

CORPORATE PLAN  
**2016  
2021**





Queen's University has a reputation for excellence in education and research - a reputation which is reflected in our position in the top 1% of global universities and in the top ten universities in the UK for Research Intensity.

With some 24,000 students and over 3,700 staff, we contribute £1billion to the local economy and support over 9,250 full time jobs. Through our education and research, we play a leading role in preparing tomorrow's leaders, public servants and entrepreneurs and in growing Northern Ireland's global reputation whilst delivering significant local impact.

With a dynamic new Vision in place, we are now poised for the next major step-change in our journey as we seek to build on our reputation for excellence and enhance our global presence. Vision 2020 provides the roadmap for an outstanding combination of internationally recognised research excellence; a market-attuned, high quality educational portfolio; world class staff and students; working in an interdisciplinary and vibrant international environment.

This Corporate Plan 2016-2021 sets out our plans for delivering Vision 2020. It focuses on three strategic priority areas, Education and Students, Research, Innovation and Impact, supported by three key enablers People and Culture, Infrastructure and Funding and Governance, and is underpinned by our Core Values. Each priority area and enabler will be delivered through actions and projects designed to realise the ambition articulated within Vision 2020.

Our Corporate Plan is being launched at a time of significant challenge to higher education in Northern Ireland, with continuing reductions in Government funding and the uncertainty associated with the decision by the UK to withdraw from the European Union. We will approach these challenges with confidence and integrity, as we seek to secure a sustainable funding model and ensure a competitive and globally connected Northern Ireland, post Brexit.

I am delighted to launch this Corporate Plan as the roadmap for the further development of our University over the coming five years, and I do so in the knowledge that the people of Queen's are our greatest resource.

**Professor Patrick G Johnston**  
President and Vice-Chancellor

## Our Vision

A world class international university that supports outstanding students and staff, working in world class facilities, conducting leading-edge education and research, focused on the needs of society.

## Our Values

At the heart of delivering our Vision are five core values which express our shared understanding of what we believe, how we aim to behave and what we aspire to be as an international organisation:



**Respect**  
We trust, value and empower each other.



**Integrity**  
We act honestly, ethically and transparently in all we do.



**Excellence**  
We strive to do our best at all times.



**Ambition**  
We are forward-thinking with a strong desire to be the best.



**Connected**  
We are active collaborators, recognising that we can achieve more together.

## Priorities for Growth

Underpinning our Vision are three major priorities for growth

Increase external research income from **£55m to £110m**

Increase international student population from **8% to 20%**

Increase postgraduate student population from **23% to 30%**

# Education and Students

Queen's will deliver high quality leading edge education, through world class staff, focused on the needs of society. We will provide an educational experience that is research-led and enriches our students intellectually, socially and culturally. We will develop our students to be confident, resilient, creative, critical thinkers and problem solvers, with strong employability skills, prepared for leadership and citizenship in a global society.

STRATEGIC PRIORITY

## Strategic Priorities and Themes

### Innovative Curriculum with Flexible Delivery

**Aim:** To deliver an engaging and dynamic curriculum to meet the current and future needs of our students, employers and the wider society.

**To achieve this:**

- We will offer a high quality, dynamic and inclusive education portfolio, reflecting values of equality and diversity, underpinned by disciplinary excellence.
- We will continue to develop and deliver courses to support the skills required in a knowledge economy, in partnership with employers and professional bodies.
- We will combine disciplinary distinctiveness with interdisciplinary perspectives and opportunities.
- We will offer research-led, cross-disciplinary degrees and ensure students have the opportunity to learn from more than one discipline embedded in their programme.
- We will significantly extend educational provision through global digital learning.
- We will improve performance in retention and attainment against national benchmarks.

### Widening Participation, Equality and Diversity

**Aim:** To ensure that those who have the ability to benefit from higher education have an opportunity to do so, in accordance with our Equality and Diversity policy and equality legislation.

