



UNIVERSITY  
of  
GREENWICH

# University of Greenwich Strategic Plan 2012–17: Summary Making Greenwich Great



THIS WAS THE TUDOR PALACE OF GREENWICH  
BUILT BY KING HENRY VIII  
AND HIS DAUGHTERS  
QUEEN MARY I IN 1516  
AND  
QUEEN ELIZABETH I  
IN 1533

## Vice-Chancellor's foreword



“The University of Greenwich is one of the leading universities in London – the largest in the capital by student numbers, the best for teaching excellence according to *The Sunday Times*, the greenest in the country as assessed by the People and Planet league table, with research judged by its peers to be world-leading. Students and staff continue to win major awards, prizes and accolades for their high quality achievements and contributions to society.

This ambitious Strategic Plan, developed by everybody in the university, looks forward to the next five years, aiming to develop the university by building on the impressive achievements of previous decades and setting a new course for the future.

The mainstay of this plan is a clear commitment to excellence in all that we do: teaching, research and enterprise. By organising ourselves carefully, focusing on our strengths and using our resources intelligently, our vision to enhance our reputation as a leading London university is certainly within our compass.”

**Professor David Maguire**



# Our strategic objectives

## Outstanding learning and teaching

An inspiring culture of high aspiration, expectations and standards will maximise achievement. Highly-trained staff will be informed by research and supported by approaches and technologies that develop collaborative, work-integrated and inquiry-based learning. Intellectually challenging,

high-quality programmes will develop the graduate attributes expected by employers. Infrastructure investment will create dynamic physical, virtual and mobile spaces that support flexible learning and teaching. There will be high standards of quality assurance and quality enhancement.

Key performance indicators		2012	2017
1	Academic staff with an accredited teaching qualification	20%	75%
2	Academic staff with a doctorate	43%	60%
3	Students' average tariff entry score	286	325
4	Student retention	87%	93%
5	Students graduating with a good honours degree	50%	65%
6	Student employability and further study (as measured by the Destinations of Leavers from Higher Education survey)	83%	Above sector median, (currently 90%)

## International quality research and knowledge exchange

We will enhance our commitment to research and enterprise, further developing our vibrant community of world-class researchers.

Building on the current success of our ground-breaking, award-winning research teams, we will develop at least 20 research groups with an international reputation for excellence. We will enhance our research leadership, improve the quantity and quality

of our research outputs at all levels, and introduce a larger cohort of research students.

We will have a culture of high-quality, world-leading research embedded in all academic activities and external collaborations. Enduring knowledge exchange partnerships will encompass placements, contract research and consultancy. Enterprise education will be established for students and new staff.

Key performance indicators		2012	2017
7	Academic staff who are research active (1* REF output per annum)	40%	75%
8	Academic staff with internationally excellent research (at least one 3* or 4* REF output per annum)	15%	25%
9	External research and enterprise income growth	£13m	£21m
10	Registered postgraduate research students	375	500
11	Enterprise partnerships per year	150	300
12	Undergraduate home students undertaking work placement each year	17%	24%

# Our strategic objectives

## A strong sense of community

We will work with the Students' Union to maximise student participation in good sporting, social and support programmes, providing high quality experiences. Students' views will be at the heart of strategic and operational planning as well as service delivery. A culture of continuous improvement

will be supported by a comprehensive staff development programme and employee engagement activities. Technology will be used creatively to support student and staff 'virtual' communities and we will enhance community linkages.

Key performance indicators		2012	2017
13	Students participating in SU and other social, sporting and support programmes	20%	50%
14	Staff participating in a development programme	33%	66%
15	Score in National Student Survey (Question 22 – Overall Satisfaction)	84%	86%
16	Employee engagement rate (1–5)	3.2	3.5
17	Attendees at external events	Baseline	Baseline + 30%
18	Engagement of staff and students with external community activities	Baseline	Baseline + 100%

## Effective, efficient and sustainable services and infrastructure

The academic activities of the university will be supported by efficient support services. We will eliminate duplication of services, improve efficiency and ensure value for money. Our IT infrastructure will be optimised to ensure effectiveness and resilience. Our estate will reflect the institution's changing

needs and the functionality, suitability and operational efficiency of our buildings will be improved. A clear and transparent planning and budgeting process will have forecasting accuracy and financial soundness at its heart. Sustainability will be embedded firmly in academic and administrative activities.

Key performance indicators		2012	2017
19	User satisfaction with learning resources	Baseline	Baseline + 10%
20	Position in People & Planet Green League	Top 10	Top 10
21	Building condition at Category A or B	72%	85%
22	Building functional suitability at Grade 1 or 2	45%	65%
23	Surplus as percentage of turnover	1.5%	3%
24	Strategic Development Fund as percentage of turnover	0.8%	2.5%

# What this plan means for me

The following statements encapsulate how various stakeholders will view the university if we are successful in implementing the plan.

## Student

*The courses have been stimulating, the facilities excellent and the staff top class. I feel I have been well prepared for whatever the future holds.*

## Academic staff

*Academically, the challenge and reward I receive is motivating; I feel I am well supported and I feel valued. I am confident about the university's future and energised by its growing reputation.*

## Professional staff

*What we achieve really makes a difference to our diverse community of students and partners. My hard work and professionalism are really valued.*

## Alumni

*Obtaining such an interesting position would not have been possible without the superb education and training I received at the university. I am now working with staff at the university to help the next generation of students, and to support cutting edge research and enterprise projects.*

## Partners

*My organisation has benefitted enormously from the university's innovative business approaches. The graduates I have taken on have had real impact.*



# Our strategy

## Our mission

To inspire society through the discovery, application and dissemination of **knowledge**: this is the core purpose of the University of Greenwich and it reflects our rich heritage and exciting future as a higher education institution.

## Our vision

**By 2017 we will have an enhanced reputation as a leading London university:** success in implementing this plan will lead to the university being positioned within the Top 50 universities in the country and the Top 10 in London.

## Our values

**Aspiration, confidence, creativity, professionalism and responsibility:** these are the values and behaviours that we believe all members of the greater university community should exhibit. These will guide our modus operandi and influence our strategic planning processes and outcomes.

To view the full strategy document:  
[www.gre.ac.uk/governance/vc/strategic-plan-2012-2017](http://www.gre.ac.uk/governance/vc/strategic-plan-2012-2017)

