

SEN11D002

Title: Corporate Planning Process 2012-16
Author: Vice-Chancellor
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Issue

The purpose of this paper is to update Senate on the timetable for the corporate planning process.

Recommendation

Senate is asked to note the timetable for the work which is the subject of this report, below.

Thoughts are also invited on any aspects of the work of the University which it is felt should feature in the section of the Plan to be entitled *Education and the Student Academic Experience*. Professor Tom Ward will give an oral report to Senate on the development of that section and invite comments on what is proposed.

Resource Implications

There are no specific resource implications in the process to develop the Plan. The Plan itself will set the University priorities for the next planning period.

Risk Implications

Not applicable.

Equality and Diversity

The timetable includes provision to consult widely within the University on the content of the Corporate Plan. The Executive Team will seek to ensure that each section of the final Plan is informed by the University's commitments on equality and diversity.

Timing of decisions

Senate is invited to comment at its 9 November meeting on the planning process.

Further Information

Further information is available from Lucy Mouland (SAR(VCO)), l.mouland@uea.ac.uk

Discussion

This note is intended as a guidance note for the preparation of the draft sections of the Corporate Plan 2012-16. It sets out responsibility for drafting, establishes a common framework for the constituent sections and explains the differences between the two versions of the plan that will be the final outcomes of the process.

Division of responsibility for sections of the plan

Responsibility for the sections was agreed at the Executive Team (ET) June 2011 away days, as follows:

The Campus	R&S
Research	PVC-REE
Education and Student Academic Experience	PVC-ACAD
Graduate Employability	PVC-REE & PVC-ACAD
Enterprise	PVC-REE
Engagement	PVC-REE
Internationalisation	PVC-REE, liaising with TD, IH,DC and RH
Academic Time, Administrative Support and Career Development	VC
Finance	VC and R&S

Following the June ET meeting, the Vice-Chancellor proposed that for the first time a full section should be devoted to Employability, written jointly by PVCs REE and ACAD and reflecting its increasing urgency in the University's list of priorities.

Each section will be informed by our commitments on equality and diversity.

Internal 'Working' version of the Plan

ET is working on a version of the Plan that is intended for use by Council and the Executive Team, Faculty Executives, Heads and School Boards and the Administrative leadership of the University. Each section should set out in a brief prose introduction the Corporate Plan goal, including the motives, guiding precepts, aspirations and standards in the area it covers. It should then provide a concise and business-like guide to the:

- i) priorities to be pursued, highlighting those areas in which we intend to make most dramatic progress.
- ii) specific changes and initiatives planned, with dates.
- iii) targets, preferably by year, in consultation with Planning Office. Targets should be set both in terms of absolute year-on-year achievement with in-year tracking where possible and, where appropriate, in League Table terms.

Faculty and Service Area Strategies

The Plan will largely express our goals in University-level terms. It will depend for success on being stretching yet feasible and on having vigorous buy-in from each Faculty and Service Area. The priorities, the planned initiatives and the targets drafted by ET will be triangulated with Faculties, University Executives and Service Areas. Once approved by Council they will become the frame for a set of crisp new 2012-16 Strategies, focused on delivery of the Corporate Plan, to be drawn up by and for the key components of the University:

The four Faculties
Each main Service Area
Research Executive
LTC
Enterprise Executive
Engagement Executive

Targets

Targets will be set in two forms. The imperative to outperform competitors will be captured in our League Table ambitions and will be monitored by benchmarking our progress against that of the other 6 research-intensive universities founded in the 1960s.

Targets also need to be set in terms of absolute performance. Clearly the level of improvement targeted must be informed by our League Table ambitions and regularly reviewed in the light of the changing external context. But this second set – Performance Indicators including research metrics, SSRs, entry tariff scores, drop-out rates, study abroad participation, proportion of good honours, NSS scores, employability and carbon reduction – reflects the fact that our mission is to deliver a public good of absolute rather than purely relative value. It will ensure we focus on variables we can control rather than those, including the performance of competitors, that we cannot control. It will facilitate local ownership of targets and clear identification of lead responsibility for the processes underpinning their delivery.

The University target for each PI will be translated into specific targets adopted by Faculties and Executives/Service Areas. Progress towards each annual milestone and the 2016 goal can then be closely monitored at each level – University, Faculty, School. Planning Office will continue its work to make available the data necessary to pinpoint the key levers and critical points in the processes on which our performance against each target depends, and where necessary to give early warning. Quarterly reports on our progress against a short selection of the top-level targets and against that of the benchmark group will be made to ET and Council.

The ‘External’ Plan

There are a number of external audiences for the Corporate Plan, including:

- (a) prospective students, teachers, careers advisers;
- (b) prospective academic, business, international partners;
- (c) alumni and other ambassadors of the University.

This version of the Plan will follow the development of the working version and be a promotional “glossy” document, available in a number of formats including on-line and for easy transmission to international partners and prospective partners/students. It will therefore foreground UEA’s achievements and the quality of our current performance, and will focus on the broad features of what we aim to achieve rather than on the nuts and bolts that will characterise the version of the Plan to be used by members of the University community.

Revised Timetable

9 November 2011	Senate discussion of education section of the plan
16 November 2011	Policy Half Day discussions
28 November 2011	Council Strategy Day comments on first full draft Plan
Spring Semester 2012	<p>Wider University consultation. Relevant sections circulated to Faculty Executives, Heads of University Service Areas, REE Executives, LTC, Equality & Diversity Committee, SU Sabbatical Officers and RAM. These should be disseminated by Heads of School and Directors to colleagues at all levels.</p> <p>A Suggestion Box to be set up.</p> <p>Underpinning Faculty and Service Area Strategies scoped.</p>
Late February	First draft of Faculty and Service Area Strategies completed and reviewed by ET
22 February 2012	Senate discussion of final draft plan
5 March 2012	Council discussion of final draft plan
	Plan approved for publication and work begins on version two of the Plan
April 2012	Final drafts of Faculty, Executive and Service Area Strategies completed and reviewed by ET in readiness for 2012.