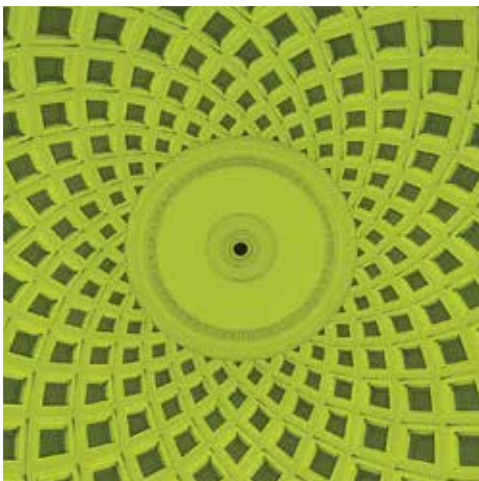




UNIVERSITY OF
BIRMINGHAM



**MAKING
IMPORTANT
THINGS
HAPPEN**



**STRATEGIC
FRAMEWORK
2015-2020**

Vision

Making important things happen

The University of Birmingham was established in 1900 to lead our city 'to new heights' and unlock the potential of a forward-thinking, ambitious and industrious city. More than a century on, we remain committed to ensuring the University has national and global influence and is at the heart of our region's renaissance.

The University of Birmingham is rooted in a youthful, diverse and vibrant region. The Midlands is the engine of British manufacturing and export and a magnet for innovation, entrepreneurship, arts, culture, business, science, and technology. At the University we bring together the people and resources to tackle the major challenges of our time, including health and well-being, economic revitalisation, energy and sustainability, climate change, and inter-faith understanding. We draw on and give back to the region through our research, our educational offerings, and our global reach and reputation.

As an institution dedicated to learning, we contribute to the growth and spread of the knowledge and ideas which will help transform the world. We develop and invest our intellectual capital and work with partners to take on the big questions, find and implement solutions, and make a difference locally, nationally, and globally. Our contributions to this shared effort are the unique knowledge, insight, and skills generated by our core activities of research and education. This purposeful, pragmatic and pioneering approach, rooted in our region and focused on the common good, has enabled us to redefine the civic university, becoming the standard against which others are measured.

Our Strategic Framework is being launched at a time of significant change for universities. Student expectations are rising and those with the greatest potential and ability have unprecedented choice over where to study;

research funding is being increasingly targeted on a small number of universities and research institutes that can truly claim excellence; devolution to the national territories and some English regions is changing the unified nature of the UK settlement; and the regulatory burden on universities is increasing significantly. After a generation of rising income and quality, the university sector must now operate in a more challenging environment.

Against this backdrop, this Strategic Framework charts a course that will allow the University of Birmingham to succeed. A University like ours, characterised by ambition, creativity, leadership, tenacity, boldness, and innovation, but tempered by realism and the capacity to make hard choices, will thrive.

Our success will be seen in the continued growth of our impact and reputation and that of our region.



Mission

Growing intellectual capital

At the University of Birmingham we cultivate and invest in intellectual talent and ideas and deliver world-class research and education, unlocking value and making important things happen.

VALUES >

The following are the values we expect of ourselves and each other:

EXCELLENCE

We hold ourselves to the highest standards, knowing that we can always be better.

LEADERSHIP

We are leaders who shape our own future and facilitate and support the success of others.

PIONEERING SPIRIT

We enjoy being the first to do things and we take calculated risks.

PURPOSEFULNESS

We are clear about our strengths, focused on our goals, and persistent in the face of adversity.

PRAGMATISM

We are well grounded and practical, and we focus on tackling and solving problems.



Research

Research that matters

Research is the thread that links everything that we value and do, from informing our teaching to delivering impact for the benefit of the wider community. Our research and our global networks place us at the leading edge of knowledge, education and influence.

At the University of Birmingham, we have created a research environment where academic rigour, innovation, and delivery are made possible by brilliant people, outstanding facilities, and strong collaborative networks. Our goal now is to do more and better research, continuing to tackle the great challenges of our day, break new ground, and make important things happen.

