



**London
South Bank**
University

CORPORATE STRATEGY 2015-2020

OUR MISSION:

to be recognised as an enterprising civic university that addresses real world challenges

London South Bank University has been transforming lives, communities and businesses for over 120 years

At its creation, the Prince of Wales and Archbishop of Canterbury were instrumental in a fundraising campaign which included 55,000 letters of appeal and led to collection boxes being placed on London's bridges. The aims of this new institution were to improve the social mobility of the people of south-east London by improving their employment opportunities and to support the community by providing access to the applied knowledge that would advance their businesses. Other than an increasingly global reach, that mission remains almost unchanged today—LSBU provides a highly applied academic environment which supports students into professional careers by providing them with the knowledge and skills that are attractive to employers. At the same time, it supports employers and the professions by providing the education, consultancy and high quality applied research they need to grow their businesses.

This strategy sets out our vision for 2015-2020, highlighting just some of the exciting and innovative work we're planning. It's backed by a five-year Corporate Delivery Plan, annually-refreshed to clarify objectives for the coming year.

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FOREWORD:

building on our past
to shape our future



The higher education sector and the market within which we operate have changed. Indeed, the sector continues to develop rapidly. To compete and succeed, we must continue to innovate.

The higher education marketplace is changing rapidly. The removal of student number control means recruitment becoming ever more competitive – further fuelled by UK universities setting up London campuses, and new entrants to the market including overseas institutions and private providers. If anyone doubts the scale of change consider the fact that in 2010 only £30 million of public funding went to private providers, yet by 2015 this will be approaching £1 billion. With the increase in the number of providers, new quality measures will no doubt be linked to funding success—for example, potentially linking student loans and fee levels to graduate employment or retention rates.

At the same time, students' expectations and requirements are changing. Of course, league table performance continues to be of keen interest to students, employers, commissioners and funding agencies in the UK and overseas. But students are incurring significant debt, and quite rightly, they will continue to demand more for their money. Students do not want to simply sit in a lecture theatre; they will expect that their investment in education will enhance their future career prospects. The institutions which strive to meet and manage these expectations are the ones that will prosper.

Providing a personalised student experience leading to strong graduate outcomes is increasingly important and, given our focus on professional education, is an area in which we must excel. At the same time as the number and diversity of providers grows, it is also important to differentiate ourselves from our competitors.

In this strategy I therefore propose to build on the strengths of our university, by focusing on our ability to enhance student success and deliver real world impact through our academic activity and our links to business and the professions. By utilising these strengths and by working with partners, locally and internationally, we will provide ever greater opportunities for our students, staff and the communities we serve.

We owe it to ourselves and to our students to refocus and redouble our ambition. What I want from our future may be viewed as radical but not if you look at our past. Trading on our specialisms and moulding graduates focused on success is what we have done historically and is what we continue to do today. Therefore the new vision set out in this document for LSBU is not a drastic change from where we have come from and where we find ourselves now: it's ambitious but evolutionary, not revolutionary.

A handwritten signature in black ink, appearing to read 'DAP', written in a cursive style.

Professor David Phoenix OBE

AcSS, DSc, DUniv, FRCP (Edin), FRSC, FSB, FIMA, SFHEA

Strategy at a Glance

Key Outcomes 2015-2020

Student Success

Real World Impact

Access to Opportunity

Strategic Enablers

Employability

Providing students with an individualised learning experience to develop the skills and aspirations that enable them to enter employment, further study, or start their own businesses

Student Experience

Ensuring that students are seen as participants in their learning and that the student voice is encouraged and listened to

Teaching & Learning

Ensuring our teaching remains highly applied, professionally accredited and demonstrably linked to research and enterprise, delivering the attributes that will make our graduates highly sought after

Research & Enterprise

Delivering outstanding economic, social and cultural benefits from our intellectual capital, by connecting our teaching and research to the real world through commercial activities and social enterprise

Access

Working with local partners to provide opportunities for students with the potential to succeed, and through active engagement ensuring we retain them

Internationalisation

Developing a multicultural community of students and staff, which through international alliances and partnerships will further build our capacity and capabilities in education, research and enterprise

Resources & Infrastructure

Strategically investing in the creation of first class facilities and ensuring they are underpinned by services which are responsive to academic needs and outcome focused

People & Organisation

Creating an environment which attracts and fosters the very best staff, and within which all staff, whatever their role, feel valued and proud of their university and take appropriate responsibility for its development

OUTCOME 1

Student Success

Ensuring we are externally recognised for providing a personalised, high calibre education which equips graduates for employment and prepares them to make a positive contribution to society.

