



LIVERPOOL HOPE UNIVERSITY

CORPORATE PLAN KEY GOALS 2016-2020

Summary statement

Liverpool Hope University pursues a path of excellence in scholarship and collegial life without reservation or hesitation. The University's distinctive philosophy is to 'educate in the round' – mind, body and spirit – in the quest for Truth, Beauty *and* Goodness.

At the heart of this University is the idea of the Collegium: an academic community of scholars providing a nurturing environment to stimulate and foster the scholarly advancement of all its students, working with and through them to create participants in learning (rather than recipients of learning) and to engender personalised learning (rather than mass teaching). The University is concerned both with knowledge and competence in academic disciplines, and also with the formation and, indeed, the transformation of its students into graduates prepared for making a difference for good in the world.

The University has grounds and buildings that are inspiring, aesthetically pleasing, welcoming and accessible, and provides well-equipped teaching and learning spaces. The University also provides social spaces and residential accommodation that encourage a sense of community and self-development. Its garden campuses are safe and secure spaces in which to learn, teach, research, play and pray.

As the only ecumenical Christian University foundation in Europe and distinctive because of this characteristic anywhere in the world, Liverpool Hope University is well placed to make an exceptional contribution – well positioned to enable its students and staff to become truly global citizens, ready for the world of work, and also for the work of the world.

The University shall pursue its goal to be a generator of new knowledge and ideas in order to be a natural epicentre for research, knowledge transfer, consultancy and professional development. Our students shall have appropriate work and learning placement opportunities and throughout their time at Hope be stimulated to engage with society, to be entrepreneurial and to discern their vocation.

1. High quality academic pursuit

1.1 High Quality Scholarship

This University is guided by its academics and their scholarly vision. At Hope, academic departments are led by accomplished scholars from across the world, creating and deepening a culture of research and teaching, where enquiry is nurtured and celebrated. All Departments shall, by the end of the life of this Plan, have research recognised internationally as excellent. The University shall continue judiciously to appoint scholars who can consistently enhance its academic profile as a community of scholarship.

1.2 High Quality Students (irrespective of background)

The search for excellence amongst academic staff is mirrored in the selection of students for the University. Liverpool Hope seeks bright and promising students irrespective of background. Dedicated to the vision of its 19th century founding colleges to open up opportunities to those traditionally excluded from higher education, Liverpool Hope remains committed to enabling all its students to benefit from a sound University education that is research-informed. At undergraduate level, expectations are set high encompassing as broad an education as possible based firmly in core disciplines and fields. For postgraduate degrees, expectations are of advanced research and study in both theoretical and applied fields of enquiry.

1.3 Forging International Collaborations

The University shall continue to extend its collaborations with institutions and academics across the world, and especially extend its global network of partnership with institutions that share its mission and values. This network will increasingly enhance Liverpool Hope University's value and service. These global partnerships foster opportunities for research, exchange at faculty and student level, and greater internationalisation of the University's curricula and ethos.

Key goals

- At least 75% of staff entered in next Research Excellence Framework with research providing a GPA score of 3 or above, and achieve a minimum of 2* in terms of Impact and Environment within each submission.
- At least 10% academics (SL and above) to have accessed external research/grant monies.
- Limit non-PhD academic staff to a maximum of 15% and work towards achieving 85% PhD staff over the life-time of this Plan.
- 90% of academic staff to have Higher Education Academy Fellowship status, or equivalent.
- 90% of academic staff to engage with the Communities of Practice.
- 70% of students will graduate with good degrees (firsts and 2:1s).
- Be placed in the top decile in the NSS for Teaching Quality and Overall Satisfaction, and improve year-on-year.
- Perform in the upper quartile in the TEF (when finalised).
- Each department will build relationships with high quality institutions across the world for research, staff and student exchange and community development.

2. Knowing our students ‘one by one’ – deepening the culture of the *collegium*

2.1 Creating a Collegium

Hope is committed to being a *collegium* in which students and staff work closely together, enjoying the benefits of a University environment in which we know one another and engage on a daily basis in discussion and debate. The University believes that the good relationships that foster learning result from these daily interactions and, therefore, it does not seek marked growth in its undergraduate numbers.

