres of Research Excellence, recognising that diverse collaborative teams are required to deliver many of the greatest advances.
- Developing a Newcastle University academic track scheme to enhance research and development skills – expanding our complement of early and mid-career academic staff and providing opportunities to involve researchers working within external organisations.

**South African flower fields**  
Newcastle researchers took part in a project to develop sustainable flower harvesting practices in South Africa

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# ENGAGEMENT AND PLACE

Improving the economy, health and social wellbeing, and cultural richness of the places in which we operate

Newcastle University has a strong tradition of working for the public benefit through the co-creation of knowledge in partnership with external collaborators, and we will seek to strengthen this further. As a civic university, our regional engagement is integral to ensuring that our academic and professional activities have economic, social and cultural benefits. We will work with local and national government initiatives to deliver inclusive, place-based growth.

There are many diverse and complex challenges facing society across the globe, which require high-quality disciplinary and inter-disciplinary researchers and educators working with partners to provide solutions. In approaching these challenges, we will nurture creativity, change and innovation – expanding our contribution to the city and the region and developing our global influence.

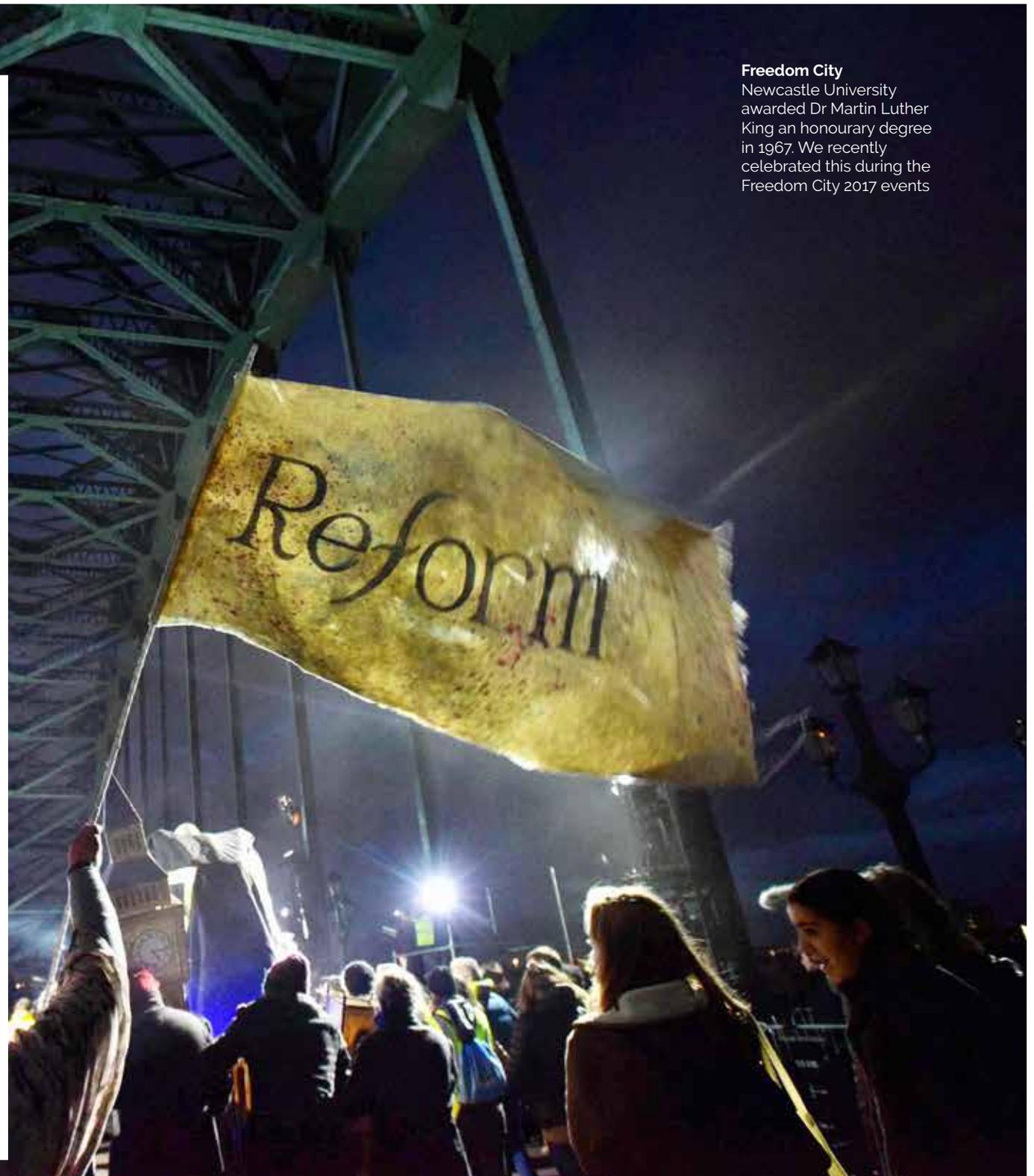
**OUR SPECIFIC AIMS ARE TO:**

- Work closely with regional industries and businesses to address their needs, including those related to: research and development; current skill shortages in their workforce; and their requirement for appropriately trained graduates.
- Be an outstanding partner for local government; the NHS; the voluntary, community and social enterprise sector; and cultural organisations.
- Improve the social mobility of people from under-represented and disadvantaged backgrounds by ensuring our education is as widely accessible as possible.
- Use our global reach to increase the international connectivity of our region and contribute to the vibrancy and cultural richness of our region.
- Equip academic and professional staff to address some of the policy challenges facing local, national and international governments.