THE BIRMINGHAM FELLOWS

scheme was launched in 2011 to attract outstanding early-career researchers to build a career at Birmingham. The fellowships provide five years of protected research time, giving Fellows an unrivalled start to their academic careers. Over 60 Fellows have been appointed across the University and are a major creative force in their areas. The scheme was heralded for its innovation and foresight at its launch, and has been much imitated in Britain and beyond.

Over the past five years we have supported and promoted research excellence with a programme of major academic investments. We have developed substantial research collaborations, at home and abroad. At home, we have a signature collaboration with the University of Nottingham, important relationships with partners in the university, health, and public sectors, and close links with companies such as Rolls-Royce and GSK. We have a global network of partnerships with focus on Europe, Brazil, China, India, and the United States. Philanthropic support has extended the scope and reach of our landmark research. We have drawn on our disciplinary breadth and encouraged interdisciplinary initiatives through our Institute of Advanced Studies. We are investing to create an environment that allows researchers to

flourish, including in best-in-class research support teams.

In so doing, we have changed the research potential of the University of Birmingham. REF 2014 offered a valuable vantage point: many of our disciplines have world-leading research cultures, while others need to improve.

We have high expectations of ourselves and each other, and our research ambitions now are to go higher and further.

We will enhance the quality and reach of our research

Excellent research is generated in an intellectual environment that brings together the best researchers and their high expectations of themselves and their colleagues, with the facilities and support they need to achieve. The number and proportion of our researchers producing world-leading research will increase as we develop, attract, retain, and celebrate talent. Our academics will be able to access and develop the tools and skills to perform at the highest levels in their fields. The impact and reach of our research will increase through the networks that our academics cultivate, and its visibility will be enhanced through our use of Open Access and Open Data. Our success will be seen in our enhanced performance in the next REF, and we will monitor our position annually and increase significantly our volume of world-leading (4*) research.

We will invest strategically to create and strengthen areas of excellence

We will focus new academic investment on disciplines where the University is, or has the capacity to become, among the best in the world, building on excellence and potential. We are increasingly a partner of choice in these areas, leading research and collaborating with the best academic, business, and public sector partners. We will continue to invest in the necessary underpinning infrastructure and technology to be world leading in these research areas. Collaboration will ensure that our researchers can access the equipment that they need. Interdisciplinary research will become

an increasingly important part of our profile, in new research institutes within the University and with key partners wherever they are in the world.

We will expand the impact of our research

We will enhance the impact of our research on public policy, society, health outcomes, and the economy. We will work with our academics and partners to realise the potential impact of their research and scholarship, providing support and valuing these activities. We will use our networks and partnerships and engage with the users of our research locally, nationally, and internationally to make a difference.

We will increase levels of external investment in our research and our share of competitively-won research income

The number of our staff holding active grants will increase, and our funding portfolios will grow and widen to include diverse research income sources, including business, philanthropy, and European and international funders. We will attract capital to create outstanding new research facilities, such as the High Temperature Research Centre, funded and operated jointly with Rolls-Royce, and the Birmingham Institute of Forestry Research, made possible by major philanthropy. We will work with others to attract investment to our region, and we will deliver ground-breaking research through these investments. We will use our own investment funds to leverage partnerships, build relationships with funders, and make investments sustainable.

We will grow the number of postgraduate researchers at Birmingham

We will become a destination of choice for ambitious PhD candidates. We will improve the environment for doctoral students and increase the number of academics ready and able to supervise. We are opening the new Graduate School at Westmere House, to provide a focus for doctoral students. We will enhance our portfolio of Doctoral Training Centres and work with international sponsors so that the benefits of a Birmingham doctorate can be offered to more students. We will continue to invest

strategically in studentships, focusing this investment more effectively. We will support targeted Distance Learning PhDs to increase the reach of our Graduate School.

Our success will be seen in our record of research leadership and the impact of our work on society. Year on year it will be measured in:

- The increased reach of our research as attested to by citations
- Our ability, in a fiercely competitive market, to achieve stretching research award targets;
- Our ability to attract increasing numbers of postgraduate research students
- Our progress against internal REF targets



Education

Learning for the future

We are an institution of education and learning. Students are the core of our community. They come from and go to every corner of the globe, as students and then joining our 300,000 alumni. Our students and our graduates are a major part of the intellectual capital we develop for our region, our nation, and the world.

