

**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.

FIND OUT MORE





## Vice-Chancellor FOREWORD

As Vice-Chancellor and Chief Executive of Teesside University, it is my privilege to share with you our 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 resilience and dedication of our colleagues underpin our commitment to success for all stakeholders, ensuring our ambition to be a high-performing global university remains undiminished and more important than ever.

At Teesside University, we harness education to transform lives and economies, leveraging our strengths in teaching, research, and enterprise to address future challenges and generate positive global change.



We are unwavering in our commitment to placing students at the heart of everything we do, striving to provide an outstanding, high-quality learning experience with excellent outcomes.

This strategy reinforces our commitment to economic, social, and cultural growth worldwide, delivering solutions to universal issues, influencing policymakers, and developing skills for the future workforce.

We are unwavering in our commitment to placing students at the heart of everything we do, striving to provide an outstanding, high-quality learning experience with excellent outcomes. This dedication was recognised by the Teaching Excellence Framework 2023, where the University achieved gold overall, as well as gold for both student experience and student outcomes. This superb result confirms Teesside as the top university in the North East for student experience and one of only 14 nationally to receive gold in all areas, firmly establishing us as a leading institution that puts students first.

The expansion of the University's global footprint over the last few years has been unprecedented and demonstrates great success. Over the next few 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.

As the world evolves, we are at the forefront of digital learning, adapting to the needs of learners and industry. As Europe's first Adobe Creative Campus and an Apple Distinguished School, we promote digital empowerment, enhance campus engagement, and create a dynamic, collaborative, and creative digital space.

The Research Excellence Framework 2021 highlights the positive impact of our work, with most of our research classified as world-leading or internationally excellent. Building on this reputation, we actively engage the public and collaborate with industry to address societal needs, driving economic growth and productivity.

Our commitment to regional, national, and global priorities is strengthened through meaningful public, civic, and business engagement, facilitating vital knowledge exchange, translational research, and innovation, with Teesside University recognised as one of the UK's most engaged universities in the Knowledge Exchange Framework.

*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 Croney OBE**

**Vice-Chancellor and Chief Executive**

## Chair and Pro-Chancellor FOREWORD

I am proud to support Teesside University's corporate strategy, reflecting our commitment to excellence, innovation, and societal impact. Over the past decade, we have firmly established ourselves as a high-performing global institution, dedicated to transforming lives and economies.

**Our achievements showcase unparalleled success across all portfolios, highlighting a well-managed and ambitious university that continues to invest in its students and estate whilst being alert to the financial health of the sector.**

In the face of unprecedented challenges, our resilience and adaptability have preserved the quality of our outstanding student and learning experience. We continue to drive social mobility, raise aspirations, and deliver crucial skills for regional success.

Our recent investments, including the £36.9m BIOS facility and the £40m Digital Life building, highlight our dedication to a sustainable digital future and our ambition to support regional and national growth.

In a rapidly evolving world, our strategy, *Ambition Delivered Today*, demonstrates our resolve to challenge what is possible and thrive in a global market. We are focused on impactful research, 21st-century learning, and developing global citizens to address shared challenges.

Looking ahead, I am confident that Teesside University will continue to be a vital instrument of positive change, shaping and empowering our communities.

I look forward to working with the Vice-Chancellor, the University Executive Team, and my fellow Governors to drive our vision for continued success.

**Ada Burns**

**Chair of the Board of Governors**



We continue to drive social mobility, raise aspirations, and deliver crucial skills for regional success.



# VISION, MISSION AND VALUES

## VISION

Teesside will 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.

## MISSION

Teesside University generates and applies knowledge that contributes to the economic, social and cultural success of students, partners and the communities we serve. Through education enriched by research, innovation, and engagement with business and the professions, we transform lives and economies.

## VALUES



Delivering  
**Excellence**



Empowering  
**Individuals**



Fostering  
**Creativity**



Embracing  
**Diversity**



Communicating  
**Openly**



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.



