

TEESSIDE

2027

**AMBITION
DELIVERED
TODAY**





AMBITION DELIVERED **TODAY**

Focused on making a real difference to the lives of people and the success of businesses and the economy, we challenge expectations and push the boundaries of what is possible. We approach challenges at pace and with purpose. We do not stand still.

We are an ambitious and enterprising university for a focused and pragmatic global new generation. We provide real opportunities and support to realise potential on a campus fit for the future and around the world.

From developing outstanding degree apprenticeships tailored to industry to addressing societal challenges on a global scale, our work is always relevant and purpose-driven. We value education and research which is innovative, creative and supports the development of solutions to real world challenges.

We work with individuals and businesses to develop solutions that deliver ambition today.

Vice-Chancellor FOREWORD

As Vice-Chancellor and Chief Executive of Teesside University, it is my privilege to share with you our new corporate strategy, *Ambition Delivered Today*.



Building upon the University's many achievements over recent years, *Ambition Delivered Today* sets out a dynamic future for the institution as a central hub of activity and aspiration in the Tees Valley, inspiring our students, colleagues and communities across the world.

The impact of the global pandemic is far-reaching, but the resilience and dedication of colleagues across the University, who continue to embody our institutional values, underpins our ongoing commitment to achieving success for all of our stakeholders.

This robust approach has allowed our ambition of being a high-performing, global university to remain undiminished. Indeed, it is more important now than ever.

At Teesside University, we believe that education has the power to transform lives and economies. Through

leveraging our strengths in teaching, research and enterprise, we aim to address the challenges of the future and generate positive change for the world we live in.

We are a catalyst for social mobility, productivity and global investment. Our new strategy reinforces our commitment to drive economic, social and cultural growth across our global communities. We will deliver solutions to address universal issues and influence policymakers and develop first-class skills provision to equip the workforce of the future.

The expansion of the University's global footprint over the last few years has been unprecedented and demonstrates great success. Over the next five years, we will consolidate our position in the global education market, developing a network of prestigious partners and attracting the most talented students and staff from across the world.

We are resolute in our commitment to place students at the heart of everything we do and strive to provide an outstanding, high-quality learning experience that delivers excellent outcomes.

As the world adapts to a new era, we are at the forefront of digital learning, tailoring our practices to the emerging needs of learners and industry. As the first Adobe Creative Campus in Europe

and an Apple Distinguished School, we will promote digital empowerment, develop our campus to encourage engagement at all levels and provide a dynamic, digitally-enhanced space that embraces collaboration and creativity.

Teesside University graduates will be confident and responsible; they will be determined to make a real difference, challenge the impossible and break through barriers.

The Research Excellence Framework 2021 highlights the positive impact of our research. We will build upon this reputation, developing centres of excellence at the interface of industry and academia, and generating world-class research and knowledge exchange that makes a difference to individuals, organisations, and society.

Ambition Delivered Today demonstrates the University's commitment to our students, staff, and stakeholders. Through this vision, we will achieve excellence across all areas, transforming lives and economies for the communities we serve.

Professor Paul Crony OBE

Vice-Chancellor and Chief Executive



Through this vision, we will achieve excellence across all areas, transforming lives and economies for the communities we serve

Chairman and Pro-Chancellor FOREWORD

Over the last seven years, Teesside University has undergone a transformational journey to consolidate its position as a high-performing global institution, committed to delivering an outstanding student and learning experience.

In the face of extreme challenge, the University has remained a beacon of resilience, harnessing collaborative and innovative approaches to overcome recent events that have had and will continue to have a significant impact across the world.

The preservation of the student and learning experience has been our main priority and through demonstrating flexibility in our offer, we have approached these turbulent times with the grit and determination I have come to expect from the University.

As an anchor institution, the University continues to deliver on the region's priorities, as an influential voice for the region, a catalyst for social mobility and a magnet for global investment. This strategy positions the University as a leading institution to support the Tees Valley as the region strives to bounce back from the pandemic stronger than ever.