**NEW INITIATIVES WILL INCLUDE:**

- Supporting innovation and productivity in the four sectors of opportunity in North East England: digital and creative industries; advanced manufacturing; health and life sciences; and subsea, offshore and energy technologies.
- Embedding the values and practices of social justice across the work of the organisation.
- Developing cross-university academies to equip academic and professional staff with the skills to influence policy debates locally and globally.
- Working together with partners in the city and region to co-design solutions for people and place.

**Freedom City**  
Newcastle University awarded Dr Martin Luther King an honorary degree in 1967. We recently celebrated this during the Freedom City 2017 events



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# GLOBAL

Influencing globally

We take a different view from many universities, believing that having presence outside of Newcastle allows us to develop partnerships, perspectives, innovations and solutions for education and research that we could not achieve in Newcastle alone. We have four global locations in Newcastle, London, Singapore and Malaysia. This physical presence is further strengthened by more than 200 collaborative agreements with universities and institutions around the world, a diverse community of students and staff from more than 120 different countries and a global alumni network of more than 200,000.

## OUR SPECIFIC AIMS ARE TO:

- Foster an environment that places international ambition and activities in the centre of our everyday thinking and working.
- Engage with our global alumni community and support professional networking and career development events.
- Build, meet the needs of and collaborate with the global network of partners, stakeholders, alumni and friends of Newcastle University.
- Provide the quality of experience that attracts and supports exceptional international students and staff from around the world.
- Work with our partners to make a positive impact in low- and middle-income countries by addressing 'grand challenges' relevant to them and championing social justice.

## NEW INITIATIVES WILL INCLUDE:

- Creating an environment in which staff are encouraged to develop international research and educational collaborations, and to encourage staff and student mobility and international outlook.
- Maximising the impact of our international presence through investment in research, the exchange of people and engagement with alumni.
- Building national and international networks in our areas of strength and leading the formation of new global partnerships to promote the international connectivity of the North and North East of England.

**International presence**  
We have four locations in Newcastle, London, Singapore and Malaysia

# STRATEGIC ENABLERS

This section identifies the strategic enablers – or inputs – we draw upon to support our core activities of education, research and engagement

## OUR PEOPLE

We aim to attract the very best students and staff to Newcastle University and to support our people to achieve their full potential, regardless of background. This includes the development of our own staff and the close collaboration with partners to enhance our education and training to meet both existing and emerging requirements.

We have a strong foundation of exceptional communities of staff

and students. We aim to create an environment of trust and respect where we harness this talent and inspire people to achieve even greater things.

Our People Strategy will help us to achieve this: attracting and retaining the best people; investing in our people; improving our systems and operations; and promoting a culture of innovation and aspiration.

## INFRASTRUCTURE

The University's estate and wider infrastructure supports all aspects of education and research. It is therefore vital that both our physical and virtual learning environment facilitates creativity and engagement between students, staff and our external partners.

We are investing in new digital technology to facilitate a bespoke experience for all who interact with the University. We treasure our remarkable archived materials, and will enhance accessibility to these through open data, digital archiving, and physical museum and library spaces.

## NETWORKS AND PARTNERSHIPS

Our networks in the UK and overseas – including our alumni base – are key to the delivery of our strategy. Our aim is to develop these networks and partnerships and, through our Engagement and Place Strategy, establish the University as a collaborative leader for global connections with the North East of England. We have a central role to play in promoting the city of Newcastle as a place to live, work, study and visit – vital to supporting the economic, social and cultural success of the city.

## ENVIRONMENTAL SUSTAINABILITY

Newcastle University is among the most sustainable universities in the UK, and has made great progress in carbon management, waste reduction and increased use of public transport among our staff and students. Our aim, as part of the new Vision, is to renew our deep commitment to managing our global campus footprint in a sustainable manner.

## EFFECTIVENESS AND FINANCIAL SUSTAINABILITY

Investment in people and infrastructure requires a financial strategy that enables us to generate a surplus on operating activities sufficient to support that investment. To achieve our ambitions for education, research and engagement also requires effective and joined-up professional services and good governance.

We take pride in our professionalism and review our business processes on a regular basis to deliver sector-leading services to meet changing needs. We also recognise that to be effective requires us to be agile, resilient and cost-efficient – qualities that underpin our University-wide approach to professional services.

## MONITORING OUR PROGRESS

We aim to enhance our position as a world-leading university through education, research and engagement. We will monitor progress against each of our core strategies using a small set of metrics reported to Council.

We also recognise that universities are often measured using rankings that compare the relative position of institutions in the UK and internationally. Our broad aim is to achieve a position in the global Top 100 as measured by at least one of the main university rankings. The success of our Vision is not, however, determined by rankings produced by external organisations.



visit [ncl.ac.uk/from](https://www.ncl.ac.uk/from)

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**“The things we're doing here are  
making a difference out there.”**

PROFESSOR CHRIS DAY  
Vice-Chancellor and President

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