## Outstanding result as Teesside University awarded gold in all areas

Teesside University has been awarded gold in all areas of the Teaching Excellence Framework (TEF) 2023, including 'Overall', 'Student Experience', and 'Student Outcomes'. This recognition highlights the University's commitment to providing an outstanding student and learning experience.

**The TEF is a national quality framework run by the Office for Students which assesses higher education providers across a broad range of criteria – including teaching, course content and delivery, academic support and the learning environment.**

Achieving gold is fantastic recognition for Teesside University's commitment to providing an outstanding student and learning experience.

This recognition of the University's commitment to providing an outstanding student and learning experience follows other recent accolades, including being shortlisted for University of the Year in the Mail University Guide 2024, and positive results in this year's National Student Survey, the highest scoring North East university in seven out of 10 categories.

The TEF panel commended Teesside's innovative future-facing learning model, and efforts to widen participation, noting its dedication to student progression – with over 78% of graduates in professional/managerial roles, or in further study 15 months after graduating.

The panel also highlighted the University's Professional Apprenticeship provision, and the continued investment which has seen upwards of £280m invested in recent years to transform the University campus and facilities.

The TEF is just one of the many metrics potential students use to help make informed choices about university. The overall gold rating for Teesside University is retained for four years, assuring students of a high-quality experience.

Vice-Chancellor and Chief Executive of Teesside University, Professor Paul Croney OBE, said: 'Our mission is to transform lives and economies through education, and to offer everybody the opportunities they need to succeed.'

'The results and feedback from the Teaching Excellence Framework are outstanding and are evidence of our commitment to place students at the heart of everything we do.'

'To achieve gold across three categories is a superb result and demonstrates to our students that they will receive everything they need to excel and flourish during their time at Teesside University.'

Teesside University boasts an impressive number of accolades which have helped contribute to the positive TEF results. It became the first European higher education institution to be named as an Adobe Creative Campus, and is also recognised as an Apple Distinguished School. The University won a Catalyst Award last year for high-impact staff development, and is accredited with Investors in People Gold.





# RESEARCH AND KNOWLEDGE EXCHANGE

## STRATEGIC AIM

To invest in staff and facilities to create a vibrant research culture, and engage local and global partners. Through delivery of these aspirations, we will improve our research quality, ensure our sustainability, drive innovation, and expand the impact of our work.

## STRATEGIC OBJECTIVES

- > To transform the behaviours, values, and expectations, of our staff to support them to succeed in their careers.
- > To strengthen partnerships to amplify the local and global impact of our work.
- > To improve the quality and reputation of our research and knowledge exchange through interdisciplinary, international, and industrial collaboration.
- > To ensure the vital infrastructure and funds to deliver our research and knowledge exchange ambitions.
- > To drive economic growth and productivity through entrepreneurship, commercialisation, and business support.



## CASE STUDY



## Hydrogen Innovation for the Tees Valley

The Research England Hydrogen Innovation Project (REHIP) is a collaborative project led by Teesside University, in partnership with Durham University, to support Tees Valley's transition to a hydrogen economy. The project deals with important technical, social, and economic challenges to decarbonisation by drawing on the strength of hydrogen production in the region and various regional industrial partners.

**The project is made up of four key elements that are centred on collaboration between the institutions and with industry to co-design research that meets the needs of our partners. Research focuses on four elements: heat, electrical power systems, heavy-duty transport and, crucially, the socio-economic structures required for a just transition to net zero.**

This element focuses on ensuring that the people of the Tees Valley are included in the aims of the project and feel the economic and social benefits of the investment into the region. This includes public engagement, outreach and skills development to encourage public understanding of hydrogen technologies and to inspire the next generation of STEM professionals.

Public engagement is central to REHIP. A network of STEM Ambassadors (comprising 14 industry and policy research fellows) designs and delivers outreach activities in collaboration with partners. These include mentoring, school visits and hands-on workshops for primary and secondary students. Previous activities include interactive hydrogen demonstrations at STEM Fest 2024, workshops at Teesside University's Choose Your Future event and sessions at the Net Zero Pathways Fair. These initiatives aim to link hydrogen technologies with educational opportunities and future careers in sustainability.