Against a backdrop of political uncertainty, the fourth industrial revolution and globalisation, *Ambition Delivered Today* demonstrates the ambition and determination of the University to challenge what is possible, developing expertise and capability to respond to priorities of the future; and to thrive in a global market.

Looking ahead I am confident that, through this strategy, the University has what it takes to address key global challenges, through its impactful research, 21st century learning and developing global citizens of the future. I look forward to the exciting times ahead for Teesside University.

Paul Booth CBE

Chairman and Pro-Chancellor



I look forward to the exciting times ahead for Teesside University



VISION, MISSION AND VALUES

VALUES

THE UNIVERSITY HAS SEVEN CORE VALUES



Delivering
Excellence



Empowering
Individuals



Embracing
Diversity



Communicating
Openly



Fostering
Creativity



Committing to
Sustainability



Taking
Responsibility

EDUCATION 4.0

STRATEGIC AIM

To be the University of the Fourth Industrial Revolution, delivering innovative and impactful provision through Education 4.0.

STRATEGIC OBJECTIVES

- > To empower connectivity in educational design, drawing upon the knowledge and skills of partners to drive the evolution of Future Facing Learning.
- > To embed a sector leading institutional approach to student wellbeing, ensuring that every student is enabled to meet their potential.
- > To deliver an outstanding personalised learning experience, underpinned by a data-driven approach to enhancing student performance.
- > To design a high performing curriculum portfolio aligned with the emerging trends of the Fourth Industrial Revolution.
- > To develop a best in class workforce equipped with the capabilities to deliver cutting-edge Education 4.0 learning experiences.



CASE STUDY



Future Facing Learning

Student experience accolades for Teesside University

Teesside has been named 2022 University of the Year at the fourth annual Edufuturists Awards, which celebrate the very best people, schools, colleges and universities who are leading the way as innovative educators.

The Edufuturists University of the Year Award is in recognition of the major impact Teesside University is making on students through its forward thinking, innovative, strategic and engaging practices.

Professor Mark Simpson, Teesside University Pro Vice-Chancellor (Learning & Teaching), said, 'We are absolutely delighted to achieve this latest recognition and it is a testament to all of the work which has gone into establishing Teesside as a leading digital university.'

'This award reinforces our commitment to engage with new ways of learning and ensuring our students are equipped with the digital skills, knowledge and expertise to flourish and thrive in an ever-changing landscape.'

'Our Future Facing Learning programme has placed the

University firmly at the forefront of the digital revolution in higher education and we will continue to drive innovation and creativity through digital technology.'

The University's Future Facing Learning programme seeks to digitally empower students and staff by embracing cutting-edge digital technology, with students provided with digital tools to assist their learning through the Advance Scheme.

The Edufuturists University of the Year Award is the latest in a long line of accolades for Teesside University which showcase our commitment to digital teaching and learning.

Teesside was the first European higher education institution to be named as an Adobe Creative Campus, in recognition of our commitment to promoting digital literacy across all courses and areas of study.

It was also recognised as an Apple Distinguished School, highlighting the University's success in creating an innovative learning environment.



This award reinforces our commitment to engage with new ways of learning



RESEARCH AND INNOVATION

STRATEGIC AIM

Through a regionally engaged approach that is of global relevance, we will support recovery, regeneration, and renewal in the region and beyond.

STRATEGIC OBJECTIVES

- > To grow our research capacity by investing in staff, facilities, and equipment
- > To partner with industry, stakeholders and communities to ensure our research meets local and global needs
- > To foster a responsible and inclusive research culture that ensures the highest academic standards
- > To create a vibrant research environment by providing time, space, and resource for ideas, interdisciplinarity and networking.
- > To ensure the sustainability of our research through increased research council, charitable and commercial income generation.



CASE STUDY



Construction of new Teesside University Net Zero Industry Innovation Centre underway

Partners in an ambitious new development which positions Teesside firmly at the heart of the green industrial revolution came together this week to mark the beginning of the build and highlight the importance the project will have on the region and beyond.

