



2030

# EXCELLENCE WITH PURPOSE

By 2030, Warwick will be one of the world's exceptional universities, helping to transform our region, country and world for the collective good.

**WARWICK**  
THE UNIVERSITY OF WARWICK

# STRATEGIC DIRECTION TO 2030

## EXCELLENCE WITH PURPOSE



In this strategy, we imagine how the University of Warwick might be in 2030: how we will be **excellent** in everything we do and how our excellence will be channelled into a renewed **purpose** and **impact**. We begin with our aspirations in our core purposes of **Research** and **Education** and explain how they will be underpinned by four strategic priorities: **Innovation, Inclusion, Regional Leadership** and **Internationalisation**.

British universities are autonomous public bodies with a duty to work in the public interest. That public interest varies over time. For a Britain that is embracing devolution, facing the challenges of economic life outside of the European Union, with a renewed focus on social mobility and the opportunities of industrial strategies and business, the drivers of the new public interest are clear.

Yet universities do not just follow fashion. They must stand for constant values and behaviours: for excellence, for the positive impact of their work on society, for rejecting intolerance and for both academic freedom and freedom of speech. Our strategy is underpinned by these values while addressing our contemporary public interest duty.

As one of the UK's top ten universities, and one of the top 100 in the world - the only UK University of its generation to achieve such progress - it is our responsibility to bring together our unique strengths of academic excellence, industrial partnerships, creativity and enterprise to plan with confidence for a more impactful future.



Notwithstanding our excellent progress, we cannot be satisfied by standing still. Our aim is to be even more successful in 2030 than we are today, as one of the world's exceptional universities, by focusing on supporting our talented staff and students, and giving them the freedom and best environments in which to flourish. In so doing, we will remain committed to development in all our faculties, looking at rebalancing where appropriate.





# RESEARCH

Research at Warwick will be internationally recognised as world class with impact and purpose: to change the world – making lives healthier, fairer, safer, more just and resilient, and more enriched.



Warwick's research is already world class. The academic quality of our publications is outstanding. The value of so much of our research is felt in communities, businesses and economies locally, nationally and internationally.

Our aspiration for 2030 is to lead, influence and support positive change in the world more than ever before. We will expand our science, technology, engineering and mathematics most significantly, while maintaining and growing our existing strengths in arts, social sciences and medicine.

By developing a wider range of partnerships with industry and business, public authorities and agencies, charities and cultural organisations, we will increase our impact on the world beyond, as well as within, academia. Furthermore, we will not shy away from being more provocative, working with and challenging governments and other policy makers.

Disciplinary and interdisciplinary excellence will produce transformative solutions to multidisciplinary global challenges. This will be achieved by nurturing the contributions of our talented community of staff, students and partners. Our emphasis on methodological rigour and on research integrity will be a crucial underpinning.



Blake and Alba Burton, born thanks to our Biomedical Research Unit's research into recurrent miscarriage

## Priorities

- Undertake world-leading and purposeful disciplinary and interdisciplinary research which can lead to positive transformation in our world;
- Champion and develop state-of-the-art research infrastructure and ethical research practice, while enabling sustainable research leadership and inspiring innovation;
- Communicate the purpose, relevance and impact of our research locally, nationally and globally to enrich knowledge and awareness.



# EDUCATION

A Warwick education will be more research-led and international in outlook, achieved through our staff and students working in partnership to co-create the educational experience. The effects will be truly transformative and enriching – for our students and their impact on society.

A Warwick education and student experience are highly sought after and valued by learners and employers, not just in the UK but across the world. This quality means that Warwick will steadily grow in the number, type and range of opportunities that we offer to all our students – be they full-time or part-time, mature or straight from school, local or international – but at a pace which matches demand and never compromises on quality.

Education at Warwick will increasingly be characterised by being co-created with students, by learning *beyond* boundaries, greater interdisciplinarity, and by student research. Strong disciplinary identities and excellence will be strengthened by continued investment in digital innovations and evolving facilities for teaching and learning. Face-to-face learning, and learning as a social experience, will remain central to our approach.

An ethos of internationalisation will enable students to study abroad for part of their course, as well as reaping the benefits of the international student community on our own campus through still deeper intercultural engagement. Student academic success at Warwick, supporting students into excellent careers, with lifelong learning opportunities, are our key drivers.