REHIP aims to drive regional economic growth by fostering innovation and creating new jobs in the hydrogen economy. The project takes an inclusive approach to make sure that local communities benefit from decarbonisation efforts. Combining

the best of academic research with industrial collaboration and public engagement, REHIP provides an example for the sustainable transformation of local economies. This approach aligns with UK's ambitions of net zero and supports the potential of hydrogen in shaping a cleaner, greener future.

**These initiatives aim to link hydrogen technologies with educational opportunities and future careers in sustainability**



# 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 1,295 students within a global survey response of 92,019 students. Find out more at: [tribalgroupparticipants-in-the-2021-isb](https://tribalgroupparticipants-in-the-2021-isb)

**MORE THAN 150,000**  
ACTIVE ALUMNI FROM OVER 150 COUNTRIES

**UK NUMBER 1**  
FOR INTERNATIONAL OVERALL  
STUDENT SATISFACTION

**RANKED 3<sup>RD</sup> GLOBALLY**  
FOR INTERNATIONAL OVERALL  
AVERAGE STUDENT SATISFACTION

**LAUNCHED TEESIDE  
INTERNATIONAL  
STUDY CENTRE**  
(STRATEGIC PATHWAY PARTNERSHIP  
WITH STUDY GROUP)

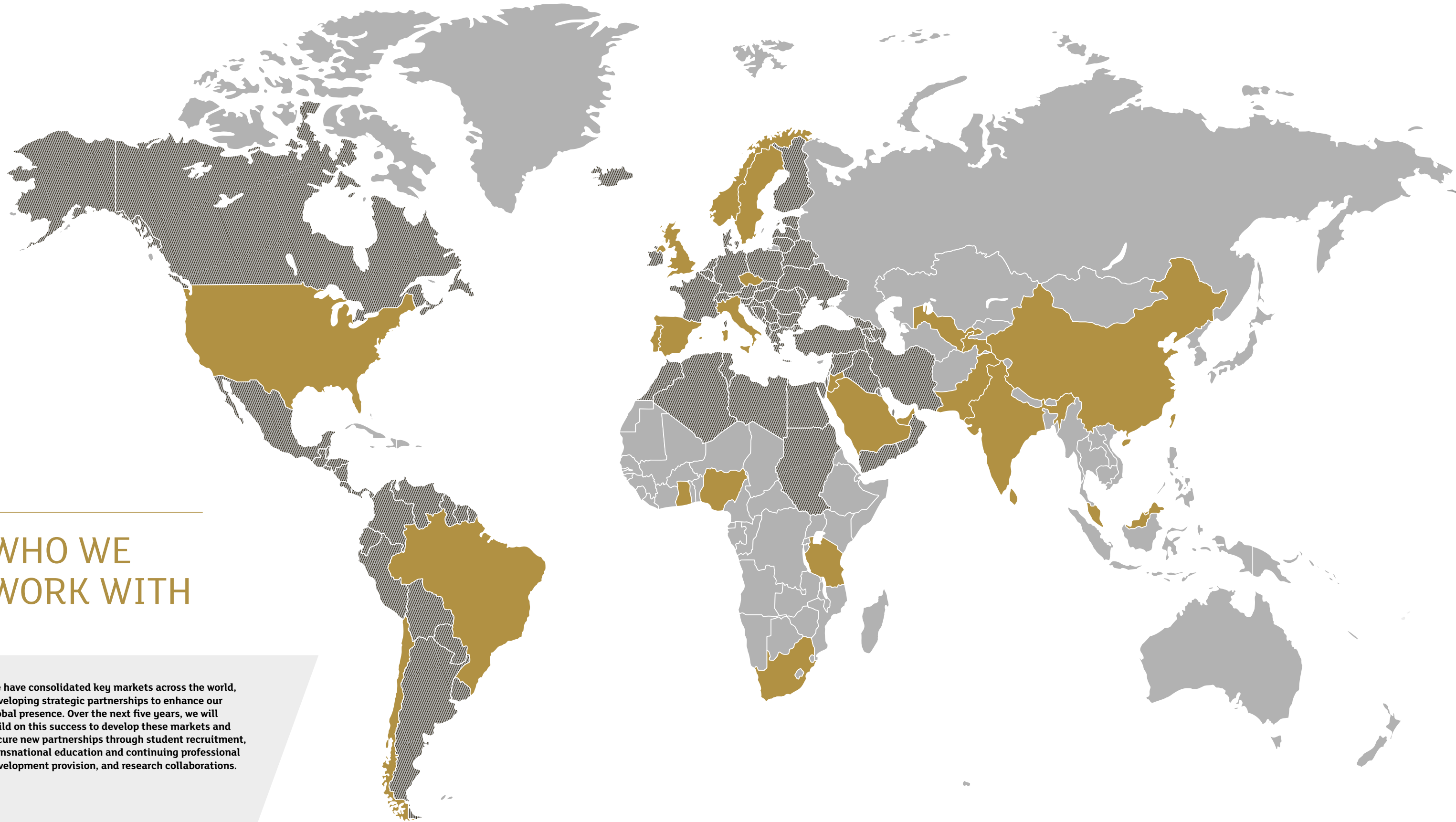
**REGIONAL OFFICES IN  
INDIA, CHINA,  
DUBAI MALAYSIA,  
NIGERIA AND PAKISTAN**