IN 2015 THE UNIVERSITY OF BIRMINGHAM was fourth in the UK for graduate employability, with 86.7% of our graduates entering graduate roles within six months of leaving university.

We attract exceptional and ambitious students who choose us to learn from researchers at the leading edge of their subjects, and we immerse these students in a vibrant academic and learning culture. Our goal is to support them to become independent problem-solvers and natural leaders, enthusiastic about knowledge and learning and able to get things done. In a research-led environment, our students develop into inquiring, analytical learners who can push at the boundaries of knowledge. We engage, motivate, support and challenge. Our students ask probing questions, learn from their experiences, communicate well, and collaborate naturally. Collectively, these attributes define the 'Birmingham Graduate'. Our graduates have

what international, national, and regional employers demand and they go on to have successful careers and be engaged global citizens.

We will build on the successes of the last five years, during which we have enhanced the student experience, broadened our curriculum, and developed the range of academic and extracurricular opportunities available to our students. Our Access to Birmingham (A2B) programme and outreach initiatives support applicants from diverse backgrounds. We have implemented sector-leading employability and mentoring support. Our students are an asset to the community – volunteering, undertaking



work placements and internships, starting businesses and social enterprises, engaging in politics, and developing and sharing their artistic, sporting, and other skills. Our undergraduate and postgraduate students are more satisfied than ever with their experience. Our outstanding campus, already a strong attraction for students for its park-like spaces and village-style residential community, is being enhanced with the investment of 150 million in new sports, library, and residential facilities, due to open in 2015/16.

ACCESS TO BIRMINGHAM (A2B)

helps students from the West Midlands who have little or no experience of higher education and are otherwise disadvantaged. These students receive targeted support and have the option to enter with a reduced offer. Some A2B students qualify for additional scholarship support.

Our educational offering has been transformed, driving us up the national league tables and seeing us named 'The Times' and 'The Sunday Times' University of the Year 2013/14 and University of the Year for Graduate Employment 2016. We have an enviable head start in a number of key areas, but our educational ambitions are not yet satisfied and we will drive a programme of changes to ensure we deliver an education for tomorrow, not just for today.

We will attract exceptional students with high potential, removing barriers to accessing a Birmingham education

We already attract a highly qualified and diverse intake. We will enhance our outreach and widening participation activities to increase our support for students from many different backgrounds, with a focus on our region. The University of Birmingham School reaches out to a new and diverse group of local schoolchildren, fostering their ambition and supporting them to achieve. International students bring additional diversity and important new perspectives. We will increase their number and diversity at undergraduate and postgraduate level and enhance their opportunities to embed

themselves into campus and British life. We are increasing the reach and size of our 'community of learners' through use of partnerships and technology. Local and international partners help motivated students to overcome the barriers of distance and different educational background to become Birmingham students. Technology is an important tool, and distance and blended learning will grow, complemented by MOOCs (Massive Open Online Courses) offering large-scale engagement.

We will support each student to develop a personal journey through their education at Birmingham

Students come to university with many goals, but all seek to grow and graduate better able to achieve. Personal interaction and a personalised approach are at the heart of this kind of transformation. We will continue to enhance individual and small group interactions and use digital technologies in a targeted way to enable personal and student-to-student engagement. Choice is at the heart of a personalised experience, and Birmingham students have module choices to pursue their varied interests, even to building an entirely bespoke programme, as co-creators of their educational experience. We will continue to invest in personalised support for students from their first to last day with us. We support students' transition to the University, and while students are with us we support their well-being and provide opportunities for enhancing their skills and knowledge, in areas from languages to sports to music to volunteering, alongside their academic achievements. Our best-in-class employability services help students to find and succeed on their chosen path, and we will continue to increase the range of available placements and internships and to unlock the expertise and connections of our many influential alumni.

We will continue to increase the innovation of our curriculum, drawing on our research and disciplinary breadth

We will draw on the richness of our research expertise and breadth of our disciplines to offer new learning experiences to our students. They

can explore and challenge at both the core and the boundaries of disciplines. Research advances and our academics' expertise shape and inform our teaching, and we will continue to develop our curriculum to capture that excitement. We will create more research and breadth opportunities for undergraduates, building on the innovative Birmingham Project. The Collaborative Teaching Laboratory will facilitate interactions between students studying different science and engineering disciplines and make science increasingly accessible. We will encourage students to integrate international experiences into their education, recognising that they will live in an increasingly globalised world.