Students are investing not only money but a significant period of their lives to obtain an education at London South Bank University. They are investing in a relationship with LSBU in the expectation that this relationship will enhance the rest of their lives by aiding their personal development and improving their future earnings. In paying fees for their study, either at undergraduate or postgraduate level, students are looking for a personalised, applied experience based around engagement with staff, peers and employers.

In this context we have to recognise that each student will have a different set of aspirations and the approach we take has to allow them a degree of flexibility in identifying their own priorities and goals. We also need to recognise differences in

cohort requirements – for example the experience that postgraduates will be seeking will not be the same as those of the undergraduate population.

As student expectation increases, there is also a growing number of employers expressing concern that universities are focusing on developing knowledge, at the expense of the attributes and capabilities that translate academic achievement into career success. To meet the needs of employers and health commissioners, whilst also providing a more personalised experience that meets student expectation, we need to ensure we are providing a learning pathway that focuses not just on knowledge but on practice.

Through this approach we should expect students to develop both an understanding

Students' relationship with LSBU will enhance the rest of their lives by aiding their personal development and improving their future earnings



Figure 2: the LSBU learning pathway

- *LSBU is a top 20 university for graduate starting salaries*
- *In 2014 our Clarence Centre for Enterprise and Innovation housed over 50 student-led businesses and social enterprises*
- *LSBU provides students with the practical experience which makes them workplace-ready through programmes such as our award-winning Legal Advice Centre staffed by students. Nationally recognised for its innovative drop-in operating model, the Clinic has provided immediate face to face advice to over 800 clients*
- *The award-winning approach of our Marketing Subject Group harnesses the skills of successful alumni – resulting in up to 80 opportunities of jobs and internship vacancies for current students and recent graduates every year, and honing the marketing courses we run*
- *LSBU educates more part-time students than any other modern university in London*
- *We are a top ten London university for postgraduate starting salaries - nearly one quarter of our students are on postgraduate courses*
- *LSBU has the largest building school in the UK, and awarded the first degrees and diplomas to be professionally accredited by the Royal Institution of Chartered Surveyors*
- *At the centre of the world's global cultural capital, our school of Arts and Creative Industries provides an intersection between academic scholarship and the creative arts. Students showcase their work at some of London's major arts venues, and benefit from creative partnerships with established national brands such as the Young Vic, the British Film Institute and the Tate*

of discipline-based knowledge, and true expertise as evidenced by their ability to apply their knowledge in real world situations. In addition, as part of the LSBU offer we need to ensure that every student has the option to access a range of activities designed to further support their own professional development so enhancing their confidence and aspiration.

Facilitating projects 2015-2020

- **We will embed the LSBU learning pathway in everything we do** - ensuring that every student can access the knowledge, opportunities, expertise and development they need for success as an LSBU graduate
- **We are working with IBM and investing over £15m** in better information systems, including a leading-edge virtual learning environment that gives students the access to knowledge and tools that they want and need

OUR FOCUS 2015-2020

Goal 1: Employability

Providing students with an individualised learning experience to develop the skills and aspirations that enable them to enter employment, further study, or start their own businesses.

Goal 2: Student Experience

Ensuring that students are seen as participants in their learning and that the student voice is encouraged and listened to.

Where we'll be by 2020

- **Students will rate us in the top quartile of all universities** – based on their experience of LSBU
- **95% of our students will be in employment** or further study within six months of graduating
- **We will be one of the ten best universities in the country** for supporting and fostering student start-ups

OUTCOME 2

Real World Impact

Ensuring we provide dynamic evidence-based education which is underpinned by highly applied research and enterprise activity.