Located at the expanding Tees Valley Net Zero Innovation Hub, the £13.1m Net Zero Industry Innovation Centre (NZIIC) will support the drive for clean energy. The project has received £5.2m in funding from the Tees Valley Mayor and Combined Authority and the European Regional Development Fund.

The NZIIC will play a vital role in the delivery of Net Zero ambitions for the region and the UK. A hub for industrial decarbonisation and a national centre of excellence for net zero technologies, it positions Teesside firmly at the heart of the UK's green industrial revolution, providing a focus for major investment.

The NZIIC will grow net zero capabilities and opportunities, creating hundreds more clean energy jobs and strengthening the existing innovation ecosystem through provision of specialist facilities and support.

The main contractor Robertson has prioritised the use of innovative materials, techniques and equipment to ensure the build itself maintains the net zero ethos of the project.

The NZIIC is the latest project in Teesside University's Campus Masterplan, which has already seen £275m invested to date, with continued development and investment through to 2027.

Professor Steve Cummings, Pro Vice-Chancellor (Research & Innovation) at Teesside

University said, 'Forging a smarter and greener industrial economy is a key focus of the research undertaken by Teesside University. The Net Zero Industry Innovation Centre is integral to the delivery of this activity.'

'Aligning the expertise of the University with industry need and government priorities, the NZIIC will deliver clear impact across collaborative research and development, enhanced productivity, environmental and business sustainability. It marks a unique opportunity to grow capabilities across clean energy and the circular economy.'

Professor Paul Croney OBE, Vice-Chancellor and Chief Executive of Teesside University, added, 'Teesside University is committed to becoming a Net Zero institution by 2030 and this latest development is a testament to those ambitions.'

'Working with our partners, this development will support our work, not only in sustainability, but in driving change through skills development, research and innovation.'

Tees Valley Mayor Ben Houchen said, 'This is yet another fantastic project seeing spades in the ground and shows our year of construction is not restricted to Teesworks or our airport – steel is going up across Teesside, Darlington and Hartlepool.'

'These cleaner, safer and healthier industries are central to our ambitions as the UK's low-carbon powerhouse and are creating the good-quality, well paid jobs for local workers. Teesside University's centre for excellence will help drive this forward, working with our brilliant businesses to boost innovation, push boundaries and further put our region on the map.'

Garry Hope, regional managing director, Robertson Construction North East, said, 'Robertson is committed to being socially, economically and environmentally responsible. Our values, which align with those of the University, will be embedded throughout the entire build programme.'

'As the contractor of choice for the facility, we will be playing a significant role in assisting the University in further enhancing its contribution to the local economy and communities through creating opportunities for both where possible. We will also be working with the University to minimise the environmental impact of the build phase.'

With an estimated completion of spring next year, the NZIIC will focus on four core areas:

Hydrogen and decarbonisation: adapting hydrogen applications, optimising industrial processes and developing alternatives to current chemicals and overcoming the challenges of hydrogen storage and carbon capture.

Circular economy: investigating applications of thermal and chemical processing and recycling to optimise, reduce costs and bring new technology to market.

Intelligent energy and industrial systems: supporting product and service innovation to drive forward the smart energy and smart grid agenda.

Digital modelling and simulation: providing support for maintenance and operation of industrial assets, including virtual and artificial reality and remote operations.

ENTERPRISE AND KNOWLEDGE EXCHANGE

STRATEGIC AIM

To be an enterprising university, working in partnership to have a transformational impact on people, our region, and the wider world.

STRATEGIC OBJECTIVES

- > To create an entrepreneurial culture, developing the skills, behaviours, and confidence to fuel enterprise
- > To develop and nurture sustainable strategic relationships, providing benefit to partners, students, alumni, and staff
- > To drive regeneration, working with businesses and organisations to co-create solutions to challenges, drawing on the knowledge, expertise, and talents of our people
- > To deliver the high-level knowledge and skills essential for a talented, diverse, and future-facing workforce for our region and beyond
- > To create connections between the University and the communities it serves, through meaningful interaction, collaboration, and inclusion.