We will develop and value excellence in teaching

We foster a learning environment where students and staff have space to interact and engage, and we enjoy partnering with students as they become independent learners and problem solvers. The University's Teaching Academy will continue to develop and ensure that our staff and graduate teaching assistants benefit from outstanding training and development opportunities. We will share educational best practice across disciplines and seize and drive advances in technology and techniques that deliver value to our students. We will reward our staff for excellence in education, both through promotion and through our Outstanding Teaching Awards that we offer in association with the Guild of Students.

Together these actions will improve our already strong student experience, and our success will be seen at every stage of the student journey. We will seek to increase:

- The standing of our subjects in national league tables
- Our undergraduate students' assessment of their learning experiences through the National Student Survey
- The value we add to our undergraduate students as seen in their graduate employability
- Our success in recruiting students internationally, as an indicator of our strength in the market

Influence

Engagement for impact

The University of Birmingham is a civic university with a strong global footprint, linking Birmingham and the world. We work with others to understand and find solutions to the big problems of our day, from climate change to making diversity work.

In line with our founding principles, our goal is to use our strengths in research and education to increase the well-being and prosperity of our city, our region, the nation, and the world. We benefit both from the breadth of our University, bringing to bear our expertise in science and engineering, social science, and humanities, and from committed collaborations with a select number of key organisations. These now give us a firm base on which to build, drawing on our complementary strengths and mutual interests.

BIRMINGHAM HEALTH PARTNERS

brings us together with two NHS Foundation Trusts to align our work and enable joint activity. We opened the Institute for Translational Medicine to expedite the transfer of new treatments from the laboratory to patient care and a Biohub to support small biomedical businesses.

As a civic university, we have built strong links in the Midlands. We have pioneered regional alliances with other universities, including the University of Nottingham and the other research-intensive universities in the Midlands, to increase the power, presence, and potential of Midlands-led research nationally and internationally. These alliances have a track record of success, including major external investments in quantum technology, energy research, and doctoral training. We have also strengthened our relationships in the medical and industrial sectors and are a founding partner of Birmingham Health Partners, the Manufacturing Technology Centre, and the HS2 Academy. We have partnerships with many local cultural organisations and we contribute over £1 billion to the local economy each year. With the city of Birmingham we are creating a regional life sciences campus which

is becoming a magnet for new ideas and home for centres of excellence, accelerating innovations in health care and treatment.

MIDLANDS INNOVATION

is a collaborative research network of six Midlands universities: Birmingham, Nottingham, Warwick, Leicester, Loughborough, and Aston. We began working together around equipment sharing, but have developed the partnership into a focus for joint research activity.

Nationally, we influence government legislation, policy, and service delivery. We have helped to shape thinking, law, and policy in diverse areas including children in need, NHS leadership, antibiotic resistance, the use of drones, and international development. The authority and credibility of our staff influence the development of higher education policy and practices. Our voices are regularly heard in media and public discourse, shaping debates and seeding new ideas.

Our links with business and industry are strong and growing. We work closely with companies as diverse as National Rail and Procter & Gamble. We also actively reach out to small and medium-sized enterprises in the region, including providing services through our BizzInn incubator and the new Biohub Birmingham, both located on the Birmingham Research Park, a long-standing collaboration with Birmingham City Council.

THE UNIVERSITIES OF BIRMINGHAM AND NOTTINGHAM

began to work together strategically in 2011, building on existing activity, and purposefully encouraging collaboration and engaging jointly where it benefited both universities. Working together in Brazil, for instance, has given the partnership a stronger voice and credibility, while research collaboration has enabled us to compete at the highest level, most recently in securing the £80 million Quantum Technology Hub.

