Strategic Plan 2015-2020
Foreword

Mr Richard Beasley
Chairman of the Board of Governors

The University of Hertfordshire is the UK’s leading business-facing university. We educate students from a wide range of backgrounds and from all over the world, enabling them to acquire a deep knowledge and understanding of their chosen subject. However, the world is evolving fast, and for today’s graduates to develop their potential to the full, they need to be confident in an increasingly international, multicultural and dynamic world. They need to be inquisitive, they need to find solutions to new and difficult issues, they need to be able to work closely with others from different cultures and backgrounds, and they need to be anchored in a set of values that are respected widely. We provide our students with the environment and encouragement to develop these attributes.

The University of Hertfordshire’s modern, award-winning campus, just 20 miles from London, is an exciting and secure environment in which our students can live and learn. Outstanding research in emerging fields adds to the sense of enquiry we encourage in our students. The success our graduates regularly achieve in diverse fields around the world reflects the University of Hertfordshire’s ambitions.

Introduction

Professor Quintin McKellar CBE
Vice-Chancellor

The term Business-Facing was coined at the University of Hertfordshire to embrace the attitude and ethos of the University. For our students this means enhancing their career aspirations, conferring high employability, entrepreneurial spirit and engaging them with practitioners. For our staff it means exploiting our research discoveries, engaging with businesses and enhancing the business portfolio of the University.

For our business partners it means supporting their evolving strategies, supplying graduates with the attributes they need, offering quality consultancy and translating applicable research into efficient processes and marketable products. For our communities it means contributing to a vibrant economy within a cohesive social and cultural environment.

Our heart remains in Hertfordshire, but our reach is global and our graduates will have the attributes, cultural sensitivity and aspiration to succeed anywhere.

The objectives within this Strategic Plan are challenging and progressive, they are based on values of ambition and enterprise and they will be achieved in a friendly, collegiate environment where the positive transformation of the lives of our students is our core purpose.

I commend the strategy to you.
Our vision is to be:
Internationally renowned as the UK’s leading business-facing university

- Education
- Research
- Business
- International
- People
- Sustainability
- Community and Partners
**Our key strategic objectives**

We will be internationally renowned as the UK’s leading business-facing university by:

- Providing expert teaching informed by research, business and the professions
- Offering workplace engagement and overseas learning opportunities
- Creating and developing innovative ideas, products and processes
- Fostering and strengthening research with global partners
- Developing international partnerships
- Strengthening the global perspective in the curriculum
- Developing students with the knowledge, skills and attributes to succeed in business and the professions
- Enhancing relationships with business and industry
- Demonstrating and promoting our positive social, cultural and economic impact
- Attracting and developing outstanding people
- Strengthening the diversity of our community
- Consolidating financial sustainability

4 | Values: Friendly, Ambitious, Collegiate, Enterprising, Student-focused
Education

We will be internationally renowned for research-rich education that produces creative, professional and enterprising graduates by:

• Providing expert teaching informed by research, business and the professions
• Fostering inquiry, critical thinking and curiosity through inclusive, intellectually challenging courses
• Strengthening professional partnerships to enhance graduates’ employability
• Offering workplace engagement and overseas learning opportunities
• Developing students’ social and global awareness

Research

We will excel in collaborative, multidisciplinary research that addresses social, economic, cultural, scientific and environmental challenges by:

• Creating and developing innovative ideas, products and processes
• Fostering and strengthening research with global partners
• Supporting a research-rich environment that informs our teaching
Internationally renowned as the UK’s leading business-facing university

**International**

We will enhance our global reputation with students, institutions, organisations and government agencies by:

- Strengthening our position as a university of choice for international students
- Developing international partnerships
- Strengthening the global perspective in the curriculum
- Encouraging international alumni to support our students and engagement with business

**Business**

We will be internationally renowned for integrating the research, innovation and business expertise of our staff, students and graduates by:

- Developing students with the knowledge, skills and attributes to succeed in business and the professions
- Encouraging and rewarding staff for engaging with business and the professions
- Enhancing relationships with business and industry
- Creating subsidiary companies that support the university

Values: Friendly, Ambitious, Collegiate, Enterprising, Student-focused
Community and Partners

We will be internationally renowned for supporting our communities, raising aspirations and enriching lives by:

- Demonstrating and promoting our positive social, cultural and economic impact
- Sharing our knowledge, facilities and resources
- Providing local leadership in education, culture and innovation
- Investing resources to develop a vibrant university town

People

We will ensure our people are valued in a collaborative and innovative environment by:

- Attracting and developing outstanding people
- Recognising and rewarding excellence
- Developing world-class leaders in education, research, business and the professions
- Sustaining a culture of respect, engagement and integrity
- Strengthening the diversity of our community
- Investing in people’s health and wellbeing

Sustainability

We will continuously improve efficiency throughout the University by:

- Consolidating financial sustainability
- Investing in our campuses and infrastructure
- Positively improving our impact on the environment
- Managing resources and services in a business-like way