CASE STUDY



Teesside University opens the doors to its £1.8m Industrial Digitalisation Technology Centre

Teesside University has launched the Industrial Digitalisation Technology Centre (IDTC) to help support SMEs to discover and explore a range of digital technologies and opportunities which could benefit their business.

Local SMEs had a first look of the Industrial Digitalisation Technology Centre's Serious Play Facility at the hybrid launch event, to discover some of the some of the innovative tools which can take them on their digital journey.

Business leaders across the Tees Valley saw the innovative technology that the collaborative workspace has to offer.

The launch involved several socially distanced in-house sessions, plus an online webinar, where businesses were taken on a whistle-stop tour of the lab space and had the opportunity to meet some of the team behind the project, including new Project Manager, Mikey Thompson.

Daniel Pybus, Digital Manufacturing Engineer at Mersen also presented information on how industrial digitalisation has recently benefited the global manufacturing organisation following its Knowledge Transfer Partnership (KTP) project with Teesside University.

The funded support enabled Mersen to explore robotic process automation, presented an evolutionary algorithm solution to its cutting stock problem and digitally transformed the way that it collects data from the shop floor.

In a similar way to KTPs, the IDTC project connects *eligible Tees Valley businesses to academic experts that have the skills and knowledge to help digitally transform their business.

The centre itself is located in the Stephenson building on Teesside University's Middlesbrough campus and provides open access to Industry 2, 3 and 4 technologies where SMEs can explore, evaluate and de-risk their investments.

Data capture kits, VR sets, cloud computing and an analytics suite are just a few of the facilities available to trial. Businesses are also given full access to the project team, including two digital technicians and four developers.

Professor Craig Gaskell, Pro Vice-Chancellor (Enterprise & Knowledge Exchange) at Teesside University, said, 'This innovative centre offers cutting-edge digital tools and support to SMEs in the Tees Valley to develop and grow their businesses.'

David Hughes, Associate Professor and Principal Investigator of IDTC added, 'We are very excited to open the centre as a hub and showcase the amazing

industrial digital work being done, not just in the University but across the region.'

Tees Valley Mayor Ben Houchen said, 'We're pioneering innovative ways of working digitally across Teesside, Darlington and Hartlepool, but the sector doesn't work in a vacuum. It can help other businesses explore how to do things differently, become more efficient, grow and create jobs. I'd urge all our ambitious SMEs to check out the service it provides.'

The IDTC funded* project is delivered across two strands. Strand one consists of 12 hours academic support to help businesses explore the opportunities of industrial digitalisation and establish where they sit within the industry using a diagnostics tool kit. Followed by a tailored one-to-one to establish a suitable digitalisation project.

Strand two offers further support on the digitalisation journey, looking at the projects proof of concept, ROI and the stages of development to integrate the process into the business.

*The Industrial Digitalisation Technology Centre (IDTC) project is a part-funded service available to Tees Valley businesses employing fewer than 250 staff with an annual turnover no greater than £50m per annum.

TU GLOBAL

STRATEGIC AIM

To be a global institution that provides an excellent international experience through partnerships and networks across the world.

STRATEGIC OBJECTIVES

- > To diversify and enrich the University by recruiting students and staff from across the world.
- > To develop mutually beneficial strategic transnational education partnerships.
- > To encourage our students to become global citizens by creating international opportunities throughout their University experience.
- > To support and enhance all aspects of student life, maintaining consistently high levels of international student satisfaction and achievement.
- > To facilitate international research and knowledge exchange.

*Based on the views of 1295 students within a global survey response of 92,019 students. Find out more at: tribalgroupp.com/participants-in-the-2021-isb

1 IN 3

TEESSIDE STUDENTS ARE INTERNATIONAL

LAUNCHED

TEESSIDE INTERNATIONAL STUDY CENTRE

(STRATEGIC PATHWAY PARTNERSHIP WITH STUDY GROUP)

AWARDED OVER 45

VICE-CHANCELLOR SCHOLARSHIPS

FOR OUTSTANDING STUDENTS.