**To achieve this:**

- Widening participation will be fully integrated in the culture and working practices of the University.
- We will offer an education portfolio which provides a range of routes to learning, and structures to support student progression and success.
- We will increase the use of work-based learning, part-time, and distance or blended learning approaches.
- We will ensure that students have the opportunity to deliver outreach.
- We will deliver, in partnership with the Students' Union, initiatives to promote inclusivity and diversity.
- We will make a real difference to the lives of those most disadvantaged in Northern Ireland.

### Employability, Enterprise and Global Citizenship

**Aim:** To ensure that our students are equipped with the skills and attributes necessary to secure graduate-level employment and underpin the growth of a knowledge economy.

**To achieve this:**

- We will work pro-actively with employers and Head Teachers in continuously improving the curriculum.
- We will have employability-related skills embedded in all our programmes.
- Enterprise, innovation and entrepreneurship will be embedded across the curriculum.
- We will offer all students study or work-related opportunities in the UK or internationally.
- In partnership with the Students' Union, we will offer volunteering opportunities and experiences to all students.
- Our curriculum will be research-led, with an emphasis on global perspectives and international opportunities.



**90% OVERALL SATISFACTION IN THE NATIONAL STUDENT SURVEY**



**95% STUDENT EMPLOYABILITY**



**INCREASE STUDENT NUMBERS (FTE) FROM 18,700 TO 21,200**



# Research

Queen's will be distinguished by its academic strengths and recognised globally for the social, economic and cultural benefit it delivers through its research. To achieve this, we will work to create an inspiring research environment for our students and staff that nurtures talent and rewards outstanding leadership and excellence.

STRATEGIC PRIORITY

## Strategic Priorities and Themes

### Culture of Research Ambition

**Aim:** To create new opportunities and flexibility for inspiring research leaders, both established and emerging, supporting researchers to set and achieve the most ambitious research goals.

**To achieve this:**

- We will support the next generation of world class researchers to develop the skills to excel not just as individuals but as leaders and motivators of others.
- We will celebrate our research successes and strengths across all disciplines.
- We will foster a more integrated research culture, from postgraduate to professoriate, through new networking and mentoring initiatives.
- We will ensure all students benefit from a world class research environment, with research-led education and research opportunities in undergraduate programmes.
- We will maintain and sustain an environment which enables researchers to access the facilities necessary to achieve world class research outcomes, to exchange ideas and develop connections, and to uphold the highest standards of research integrity.

### Connecting to Tackle Global Challenges

**Aim:** To reshape how we organise research, encourage interdisciplinarity and, better support researchers to work with one another and with partners outside academia to yield solutions to some of the world's most difficult problems.

**To achieve this:**

- We will invest in our Interdisciplinary Global Research Institutes where we have a critical mass of world class research and leadership to take on major societal challenges.
- We will support the emergence of novel, challenge-led research collaborations by seed-funding three-year Pioneer Research Programmes.
- We will support excellent research conducted by researchers working in a range of core disciplines, recognising that this is the foundation for our research success.
- We will expand international partnerships, funding and recruitment and deepen our existing strategic partnerships with international companies and academic institutions.
- We will increase the involvement of stakeholders in the co-design and co-production of our research.

### Vibrant Postgraduate and Postdoctoral Community

**Aim:** To create a vibrant and ambitious postgraduate and postdoctoral community across the University, involving significant increases in postgraduate taught numbers in the years ahead.

**To achieve this:**

- We will provide an enriched environment of learning, research and innovation with a postgraduate community built on excellence, intellectual challenge and inclusiveness.
- We will attract, retain and develop the very best of postgraduate and postdoctoral research talent.
- We will continue to invest in our newly developed Graduate School, maintaining our position as the UK's top Graduate School as measured by the International Student Barometer.
- We will proactively engage and listen to the needs of our postgraduate students and postdoctoral staff.
- We will provide high quality training and development opportunities for our postgraduate and postdoctoral community.