One of our distinctive features is the highly applied nature of what we do. We need to ensure that within this context our teaching, research and enterprise interact, and that through this interaction we create a distinctive academic environment that motivates staff and students to succeed. To support student engagement we will develop courses that increasingly use blended learning with more knowledge being conveyed through digital media and a significant proportion of taught activity provided through practical sessions, workshops and seminars with a small group, skill based focus. This enhanced approach will help support understanding and deeper learning whilst also providing students with greater individual support.

By ensuring our courses are research informed we will develop the critical awareness in our students that employers want

Our external engagement will ensure courses are relevant to employers, and by ensuring our courses are research informed we will develop the critical awareness in our students that employers want.

Facilitating projects 2015-2020

- We will establish an internationally leading centre for research informed teaching
- We will create three internationally recognised institutes for research and enterprise, with a multi-disciplinary focus

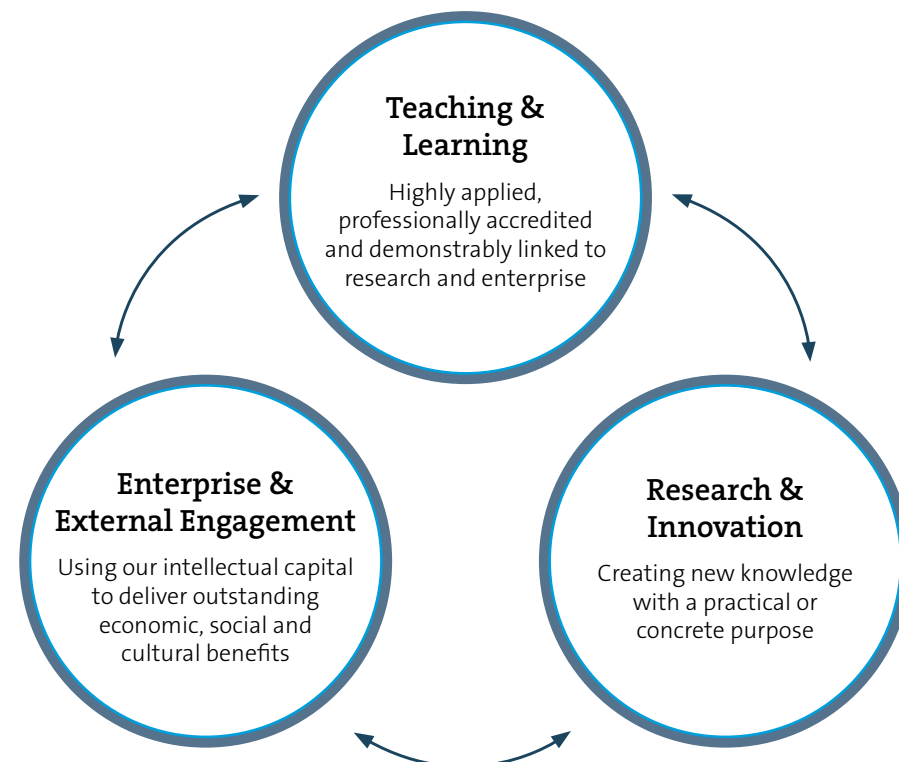


Figure 3: our real world impact, driven by integrated teaching and learning, research and innovation, enterprise and external engagement

OUR FOCUS

2015-2020

Goal 3: Teaching & Learning

Ensuring our teaching remains highly applied, professionally accredited and demonstrably linked to research and enterprise, delivering the attributes that will make our graduates highly sought after.

Goal 4: Research & Enterprise

Delivering outstanding economic, social and cultural benefits from our intellectual capital, by connecting our teaching and research to the real world through commercial activities and social enterprise.