2.2 Commitment to Small Group Teaching

The University only engages in large group teaching for certain plenary lectures. However, much of the learning and academic engagement takes place in smaller seminar and tutorial groups, which helps to engender good relationships and better supports our students.

2.3 A Unique Residential Experience

Liverpool Hope builds community through a unique residential experience. Students live in halls of residence overseen by The Head of Residential Life who directs the pastoral, social, cultural and learning support activities of the residential students. Involvement in the University community is an essential part of University life also for those living off campus and the University will seek to provide more opportunities for the engagement of non-residential students.

2.4 Listen to the Student Voice

The University believes it extremely important that effective ways are found to hear the whole students’ voice in order to respond to their concerns and build a supportive learning community: A well-functioning Students’ Union is a vital part of this endeavour and the University ensures that students are represented in all its major decision-making bodies.

2.5 Engage in the Cultural Life of the City

The University and the City of Liverpool offer many opportunities for cultural discovery – music, theatre, sport and art. Opening these opportunities to the whole student body and enhancing the curriculum through partnership with the City’s cultural organisations provide a broader and deeper learning experience.

Key goals

- Adjust the annual intake target for new undergraduate students to 1400 (with 3% growth, year-on-year).
- Increase postgraduate numbers to 1500 (including PGCE).
- Increase International student numbers/Study Abroad to 250 per annum.
- Create extracurricular opportunities which address the full diversity of the student population.
- Engage students in University and city life through partnerships, departmental societies and Students’ Union clubs and societies.
- Enhance the profile of the SU.

3. A transformational experience for students and for all those we serve

3.1 Transforming Lives

Since the beginning of its founding colleges 170 years ago, the University has consistently created educational opportunities for all. The formation of students in the University is made possible through high quality educational experiences. While the selection arrangements for admission are rigorous, there is a willingness to encourage all who have the ability and capacity to benefit from an education at this university.

3.2 Career Development

The University provides significant support to enhance the chances of employment or to offer opportunities to those who wish to become employers themselves.

3.3 Social Responsibility

In recognising a deeper calling to serve the world, the University promotes a sense of social justice and respect for others. All students have the opportunity to undertake volunteering through the Service & Leadership Award programme alongside their academic studies. International volunteering opportunities are available through the University's charity Global Hope. The University will redouble its efforts to engage students in learning to live sustainably and to instil the virtues of global responsibility.

3.4 Preparation for Further Study

There are many post-graduate opportunities for those who wish to undertake further academic study. These can be academic preparations for doctoral study or professional post-graduate degrees, which prepare students both academically and professionally.

Key goals

- Increase the entry tariff points to 340 (or equivalent) over the lifetime of this Plan.
- Improve retention rates so that first year retention is at least 95%, and that the three year completion rate against benchmark is in the top quartile by the end of the lifetime of this Plan.
- Provide opportunities so that at least 50% of undergraduate students will have spent time abroad or volunteered or undertaken a work placement.
- Provide more opportunities for students to extend their personal development over the lifetime of their course.

4. An enterprising University that encourages entrepreneurship and supports graduate employability

4.1 Creating New Knowledge

The University is a generator of new knowledge and an innovator of ideas, and is the natural epicentre for research and consultancy. The University seeks to develop further its collaborations with both public and private sector organisations through funded research grants, gaining accreditation, KTPs and HEIF funded initiatives.

4.2 CPD

The University offers a range of high level non-credit bearing programmes in the form of Continuing Professional Development to those in the public sector, community bodies (the third sector) and the world of business who do not necessarily enrol for study towards whole degrees and diplomas. The University now seeks even more to extend its culture of enterprise and service, offering a range of professional qualifications and practices based on the needs of communities and the emerging professions.

4.3 Entrepreneurism

There is an inherent value in developing entrepreneurial practices conducted with serious ethical intent and in a spirit of service.

4.4 Placements and Work Experience

All students should be exposed to the world of work and the work of the world: We will seek to provide placement opportunities for our students to engage with these sectors including incubation hubs and mentoring opportunities with businesses and public sector organisations. We will also provide Internships and opportunities through Hope Works to give students real-life experiences in the work-place.