INCREASE  
RESEARCH  
INCOME TO  
**£110M**



ENHANCE  
**GLOBAL  
RESEARCH  
REPUTATION**



INCREASE  
POSTGRADUATE  
STUDENTS (FTE) FROM  
**3,630 TO 5,570**



### Global Research Institutes

- Institute for Global Food Security
- The Senator George J. Mitchell Institute for Global Peace, Security and Justice
- The Institute of Electronics, Communications and Information Technology
- The Institute for Health Sciences

### Pioneer Research Programmes

- Centre for Advanced and Interdisciplinary Radiation Research
- Centre for Evidence and Social Innovation
- Intelligent Autonomous Manufacturing Systems
- Material and Advanced Technologies for Healthcare
- Research Centre in Sustainable Energy
- Risk and Inequality

# Innovation and Impact

Queen's will enhance and expand its impact on wider society - regionally, nationally, and globally - through innovative education and research, and through collaboration with a diverse range of partners.

STRATEGIC PRIORITY

## Strategic Priorities and Themes

### Connecting with Partners

**Aim:** To establish value added relationships with a diverse range of partners for mutual benefit.

**To achieve this:**

- We will ensure QPol (Policy engagement at Queen's) is our 'front door' for public policy engagement.
- We will continue to develop flagship, large-scale business-led research partnerships.
- We will enhance new and existing key international partnerships, including those with the Mohammed Bin Rashid University of Medicine and Health Sciences (Dubai) and the China Medical University.
- We will strengthen our partnership with healthcare providers in Northern Ireland and establish a Biomedical Research Centre in partnership with the Belfast Health and Social Care Trust.
- We will sustain and grow the Agri-Food Quest, the Northern Ireland Advanced Composites and the Sustainable Energy Competence Centres, through national and international funding sources.

### Creating New Enterprises and Transferring Innovations

**Aim:** To translate research into practice and accelerate the development of new ideas for products and services, supporting the scale-up of high-potential, innovative businesses.

**To achieve this:**

- We will support the development of SME capability in Northern Ireland through linkages to national networks and Competence Centres.
- We will 'double the deal-flow' of commercialisation activities, through new spin out and licensing ventures and develop an expert advice network for our entrepreneurs.
- We will diversify our sources of funding to support early stage ventures through innovative new approaches, such as the Crowd and bring greater, international support and exposure for our new ventures.
- We will support the growth of high potential businesses in Northern Ireland.
- We will support business in developing their management and leadership potential through our William J. Clinton Leadership Institute.

### Public Engagement and Programme for Government (PFG)

**Aim:** To embed the University's Social Charter, promoting the social and economic betterment of society and proactively supporting delivery of PFG outcomes.

**To achieve this:**

- We will actively contribute to the outcomes and action plans set out in the PFG.
- We will develop a network of advocates across the political, community and business sectors.
- We will increase opportunities, through the Social Charter, for staff and students to engage in activities supporting local communities.
- We will lead and support the development of strategies to ensure Northern Ireland remains competitive and globally connected post Brexit.
- We will enhance our partnership with Belfast City Council, developing Belfast as a Global Learning city.



GROW OUR ECONOMIC IMPACT FROM **£1BN** TO **£1.4BN**



INCREASE THE NUMBER OF JOBS FROM QUEEN'S SPIN-OUTS FROM **1,850** TO **2,500**



DELIVER **15** PROJECTS AS PART OF THE SOCIAL CHARTER



# People and Culture

Success in achieving our strategic priorities will require the creation of a positive culture, based on our Core Values of Respect, Integrity, Ambition, Excellence and Connected. We will support, encourage and empower our students and staff to attain excellence.