Where we'll be by 2020

- We will be in the top 50% of UK universities for both graduate employment and starting salaries
- We will be in the top 50% of UK universities for research and enterprise income

- *LSBU research is preventing overheating on the London Underground, using the geothermal cooling potential of the London aquifer. A success at Victoria station, our approach is now built into the £500m plans for the Victoria Line upgrade – benefiting 120m passengers every year*
- *Over 150 British SMEs and major companies have formed commercial research partnerships with LSBU*
- *LSBU is a top 20 university in engineering research making a major contribution in areas such as robotics*
- *Working with marketing company Brandhandling Limited, researchers at LSBU developed the micro-wobbleboard™ technology that helped create the FitFlop – a product that has sold over 17m pairs and generated revenues of over \$350m*
- *Our work with designers and operators of commercial refrigeration and air conditioning systems has cut annual leaks in the UK by 43% - an annual saving of nearly 8,000 tonnes of CO2*
- *LSBU research on reducing the risks of hydrogen explosions in decommissioning nuclear plants is used by Sellafield Limited at its Magnox Swarf Storage Silo – increasing public safety and saving an estimated £500m in installation and operating costs*
- *LSBU's Executive Master in Public Administration programme is ranked number 1 in the UK, and is the government's nominated programme for civil servants*



OUTCOME 3

Access to Opportunity

Building opportunity through partnership: ensuring we are actively widening participation, engaging with our communities and a partner of choice.

Universities need clear criteria to evaluate the partnerships they form, to ensure that they strengthen the institution's reputation and standing locally, nationally and internationally. Such relationships need to be clearly defined at the outset and have constructive, value-adding impact for all parties. If these criteria are met then partnerships can provide a vehicle through which we can gain opportunities for our students, for example by providing volunteering and internship opportunities, or study tours. They also provide opportunities for staff in terms of research, enterprise, joint teaching activity and professional development.

In addition to creating benefits for our staff and students, we remain committed to extending and deepening our partnerships with the community which we serve and the schools and colleges in our region. We will create an environment for our staff and students to further develop civic

engagement and professional partnerships, and continue to develop pathways into higher education for students from low participation neighbourhoods. The University has an established reputation for widening participation and remains committed to providing opportunity to all those with potential to succeed. Through work with partners and through our own outreach activity we will attract students from all backgrounds, judging our success in terms of the proportion of students that successfully complete their course.

Facilitating projects 2015-2020

- We will sponsor and support three Academies or University Technical Colleges to help develop aspiration and enable early engagement with pupils
- We will create three overseas centres for research and enterprise in collaboration with key international partners

The University has developed a reputation for widening participation and is committed to providing opportunity to all those with potential to succeed