Our global community of over 300,000 alumni and friends extends our reach and influence to over 150 countries. Internationally our focus on key partnerships has fostered multi-faceted and productive collaborations with Guangzhou in China and the University of Illinois at Urbana-Champaign in the United States. We are a founding member of the global Universitas 21 alliance of research universities, and in partnership with Nottingham have a highly influential presence in Brazil, working with two Brazilian funding councils to pump-prime joint research. In Europe, our engagement, including investment in a physical office in Brussels, has led to a formal collaboration with the European Commission's in-house science service, which will enable our research to inform European decision making. Our work also has impact further afield; in Africa, for example, academics are collaborating with people and governments to help rebuild societies emerging from years of conflict and war.

We have invested in our partnerships to make them meaningful and productive. Over the past few years they have evolved from the conceptual to the concrete and have now begun to leverage external investment, create jobs, and generate value.

THE UNIVERSITY OF BIRMINGHAM SECONDARY SCHOOL AND SIXTH FORM

is the country's first University Training School, founded to provide excellent education to a diverse range of pupils and also to inform the work of the School of Education, training teachers and serving as a natural laboratory for educational research. It opens in September 2015 and is already massively oversubscribed.

Over the next five years we will be even more purposeful and targeted in our relationships, working with others to deliver for the common good.

We will raise our public presence and influence and increase the range and number of staff involved in influence and engagement

Universities are an integral part of public discourse and decision making, injecting expertise, considered views, and new ideas into key debates. We will ensure more University of Birmingham voices are heard in diverse media outlets and the public arena in order to shape debates and influence decision makers nationally and internationally. Our collective impact relies on the increasing status and profile of individuals. Engaging in subject and peer communities and on key influencing groups, and shaping dialogue and debates in the press, politics, and in professional circles are expected parts of being a member of academic or senior professional staff at Birmingham, and we will support people to develop their skills and external profile. We will continue to innovate, enhancing our use of new and existing communications tools, as we have done, for instance, through MOOCs (Massive Open Online Courses) and the current affairs commentary website 'The Conversation'.

We will develop our partnerships with business, public sector, and third sector organisations

We will increase the awareness and understanding that the University is 'open for business' and clearly articulate our areas of strength and the impact of our collaboration with industry. Our business engagement teams support multi-faceted activity across the University tailored to the needs of each partner. We will grow the number and diversity of our engagements with business, leveraging innovation to add impact and value for mutual advantage. We provide targeted services to partner businesses, including the facilities provided by Alta Innovations, our commercialisation unit, and the Birmingham Research Park. We will work closely with Birmingham City Council and businesses to develop the life sciences campus at Battery Park. We will continue to work with cultural and third sector organisations to develop strong and mutually beneficial partnerships.

We will continue to collaborate to shape and implement priorities and activities which will increase opportunity and well-being in the region

As a civic university, we want our region to thrive. We work with Birmingham City Council, Greater Birmingham-Solihull Local Economic Partnership (GBSLEP), and other councils and LEPs, regional MPs and MEPs, local schools and colleges, and other influencing groups to shape the priorities and structures for the region and to implement plans which will raise the region's profile and impact. Working to a shared vision for the region, we contribute to the development of local opportunities, including HS2, the life sciences campus, the Public Services Academy, and local business. We invest in and maintain resources to improve the quality of life for the people of our region, including the University of Birmingham School, the Sports Centre, arts facilities on our campus, and collaborations with the Royal Shakespeare Company, the Library of Birmingham, and Birmingham Museums.

We will strengthen existing relationships with key international partners and foster targeted new ones to enhance our reach and relevance globally

We will continue to invest in key global relationships to strengthen their number and significance, with the goal of increasing joint research and publications, exchanges, and educational ties, as appropriate. We will identify and develop new partnerships where there is clear mutual benefit, building where appropriate on Birmingham's status and ties to similar metropolitan areas. We will continue to use our international networks to increase not only the University's reach and influence but also Birmingham's. We will also grow our links with Europe, and our Brussels Office will help us to enhance relationships with European universities, the European Commission and Parliament, and the EC's Joint Research Centre.