**FEATURED IN THE  
TIMES HIGHER WORLD  
AND QS EUROPEAN  
UNIVERSITY RANKINGS**

**MORE THAN  
200 STUDENTS**  
PARTICIPATED IN GLOBAL MOBILITY  
PROGRAMMES IN 2023-24

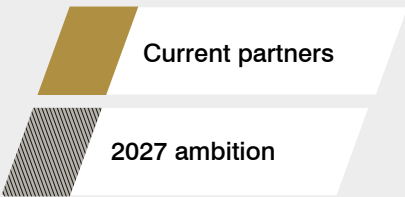






## WHO WE WORK WITH

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.





# 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



## Next phase for Teesside University Campus Masterplan

In July 2017, the University Board of Governors approved the implementation of a ten year £300m Campus Masterplan.

The vision of the masterplan is to deliver a step-change in the quality of the campus to provide an outstanding student experience and fully enable and support academic and service excellence.

Progress on implementation has been rapid and a number of key strategic developments have already been delivered:

- > **National Horizons Centre** – a new state of the art bioscience, research, education and teaching facility
- > **New home** for Teesside University International Business School
- > **Library refurbishment**
- > **The Printworks** – creation of a new professional services hub
- > **King Edward's Square** – student accommodation refurbishment
- > **Student Life** – award winning facility to provide student support in one central location
- > **Cornell Quarter** – 300 bed student residential accommodation complex
- > **Major refurbishment** of the Darlington campus.

Phase 2 of the masterplan is now complete with several new developments on site including:

- > **The Buttery** – postgraduate hub completed in 2023 .
  - > **Net Zero Industry Innovation Centre** – research facility for renewable technologies, completed 2023.
  - > **BIOS** – a new bold and state-of-the-art medical science facility to expand the School of Health & Life Sciences portfolio within the health sector.
- A further significant project in the heart of our Middlesbrough campus completed in 2025:
- > **Digital Life** – innovative new facility providing state-of-the-art teaching and 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.



# 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.

# TEESSIDE UNIVERSITY SUPPORTING THOUSANDS OF APPRENTICES

Teesside University’s apprenticeship portfolio has expanded to respond to the demands of industry and a new strategy has been launched with a clear focus on putting the needs of apprentices and employers first.

**More than 2,000 professional apprentices are enrolled on programmes at Teesside University, and over 200 employers are collaborating with the University to support their workforce development needs and secure the talent pipelines of the future.**

Driving this agenda, the University will soon launch its Apprenticeship Employer Forum, a new initiative aimed at employers enabling them to inform and shape our apprenticeship offer and provide opportunities to share good practice and experience from an employer’s perspective.