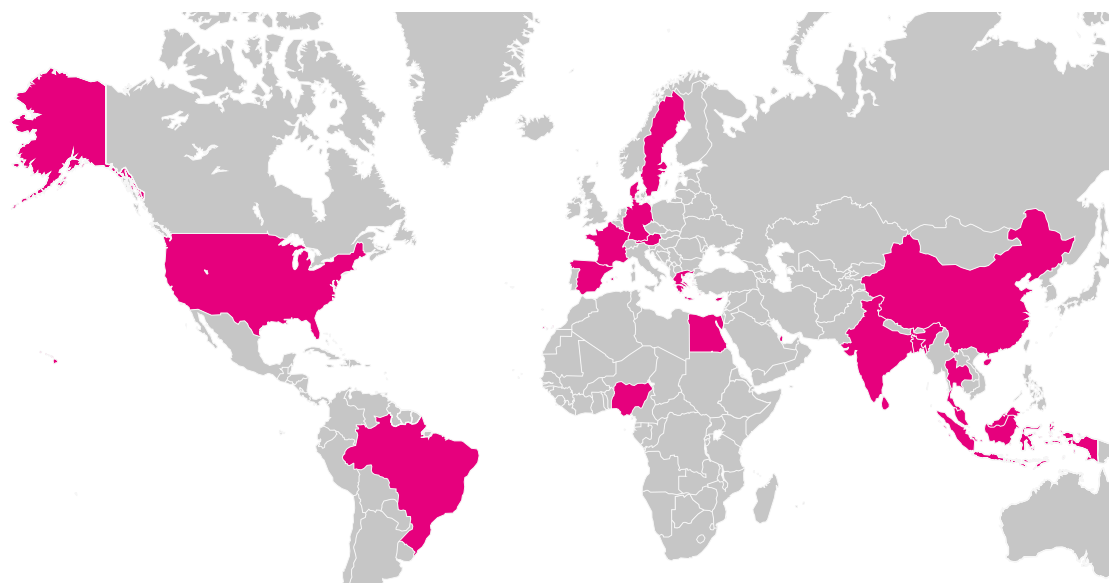


Figure 4: some of our partnerships around the world

OUR FOCUS

2015-2020

Goal 5: Access

Ensuring we work with local partners to provide opportunities for students with the potential to succeed and through active engagement retain them.

Goal 6: Internationalisation

Developing a multicultural community of students and staff, which through international alliances and partnerships will further build our capacity and capabilities in education, research and enterprise.

Where we'll be by 2020

- **We will exceed national expectations** in terms of the proportion of our students achieving their award in a timely manner
- **We will have achieved a rating of 4 Stars** in the QS Star Ratings – reflecting our status as a highly international university
- **We will be London's top modern university** for offering opportunity to students from low participation neighbourhoods

- *We are one of the UK's top universities for sponsored study, with over 1,000 employers sending 4,500 students to LSBU every year*
- *We hold the Frank Buttle Trust Quality Mark as an institution that goes the extra mile to support students from public care. Our award-winning City Opportunities programme gives care leavers access to workshops and support from big City firms alongside first hand experience of university life*
- *In 2014 we opened the University Engineering Academy for 14-19 year olds; in 2016, we open a new University Technical College with the support of SKANSKA and Guy's & St Thomas' NHS Foundation Trust*
- *LSBU's Confucius Institute for Traditional Chinese Medicine is one of the leading institutes around the world. Designated "Excellent" five times since its foundation, it holds 'Model Institute' status, works with over 50 London schools, and operates the largest exam centre for Chinese language teaching in Europe*
- *Our School of Health and Social Care works with more than 50 NHS partner organisations from in and around London. With over 400 teaching/research staff and state-of-the-art facilities, the school supports a student body of over 7,000. We train over 25% of London's nurses and are the only university to send nurses to train at Great Ormond Street Hospital*



STRATEGIC ENABLERS

In seeking to deliver our strategy we need to consider the barriers and challenges that could hinder our success.

These factors relate to people, infrastructure, resources and our internal processes. If we do not have a workforce that is the correct 'shape', and people with the correct skills, exhibiting appropriate behaviours, we will fail to progress. Management and governance arrangements need to be aligned with the strategy and provide a robust framework within which there is space for staff, in all roles, to be creative and empowered to deliver. We need to ensure that we are able to attract, develop and retain the best staff and provide an environment that motivates and enables them.

Similarly we need to ensure that the infrastructure is aligned with the strategy and that we invest resources in those activities that will take the strategy

forward. We will continue to build on our strengths of managing the estate and institution sustainably. The strategic enablers described below aim to support the delivery of our goals.

Facilitating projects 2015-2020

- We will invest up to £100m in our estate and infrastructure, to ensure our academic environment supports the delivery of a first-class education
- We will work with the Institute of Customer Service to benchmark the experience we give our students against the UK's best service delivery firms, and then make sure that we are one of the UK's best universities for customer service