GRADUATES IN

OVER 100 COUNTRIES

RANKED 1 OF 96

GLOBAL UNIVERSITIES FOR OVERALL SATISFACTION IN THE INTERNATIONAL STUDENT BAROMETER SURVEY 2021*

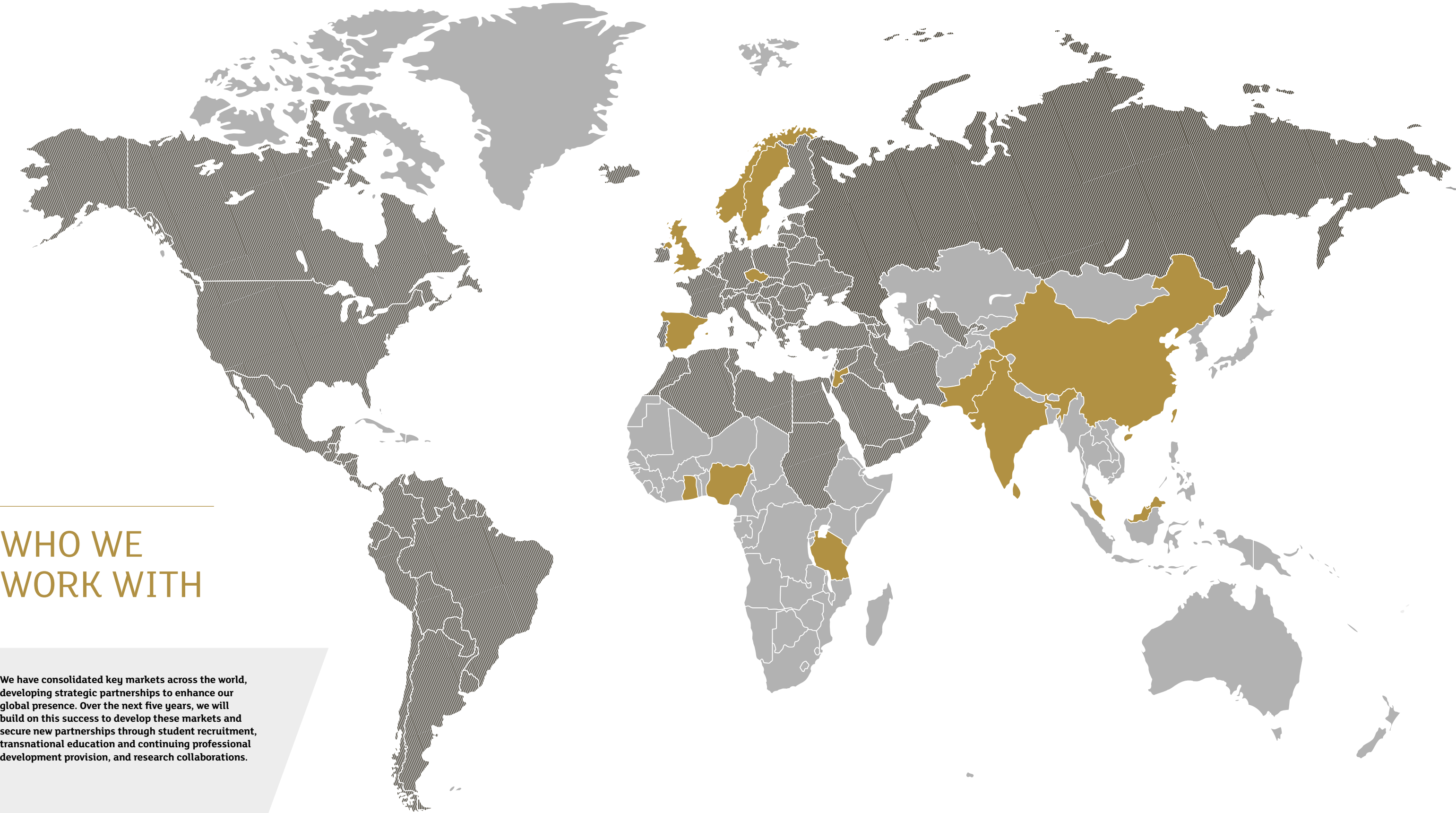
REGIONAL OFFICES IN

INDIA, CHINA MALAYSIA, NIGERIA AND PAKISTAN

21


INTERNATIONAL STUDENTS ON BRITISH COUNCIL SCHOLARSHIPS






WHO WE WORK WITH

We have consolidated key markets across the world, developing strategic partnerships to enhance our global presence. Over the next five years, we will build on this success to develop these markets and secure new partnerships through student recruitment, transnational education and continuing professional development provision, and research collaborations.



Current partners



2027 ambition



RESOURCES AND BUSINESS MANAGEMENT

STRATEGIC AIM

To ensure University resilience, investment and growth, drive strategic transformation and change, support academic excellence, and maximise the student experience.

STRATEGIC OBJECTIVES

- > To ensure the financial resilience, sustainability and investment capability of the University.
- > To deliver and sustain a future facing workforce.
- > To grow student numbers and revenue and enhance the Teesside University brand.
- > To continue to transform the University campus, ensuring it is high quality, smart and sustainable.
- > To continue to drive the University Strategic Transformation and Change programme including delivery of best in class Strategic and Professional Services.
- > To ensure IT and digital activities are at the heart of University development, innovation and change.
- > To deliver excellent University and group governance and compliance.



CASE STUDY



Teesside University Masterplan

Governors approved the implementation plan.

over 300 bed student accommodation complex, enhancement of the campus.