ENABLER

## Value, Develop and Empower

**Aim:** To attract, retain and develop the best talent.

**To achieve this:**

- We will create an environment which will enable all our staff to realise their full potential.
- We will foster a culture of high performance supported by academic and professional standards.
- We will offer flexible reward and recognition schemes to acknowledge and celebrate excellence.
- We will continue to invest in an extensive range of training and development opportunities to enable our people to realise their full potential.
- We will be a magnet for global talent, recruiting and retaining high-quality staff.
- We will ensure all new staff are supported through a comprehensive induction programme.

## Positive Culture

**Aim:** To embed a positive culture through our core values making Queen's an innovative, welcoming and inclusive place to work and study.

**To achieve this:**

- We will instil our core values of Respect, Integrity, Excellence, Ambition and Connected across the University.
- We will maintain our position as the leading UK institution for our work on equality and diversity.
- We will increase the representation of women at professorial and senior management level.
- We will enhance our reputation as a Family Friendly employer by continuing to support work life balance initiatives.
- We will enhance our extensive programme of health and wellbeing activities to support students and staff.
- We will implement Action Plans to address challenges identified through the Staff Survey.

## Queen's Community

**Aim:** To create a connected, motivated and engaged Queen's community, working as 'One University'

**To achieve this:**

- We will support a multi-cultural and diverse culture at Queen's which welcomes and supports international students and staff.
- We will encourage collaboration and provide opportunities for students and staff to connect across disciplines.
- We will continue to develop and harness our global network of Queen's alumni to realise our Vision.
- We will provide timely and effective communications, ensuring all students and staff are informed and engaged.
- We will continue to consult with our students, staff and recognised trade unions in taking forward our strategic priorities.



IMPLEMENT  
**STAFF  
ENGAGEMENT  
ACTION PLANS**



MAINTAIN A  
**STAFF VACANCY  
LEVEL OF BELOW  
5%**



INCREASE THE  
**REPRESENTATION  
OF WOMEN AT  
PROFESSORIAL  
LEVEL FROM  
22% TO 30%**



# Infrastructure

Over the next five years, we will invest £200 million in infrastructure projects to maintain an environment that stimulates, enables and supports the delivery of world class education and research.

ENABLER

## Enhancing Education and Research Infrastructure

**Aim:** To provide world class education and research facilities for our students and staff.

### To achieve this:

- We will continue to invest in capital infrastructure in support of our strategic priorities.
- Major capital development projects will be progressed, including:
  - expansion of the McClay Library to support education and research.
  - the new School of Biological Sciences to provide world class education and research facilities.
  - refurbishment of New Physics to support research.
  - development of the Riddell Hall campus to support expansion of the Management School.
  - development of some 1,200 additional places in Purpose Built Managed Student Accommodation.
  - a transformational collaborative design facility for Engineering.
- We will maximise the utilisation of space, including the shared use of infrastructure across disciplines.

## Delivering a Dynamic Digital Experience

**Aim:** To develop a 'Digital University', which exploits technologies to deliver an exciting and dynamic experience for our students and staff.

### To achieve this:

- We will continue to enhance our IT infrastructure to provide the highest quality learning and research environment for our students and staff.
- We will adopt best practice in the ongoing development of our Digital Campus.
- We will enhance the educational experience by implementing a digital learning solution which will include a new virtual learning environment.
- We will support the enhancement of the digital skills needed by our students and staff.

## Enhancing the Environmental Sustainability of the Estate

**Aim:** To become a low-carbon university and world leader in environmental and sustainable activities.

### To achieve this:

- We will continue to implement our Carbon Management Plan supported by a £10m investment programme in technical projects.
- We will continue to promote and encourage sustainable travel choices through our Travel Plan.
- We will continue, in the development of our infrastructure, to prioritise the reduction in carbon emissions and energy consumption.
- We will continue to encourage and support positive behavioural change among our students and staff.