We will work with other universities to increase our reach, influence, and impact

Today's grand research challenges demand multiple specialisms and disciplines. Collaboration delivers scale and impact and enables efficiencies, such as joint facilities. We will build on existing university relationships, working with partners to find areas of common interest and complementary expertise – while recognising that in many areas we also compete or have diverging interests. We will seek new relationships in a purposeful way. In the UK, geographic proximity is often important to facilitate joint working, especially in an increasingly regionalised nation, and regional relationships will remain central to our strategy. However, international links are also critical to ensure our reach and partnership in world-leading research. Academic-led collaborations, driven by shared research interests, and institutional-level activity, shaped by institutional priorities, will complement each other in achieving this goal.

Our success will be seen in the diversity and scale and quality of our relationships, engagements, impact and influence. Our success will be seen in the value our partners place on working with us. This will be measured by:

- An increased mixed portfolio of funding from business, philanthropy, and international sources
- Increasing the number of our publications that are jointly authored internationally or with industrial partners
- Investment in research leveraged from international partnerships
- Increased economic impact as measured by periodic economic impact surveys

Resources

A vibrant intellectual environment

Our staff and students are our greatest resource: their success is our success. Their work and achievements are rooted in the University's vibrant intellectual environment, and we focus our resources on building, maintaining, and enhancing this environment.

We are a well-resourced, well-managed, and ambitious university, and we align our resources with our ambitions. Our goal is to use what we have to enhance our intellectual environment, by attracting outstanding, inspirational, and talented people, supporting them to succeed, and celebrating their success. Such people come to Birmingham – for a degree or for a career – because they expect to work with and be the best. Here they can access the best financial and physical resources, living and learning in a beautiful campus environment and an intellectually stimulating community.

THE UNCONDITIONAL OFFER SCHEME

sent shock waves through UK higher education. Birmingham began to offer high achieving undergraduate applicants unconditional offers in return for making Birmingham their firm top choice. The scheme gave Birmingham an edge in recruiting the very best students and is now in its third year.

People are at the heart of what we are and do. Over the past five years we have been innovative and ambitious, both in bringing outstanding staff and students to Birmingham and in making this a place for ambitious people to flourish. The Birmingham Fellows and the Unconditional Offer scheme helped make this a place to come. Our willingness to invest in good ideas, in good people, in our estate, and in our sector-leading development programmes, such as the Senior Leadership Programme, Aurora leadership development for women, coaching and mentoring, and targeted talent development for academic and professional staff, have made this a place to thrive. Recognition by Athena Swan, Stonewall, and Two Ticks demonstrates our commitment to supporting talented people from all backgrounds.

SINCE 2009, CIRCLES OF INFLUENCE has raised over £193 million to fund projects including funded professorships, a trial for prostate cancer, the use of robots to help autistic children, scholarships for disadvantaged students, and the construction of the Bramall Music Building, the library and the University School.

Our considerable financial strength is an important enabler. Our financial resources are aligned to deliver our ambition, and our ability and willingness to invest distinguishes us. In uncertain times, we will continue to generate resources and use what we have, investing purposefully, decisively, and accountably, not as an end but as a means to enhance the University's performance. Our successful Circles of Influence fund-raising campaign, supported by more than 11,000 alumni and friends, has allowed the University to invest in scholarships, new buildings, and academic posts.

OUR ESTATES DEVELOPMENT FRAMEWORK

guides the shape of our campus developments. We are half-way through a £500 million investment which includes over £150 million in student spaces, including the Aston Webb Student Hub, the Library, the Sports Centre, and new residences. We are creating fit-for-purpose, flexible, and sustainable facilities for now and the future.

Our impressive estate is constantly refreshed and re-imagined, a campus that exemplifies our ambition and facilitates our success. It sits in one of the UK's great cities and is central to the identity of the University locally, nationally, and internationally, even in today's digital world. Our campus is an intellectual hub which brings together the physical resources – laboratories, libraries, classrooms, meeting spaces, residences, cultural assets, and social facilities – that students and staff need to work and exchange ideas. We continue to invest significantly in the campus for this and for future generations.

We have become known over the past five years for our capacity to conceive and deliver real innovation, and this approach – bold, purposeful, and pragmatic – will be important in focusing our resources over the next five years.