## Priorities

Provide our students with an internationally outstanding teaching and learning experience across the entire lifecycle from applicant, to student, to alumni, supported by an institutional culture and systems making for continuous enhancement of quality;

Ensure our students can progress into their choice of high quality employment through skills development, work experience, employer and alumni relations;

Develop and enhance alternative and sector-leading pathways to a Warwick education.

# WARWICK'S FOUR STRATEGIC PRIORITIES

The distinctiveness of Warwick's offerings in Research and Education will be achieved by four strategic priorities which will underpin everything we do: Innovation, Inclusion, Regional Leadership and Internationalisation.

RESEARCH | EDUCATION

INNOVATION

INCLUSION

REGIONAL  
LEADERSHIP

INTERNATIONALISATION





# INNOVATION

Innovation will be the key to releasing the value of our creative ideas, actions and collaborations to make a positive impact on the world.



Innovation, creativity and entrepreneurial energy have always been pivotal in helping Warwick to stand out from the crowd.

If we are to achieve our ambitions for research and education in a fast-changing world, innovation must be a given, not an option. It will enable us to deliver more purposeful research and to give students and staff new ways of thinking and the ambition to try out new ideas and methods within the University and beyond.

We will work to remove barriers to innovative and creative activity and to foster an openly innovative culture. We want this energy to touch everything we do and the ways in which we do it.

Our research will increasingly tackle the major environmental, societal and economic problems facing our world, and we will look for industrial and other partners who share our ambitions

and approach to innovation. We will support students and staff who have enterprising ideas which they want to test and implement.

Our campus development, investment in technology and administrative and commercial activities will not only support innovation, but increasingly provide models for others.

## Priorities

Create new approaches to developing an open innovation culture, removing the barriers to innovative practice, and rewarding student and staff innovation;

Develop new innovation spaces on campus to enable and excite innovation with our business partners, staff, and students.

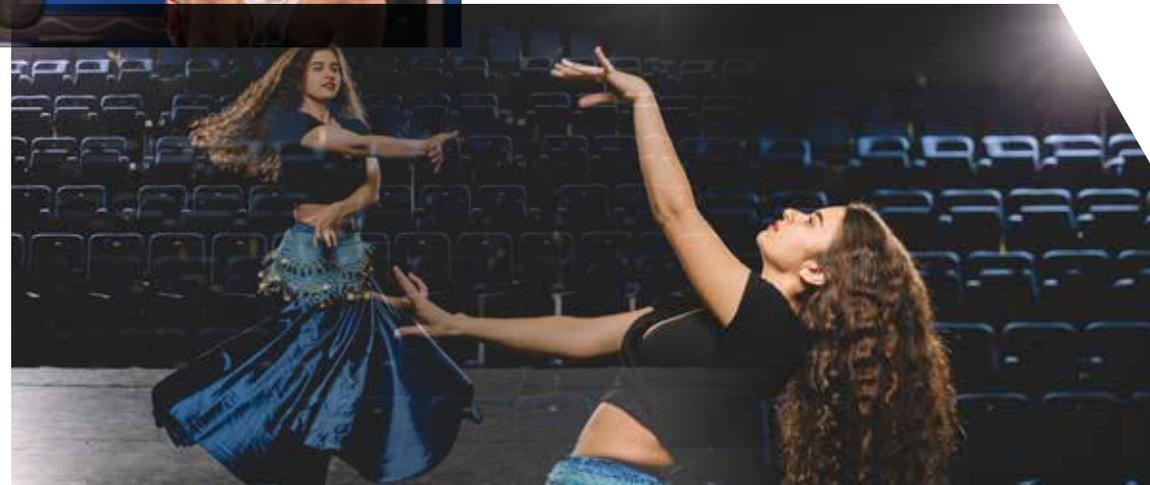


A 3D replica of the world-famous 'Oxford Dodo', created by WMG researchers using specialist scanners and revolutionary digital forensic techniques

# INCLUSION

We aspire to remove economic, social and cultural barriers that have prevented talented people from working and studying at Warwick and be recognised as best in class in our approach to diversity and social inclusion, for staff and students.

Sensory Study Room in the Library, available to students through Disability Services



There is much already to celebrate in our progress on social inclusion and widening participation, but we need to do much more.

We seek to create a community for staff and students, where differences of culture and identity are celebrated, where differences of opinion are welcomed and respected and where prejudice and socially unacceptable behaviours of any kind are never tolerated.