Masterplan is with several new on site including:

- Postgraduate Hub due for 1 September 2022.
- Industry Innovation Centre facility for renewable – due for completion in

significant projects in our Middlesbrough commence in 2022 and rely:

- bold and state-of-the-art science facility to expand Health & Life Sciences in the health sector.
- Building – innovative providing state of the art learning facilities and to

showcase the gaming, animation and digital offer for the School of Computing, Engineering & Digital Technologies.

In addition, the University will continue to drive towards a net zero campus.

These developments are producing a step change in the quality of the University campus and are focused on providing the very best facilities and an outstanding student and learning experience for our students.

The transformation of our campus is well underway and the significant progress made in the implementation of our masterplan is clear to see.

We will continue to work in partnership with our students and staff to ensure Teesside University has a campus to rival any in the sector, is high quality, smart and sustainable.

Find out more at tees.ac.uk/source

HIGHER & DEGREE APPRENTICESHIPS GATHER PACE AT TEESSIDE UNIVERSITY

The Business Change, Improvement and Projects (BCIP) programme is driven centrally, embedding a consistent and coordinated approach to strategic change and project management.

Key strategic and transformational projects that are fundamental to the delivery of the University's Corporate Strategy are included in this programme, which has to date delivered on a range of strategically important objectives, including the development of the Student Life offer, the implementation of a new Virtual Learning Environment, and Phase 1 of the Campus Masterplan.