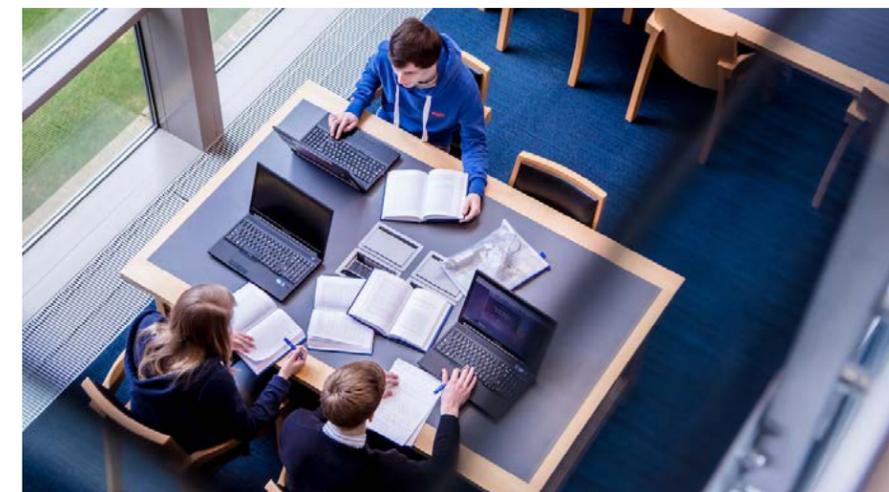
REDUCE OUR **CARBON EMISSIONS** FROM **24.9K TO 22.3K TONNES**



INVEST **£40M** IN **INFRASTRUCTURE** PER ANNUM



IMPLEMENT A NEW **VIRTUAL LEARNING ENVIRONMENT**



# Funding and Governance

Financial sustainability will continue to underpin the delivery of this Plan. Effective governance and strong financial performance is critical to the success of Queen's and we are well positioned to meet the challenges facing the sector.

## ENABLER

### Sustainable Financial Strategy

**Aim:** To support education and research through the efficient and effective management of our financial affairs, funds and assets.

**To achieve this:**

- We will implement a comprehensive financial strategy which supports and enables the realisation of our Vision.
- We will generate a sufficient cash surplus, on a recurrent basis, to reinvest in our strategic priorities.
- We will work in partnership with the NI Executive and other stakeholders, to establish a sustainable funding model for higher education.
- We will optimise the financial return from our investment, treasury and loan financing strategies.
- We will ensure all resources are deployed effectively to support our strategic priorities and the delivery of target outcomes.

### Governance and Risk Management

**Aim:** To operate an effective system of corporate governance and risk management.

**To achieve this:**

- We will operate a comprehensive risk management, internal audit and statutory assurance framework.
- We will adopt best practice in responding to the evolving accountability environment.
- We will adopt an agile approach in responding to the risks and opportunities associated with Brexit.
- We will regularly review our Responsible Investment Policy to ensure it reflects best practice.
- We will continue to enhance our corporate governance through Senate and associated committees.

### Diversify Income Base

**Aim:** To strengthen the financial position of the University through income growth and diversification.

**To achieve this:**

- We will increase the proportion of international students from 8% to 20%.
- We will increase the proportion of postgraduate students from 23% to 30%.
- We will increase research income from £55m to £110m.
- We will grow non-government income from 67% to 75%, ensuring that income growth is fully costed and sustainable.
- We will secure philanthropic income through the Queen's Foundation, to support areas of strategic priority.



INCREASE  
TURNOVER  
FROM  
**£317M**  
TO **£390M**



INCREASE  
TUITION FEE  
INCOME FROM  
**£92M**  
TO **£130M**



INCREASE  
NON-GOVERNMENT  
INCOME FROM  
**£213M**  
TO **£296M**



### Programme for Government

Developing a prosperous, strong, and competitive regional economy is a key priority in the Northern Ireland Executive's Programme for Government. This will require, increased investment in higher education to ensure that our people have the skills and expertise to fuel the growth of a knowledge economy. At present, higher education in NI is under-funded in comparison to other regions and working with the Executive to establish a sustainable funding arrangement is a fundamental requirement for the delivery of this Corporate Plan.