Teesside University was among the first higher education providers in the country to have its provision subject to a full inspection by Ofsted, with its professional apprenticeship provision rated as ‘outstanding’ across all categories.

The new strategy sets out a commitment to be recognised as a flagship apprenticeship provider, delivering clear career progression options and supporting organisations and businesses to maximise the use of the apprenticeship levy, a critical lever for building capacity in key high level skills priority areas and levelling-up.



The University’s apprenticeship offer has been expanding, with the needs of apprentices and employers at the heart of its development. More than 20 innovative professional apprenticeships are now available, ranging from Business Management and Cyber Security, to Engineering, Health and Dietetics.

The University’s School of Arts & Creative Industries also recently launched the UK’s first Curator Degree Apprenticeship. Designed in partnership with industry leaders, this cutting-edge programme will enable the sector to attract and develop a diverse talent pipeline.

Jo Burgess, Director of Apprenticeships at Teesside University, said, ‘These are incredibly exciting times, and we are delighted Teesside University has set ambitious targets to grow and expand apprentice provision – at a time when the spotlight is firmly on apprenticeships and the positive impact they make.’

‘We work with industry partners to build comprehensive innovative apprenticeships, that equip learners with the knowledge and experience they need to become future industry leaders and highly skilled experts in their field.’

‘We are committed to providing every Teesside University professional apprenticeship with the opportunity and support to graduate with the skills and knowledge required to achieve success, make a significant contribution to their workplace and enjoy fulfilling future careers.’

**// We work with industry partners to build comprehensive innovative apprenticeships**



# 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
- > Student progression
- > Teaching excellence

## Research & Knowledge Exchange

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

## International

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

## Resources & Business Management

- > Total student enrolments (full-time equivalent)
- > Cash balance and positive surplus
- > Minimum operating surplus (as % of turnover)
- > Maintaining Investors In People Gold
- > Staff satisfaction





# 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.

**Teesside University plays a crucial role as an anchor institution dedicated to its mission to 'transform lives and economies'. This commitment drives 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.**

At the heart of this mission is the University's positive contribution to its communities. This is realised through major regeneration projects in the local region; close collaboration with business and the charity and voluntary sectors to achieve shared goals; and delivering a range of philanthropic activity that supports local people.

Teesside University contributes significantly to the regional and national skills agenda by designing industry-focused courses and addressing key skills gaps through diverse training programs. The University is dedicated

to creating positive social impact and operates as a responsible, ethical, and sustainable institution.

Working in partnership with regional stakeholders and communities, the University identifies current challenges and co-creates solutions that make a real difference and have a clear social purpose.

Teesside University leverages its strengths in research, innovative teaching, and social change to support the business community and key organisations. Its global networks

bring new opportunities to the region, enhancing innovation, market access, and investment. As a member of key mission groups, including Universities for the North East, Universities UK, and the Association for Commonwealth Universities, the University advocates for regional priorities and raises the profile of local challenges and opportunities on both national and global scales.



Through its environmental and social governance Teesside University has a significant impact on the Tees Valley, the North-East and the UK.

**SUPPORTS  
OVER 2,000**

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

**ZERO  
WASTE**

TO LANDFILL

**247M  
TOTAL GVA\***

**ECOCAMPUS  
GOLD**

OVERALL HUMAN CAPITAL  
IMPACT OF

**£1.34BN**

**45.7% CO2  
REDUCTION**

12,700 AVERAGE YEARLY SAVINGS FROM  
WATER LEAK DETECTIONS

**TU ALSO RANKS  
4<sup>TH</sup> IN THE UK**

IN THE GREEN METRIC WORLD UNIVERSITY  
RANKING ON SUSTAINABILITY

**OVER 14,000  
HOURS**

OF VOLUNTEERING BY  
TEESSIDE UNIVERSITY STUDENTS

2023-24



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