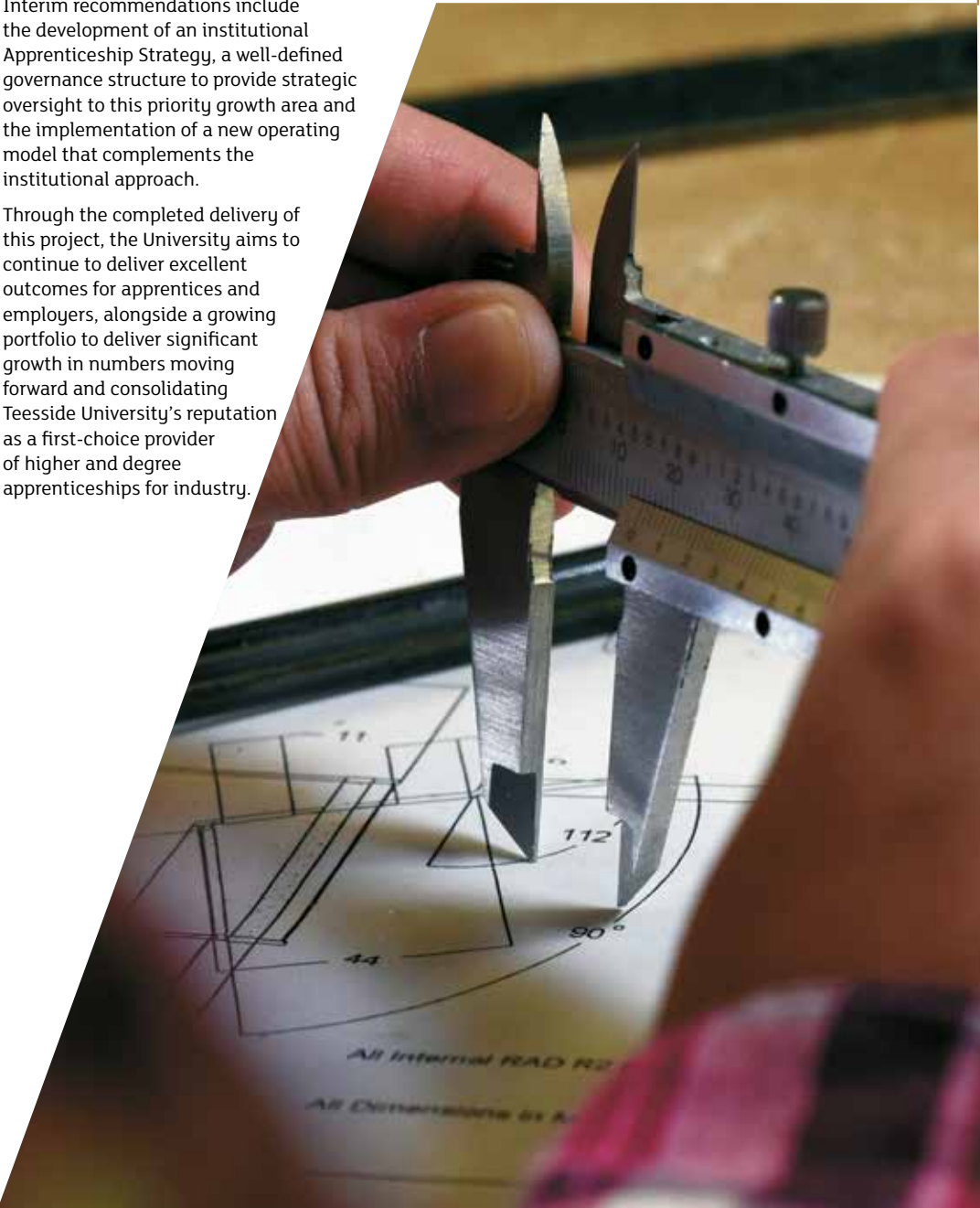
A key project which will further transform the way in which we deliver higher and degree apprenticeships (HDAs) at the University is currently underway. Working in partnership with industry is a great strength of the University and leveraging these relationships to develop bespoke programmes has proved a significant success story, with over 1400 apprentices now on university courses. In 2019, the University's HDA provision across all five categories, was rated as outstanding by Ofsted, from leadership and management to learner outcomes.

The exponential growth of this area means that HDAs are now a core element of the University's student recruitment strategy. A new stand-alone Department for Apprenticeships has been created to manage the current portfolio and also drive significant growth moving forward, led by a recently appointed Director of Apprenticeships.

The University aims to build on the success of HDAs through further streamlining and standardising our approach across the University ensuring a future facing infrastructure and efficient operating model. Core to the review are the systems, processes, and structures in place and how these can be continuously improved to enhance delivery.