4.5 Employability

Graduate employability is a key driver at this University and support is given to students at many points of their study and development – either at the University, through alumni relations or through continuing professional development.

Key goals

- Increase the income from Continuing Professional Development related activities to over £1.0M per annum by the end of the lifetime of this Plan.
- Increase the Collaborative Research income to £250,000 and the Consultancy Contracts income to £400,000 by the end of the lifetime of this Plan.
- Create three KTPs (one per faculty) during the lifetime of this Plan.
- Provide opportunities for students (wherever possible) to undertake entrepreneurial activities during their time at the University.
- Improve the University's graduate employability rate and progression to further study to at least 70% by the end of the lifetime of this Plan.

5. A carefully managed University that works efficiently and effectively

5.1 Value For Money

The University is acutely aware that the environment in which it operates is becoming increasingly more turbulent, and that its future viability is dependent on the careful management of its staff and resources. The University will continue to seek Value for Money (VFM) in all its activities and undertakes to review regularly its purchasing, budgeting and operating procedures.

5.2 Maintaining a Healthy Surplus

The University seeks to maintain a healthy surplus: it will manage costs prudently and will not normally seek bank loans to fund its activities.

5.3 Managing Risk

The University takes risk seriously and will continue to conduct judicious internal (and external) audits, assiduously manage its health & safety responsibilities, and maintain a Risk Register and Crisis Management Action Plan.

5.4 Working Sustainably

As a Christian foundation, Liverpool Hope has a moral, ethical and social responsibility to consider the impacts of its activities on students, employees, wider stakeholder groups, as well as on the environment. The University is committed to maintaining, and where possible, enhancing the quality of its environment for its staff and students working and living at the University and for the wider community. Planning and working in a sustainable manner is therefore a central tenet of the mission and values of this University.

5.5 Applying Technological Solutions

The University will continue to apply technological solutions to reduce bureaucratic processes wherever appropriate, through the purchase or creation of suitable software. The University will also use appropriate technological solutions to enhance learning and teaching, storage and retrieval of archive materials, as well as to enhance communications with students and wider stakeholders.

Key goals

- Continue to reduce the SSRs to below 17:1 across all academic disciplines.
- Continue to undertake staff planning and development, working towards an academic:support staff ratio of 1:1 over the next four years.
- Reduce the University's Carbon footprint by reducing utilities by 25% (from the 2005 baseline) plus a 2.5% year-on-year carbon saving between now and 2020.
- Include environmental sustainability into all refurbishment and new build projects.
- Utilize IT solutions to enhance the teaching and research capabilities, as well as the support operations.
- Ensure that space utilisation is optimised (both during, and beyond the teaching year).

6. A distinctive place for learning

6.1 Aesthetic and Inspiring Buildings

The buildings and gardens across the University support the University's academic ambitions, its community and business engagement programmes. The University places high value on the quality of its buildings and gardens for the well-being of all its staff and students. We will maintain and enhance high quality Estates that are inspiring, aesthetically pleasing, welcoming and accessible, and provide well-equipped teaching and learning space, using the best technological solutions where appropriate.

6.2 Creating vibrant learning spaces

We seek to encourage our staff and students to create a real community of interaction and engagement on campus turning academic offices into studies and student study spaces into vibrant places for learning.

6.3 Creating welcoming social spaces

The University provides social space and accommodation that encourage a sense of community and self-development. Our garden campuses are safe and secure spaces in which to learn, teach, research, play and pray.

6.4 High levels of satisfaction and well-being

The University strives to develop high levels of satisfaction and well-being among staff and students. This will be achieved through both formal policies and support mechanisms, as well as via informal actions in support of healthy life-styles, fitness and exercise classes, and free membership of the new sports complex for both staff and students.

Key goals

- Maintain and refurbish current buildings to a high standard (Building Condition B and Functional Suitability 2).
- Enhance the estate with unique features that reflect the University's mission and values.
- Continue to ensure Graduations, Foundation Days, Inaugural Lectures, and Public Events are special occasions that show-case the University.
- Continue to invest in beautiful and well maintained gardens which will attract students and staff, and enhance the learning and teaching environment.
- Promote actions that encourage healthy life-styles and well-being.
- Ensure the goals of 'Our People 2020' are realised over the life of this Plan.