We need to ensure that we are able to attract, develop and retain the best staff

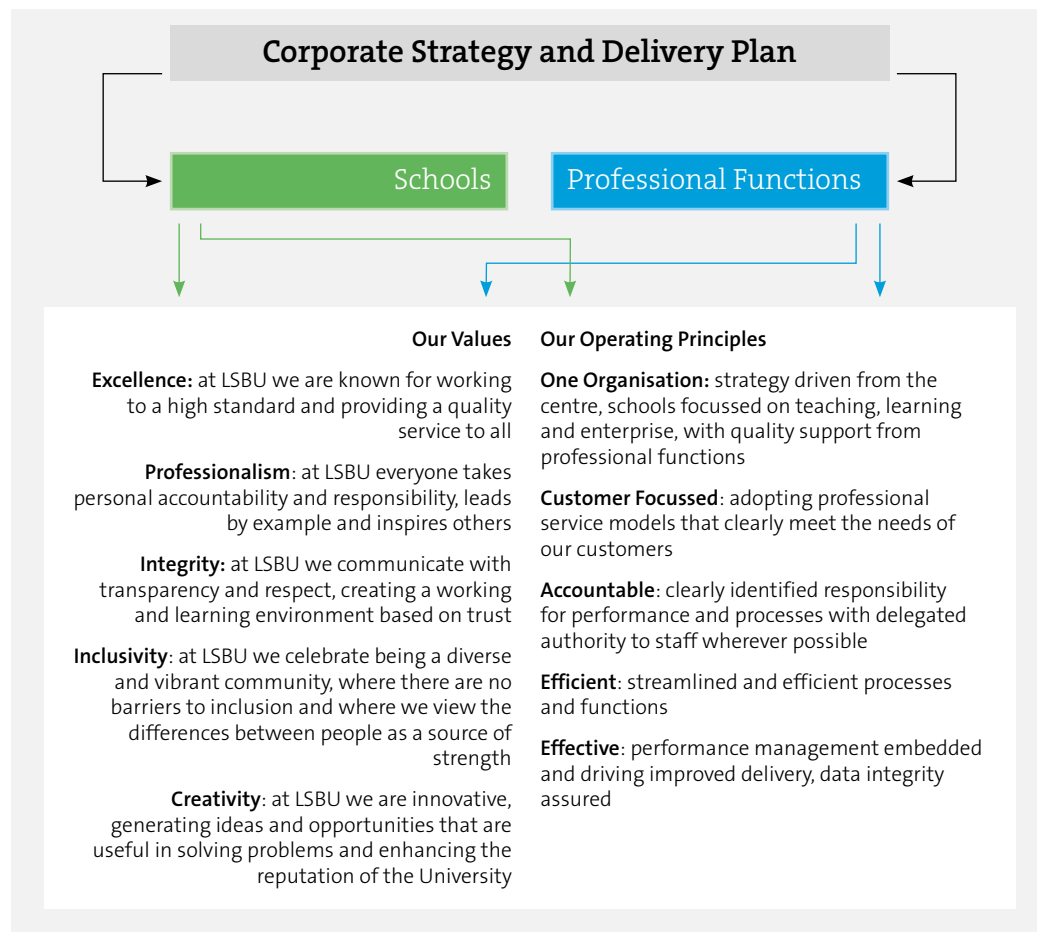


Figure 5: our organisation, based on historic values

OUR FOCUS 2015-2020

Goal 7: People & Organisation

Creating an environment which attracts and fosters the very best staff, and within which all staff feel their achievements are equally and fairly valued and rewarded, feel proud of their university and take appropriate responsibility for its development.

Goal 8: Resources & Infrastructure

Strategically investing in the creation of first class facilities and ensuring they are underpinned by services which are responsive to academic needs and outcome focused.

Where we'll be by 2020

- We will be seen as a leading employer with a score of over 70% employee engagement, with staff who are committed, motivated and proud
- We will grow our income by 25% to £170m annually delivering an operating surplus of 5% and an EBITDA margin (our ability to generate cash) of 15%
- Student satisfaction ratings with our facilities and environment will be in the top quartile of UK universities

- We are the only campus university in London's central "Zone One". We provide a meeting point for local and international talent and expertise in the heart of this leading global city
- Our fundraising puts us in the top 10% of modern universities across the UK – receiving donations that provide vital investment in our services and facilities
- Companies in our business incubation suite generate an annual turnover of over £37m
- We invest in the latest equipment found in industry and, uniquely, we use it primarily to train students – including our Building Information Modelling, Robotic Fabrication and Virtual Reality Engineering Centres
- LSBU is recognised as one of the top places to work in higher education for lesbian, gay and bisexual (LGB) employees. Following year-on-year improvements, we were ranked at 23rd in Stonewall's Workplace Equality Index 2014





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the brighter choice