We will recruit, develop, and support talented staff

To us people matter: student and staff, they have committed to us and we to them, our support for students is highlighted in the Education section of this Strategic Framework; here we discuss staff. People start, grow, and flourish in their careers at Birmingham. They come here to succeed and they expect a great deal of themselves, each other, and the University. We will maintain initiatives that bring excellent people here such as Global Professors and Birmingham Fellows. We will also continue to invest in our staff to develop their skills and careers. All staff reflect regularly on their performance and receive personalised guidance, feedback, and support as part of a culture of review and development. Formal and informal training, mentoring, support resources, and professional opportunities are available for those who want to improve or progress. We will refresh the Birmingham Academic and Birmingham Professional frameworks to reaffirm our commitment to and expectations of staff and to underscore our culture of partnership and trust between academic and professional colleagues working to common goals.

We will grow the depth of leadership capacity at the University

Leadership is critical to success in a competitive and challenging environment. We will deepen the reservoir of leadership ability within the academy and professional services through leadership development targeted to specific needs. For some this will be preparing to lead a school or college, for others team leadership, research leadership, or thought leadership in their discipline. Our leaders will be confident making judgements and taking responsibility for implementing difficult decisions. We will work actively to enhance the diversity of our leadership.

We will maximise the opportunities for alumni and friends to play active roles in the University's life

Our alumni and friends are an important part of our thriving University community. They share our commitment to the University's success and play a part in supporting us to achieve our shared ambitions. We will expand the ways that they can bring their passion to bear for the benefit of the University, through philanthropic giving, engagement with students and staff, participation in our community and cultural assets, and representing the University more broadly.

We will maintain our financial sustainability

In uncertain times, we will diversify our income and ensure the University continues to generate the funds needed to deliver the levels of performance we expect and, crucially, to invest. We will increase our ability to attract external investments, including from research funders and philanthropy. Flexible financial planning will be fundamental to achieving our ambitions, using scenario-planning, contingencies, and other means to prepare ourselves for uncertainty. We will focus on delivering returns from our activities and investments, which in turn will generate the headroom for us to continue to innovate. Through strong financial management we will ensure that we retain the financial capacity to take advantage of unexpected opportunities, which are increasingly likely in the current political climate.

We will invest wisely and sufficiently

We will invest boldly and wisely for the future, with a clear sense of the purpose of each investment. We will focus our resources to create and strengthen areas of excellence. Capital investments will make our campus more inviting, more sustainable, and sufficiently flexible to meet future needs. We will build the University's intellectual infrastructure, including access to key equipment and specialist space. We will use our investment funds to encourage external investments and seize opportunities. We will ensure that each investment is owned and led by an individual with the authority and



ability to make it happen. We will expect each investment to deliver enhanced financial or academic performance, but that will not deter us from some calculated risks. We will be prepared to draw back from activities which do not prove successful.

We will develop the University campus

Our ambitious campus plans will enhance the beauty, functionality, and accessibility of our Edgbaston site. Having recently focused on student spaces, we will invest over the next few years some £300 million to create pioneering teaching facilities and next-generation research space. Investments will be targeted for the greatest impact. New buildings will be designed to be adaptable to changing needs and environmentally sustainable, while our existing buildings will be improved and, in some cases, reimaged. The same principles drive development on our other sites as well: our manufacturing hub at Ansty, the Shakespeare Institute in Stratford, the Ironbridge Institute, and Selly Oak, next to the University School.

We will develop lean and effective processes and systems to support our operations

We will continue to integrate Professional Services across the University, ensuring an institution-wide approach to operations.

We will review key processes to ensure that they are effective, lean, and deliver without unnecessary complexity, recognising that external regulation is growing. We will increase standardisation and responsiveness of our systems in a targeted way, using IT and digital technologies to reduce unnecessary manual activity and freeing up time for analytical processes or personal interactions which add value. A key example of this work will be a new Finance and Human Resources system to support operations and decision making.

Our success will be seen primarily in the quality of our research and educational offerings and in our influence. Those categories have their own performance indicators. The environment is an enabling element. The extent to which we are getting the environment right will be measured through:

- Net promoter score
- Income/FTE
- Cash generation from operations
- Capital investment

UNIVERSITY OF
BIRMINGHAM

Edgbaston, Birmingham,
B15 2TT, United Kingdom
www.birmingham.ac.uk