Interim recommendations include the development of an institutional Apprenticeship Strategy, a well-defined governance structure to provide strategic oversight to this priority growth area and the implementation of a new operating model that complements the institutional approach.

Through the completed delivery of this project, the University aims to continue to deliver excellent outcomes for apprentices and employers, alongside a growing portfolio to deliver significant growth in numbers moving forward and consolidating Teesside University's reputation as a first-choice provider of higher and degree apprenticeships for industry.



TEAM TEESSIDE

The values and behaviours establish the identity by which Team Teesside would like to be recognised.

They provide a benchmark to evaluate and improve all aspects of engagement across the University.



Awards and Achievements	Branding and Marketing	Central and Local Induction
Initial and Continuing Development	Leadership and Management Development	Policies and Procedures
Recruitment and Selection	Succession and Talent Management	Team Development
Engagement and Recognition	Professional Development, Planning and Review	University Planning and Performance

This list is not exhaustive and staff are actively encouraged to find creative and innovative ways to use the values and apply the behaviours in their working practice.

STRATEGIC KEY PERFORMANCE INDICATORS

The following strategic key performance indicators will assist Teesside University in achieving its overarching mission to be a leading university with an international reputation for academic excellence that provides an outstanding student and learning experience underpinned by research, enterprise and the professions.

Learning & Teaching

- > Student continuation
- > Student completion
- > Teaching excellence

Research & Innovation

- > Annual research income
- > Number of research active staff

Enterprise & Knowledge Exchange

- > Annual enterprise and business engagement income
- > Graduate outcomes

International

- > International students on campus (full-time equivalent)
- > International student satisfaction

Resources & Business Management

- > Total student enrolments (full-time equivalent)
- > Minimum annual surplus (as % of turnover)
- > Minimum resources available for investment (EBITDA/turnover)
- > Maintaining Investors In People Gold



PLACE

The role of Teesside University as an anchor institution has never been so important. The University's mission, to 'transform lives and economies', underpins a broad spectrum of activity that seeks to generate the future workforce, galvanise economic prosperity, support social mobility and deliver positive cultural, civic and social impact.

The impact of recent significant events, such as Brexit and the global pandemic, coupled with the significant opportunities for the region in growth sectors such as net zero, have reinforced the University's critical role in driving economic prosperity and social change.

The Charter for Social Impact sets out the University's ambitions to further this mission beyond the delivery of the core business of education and defines the University's commitment to investing in the communities we serve, inclusive of students, colleagues, community partners and publics.

We will work in partnership with our communities to identify the challenges of today and cocreate solutions that make a real difference and have a clear social purpose.

Key institutional strengths in research, innovative pedagogy and social change can deliver responsive support structures, swift solutions and long-term planning assistance to the business community and key organisations. Our global networks open up new opportunities that will revitalise the region through innovation, access to markets and inbound investment.

The University's position as a member of national mission groups allows us to act as a voice for the region, providing key policy advice and evidence to support regional priorities, and to raise the profile of these challenges and opportunities on a national scale.



Through its social impact charter and commitment to sustainability, Teesside University has a significant impact on the Tees Valley, the North-East and the UK.

KEY EMPLOYER WITH
1,720 DIRECT EMPLOYEES

SUPPORTING OVER 2,000 FTE
ROLES IN THE TEES VALLEY AND
3,000 ACROSS THE UK

247M
TOTAL GVA*

OVERALL HUMAN
CAPITAL IMPACT OF

£1.34BN

ECOCAMPUS
GOLD

ZERO WASTE
TO LANDFILL


TU ALSO RANKS
7TH IN THE UK
IN THE GREEN METRIC WORLD
UNIVERSITY RANKING ON SUSTAINABILITY

35% CO2 REDUCTION
185,000M3 WATER SAVING
SINCE 2005

4,835 HOURS
OF VOLUNTEERING BY TEESSIDE
UNIVERSITY STUDENTS
2020-21

* GVA total includes persistent effects in the 'knowledge transfer activities' category includes three years' of persistent benefits arising from KTP and spin-off activities.





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