At the heart of our approach will be a major drive to increase the diversity of our student and staff population and to remove the barriers to a Warwick education, particularly, but not only, for those from lower socio-economic groups, ethnic minority communities and disabled students. We will build on some of our already inspirational partnerships with schools and colleges to raise the aspirations and attainment of children before they consider a university education.

We will create new pathways for students to access our programmes and courses. We recognise that the best are not always identifiable from standard tests and measures, and so we will seek new means of finding talent.

## Priorities

Redouble our commitment to raising aspirations, recruiting, supporting success at university and beyond amongst students from communities that do not traditionally attend a Russell Group university;

Ensure that, irrespective of background, disability, faith, gender, race and sexual orientation, all staff and students have access to equal opportunities to thrive and progress at Warwick.

# REGIONAL LEADERSHIP

We will play an even greater leadership role in the economic, social and cultural growth of our region, making it a better place for those who study, live and work here and more sustainable for future generations.



Leadership and support for the region is the foundation for any contemporary world-leading university. Coventry and Warwickshire remain at the heart of our identity, but we want to bring our leadership, partnerships and activities in education and research to the wider region, including Solihull and Birmingham.

As a major employer we will continue to bring outstanding talent to our local area, while continuing to provide a wide range of excellent employment opportunities to our local communities. Our research and education will not just maintain and grow the existing industrial base, but increasingly attract new inward investment and more skilled jobs. We will support our students' desire to be good citizens with more voluntary work and activity. We will seek to make our campus more welcoming, and ensure that our Arts Centre is relevant to still more communities.

All this will be built on stronger and more productive relationships with local authorities; schools and colleges; cultural and economic partnerships; business groups; statutory bodies, the NHS and the voluntary and community sector. Together with our partners, we will help drive the success of major regional developments and initiatives such as the British Science Festival in 2019, Coventry City of Culture 2021, Commonwealth Games 2022 and the arrival of HS2 in 2026.



Artists' impression of the Warwick Arts Centre renovation

## Priorities

Lead and support regional economic development and place-making activities in partnership with local and regional institutions and business;

Lead and support social and cultural place-making activities, enhancing the inclusion of the communities where we have presence and relationships.



# INTERNATIONALISATION

Warwick will be widely regarded as one of the world's leading international universities, especially in its composition of staff and student bodies, its transnational research and in the intercultural experiences available to all our staff and students.



Celebrating Holi, the Hindu spring festival known as the 'festival of colours'

The international theme has always run through our veins, as demonstrated by our increasing intercultural experience and opportunity on campus and the huge range of our international collaborations and partnerships with the business community and other sectors. We continue to encourage our staff and students to thrive within an actively inclusive international community and to continue to look outwards to Europe and the wider world. Intercultural opportunity, awareness and respect will always be core Warwick values.

Our research will be built more than ever on attracting talented academics and researchers from every corner of the world and on the widest range of international collaborations. This will continue to be the basis of our research excellence, and our ability to anticipate and tackle truly international challenges.

We aspire to attract the best and most talented international students, to safeguard and encourage international diversity, and so to promote staff, student and department-led international collaborations which support our education and research ambitions.

By developing a range of university-to-university partnerships, we will be able to carry out research at greater scale and with more impact, and to access new sources of funding that internationalism will intensify. Mobility is key, so with some partnerships we will seek to develop our international presence, thus helping to realise our ambition to provide more students with the opportunity to study outside the UK.

## Priorities

Ensure that we all benefit from our growing intercultural interactions at Warwick;

At an institutional level, focus on the development of a small number of very significant and deep research and education partnerships.





# WARWICK IN 2030

Warwick in 2030 will be larger than now, both in our student population and our research. That growth will be sustainable and will never compromise on quality.

Our growth will be particularly in science, technology, engineering and mathematics, but will also build on our other existing strengths across all our disciplines.

Our research will be, without exception, world class: increasingly international and multidisciplinary; always seeking to create knowledge which has a genuinely transformative effect. From plastics to poverty, our aim will be always to impact positively on the world's major societal, industrial and cultural challenges.



Whether it is challenge, curiosity or career aspirations that drive our students, our education and student experience will provide a diversity of exciting opportunities: more research-based, more international, with greater interdisciplinarity. A Warwick education will not only prepare our students for productive employment, it will enable them to impact still more powerfully on their worlds.

The core purpose of our University - furthering the excellence of our research and education - will be enhanced by four underpinning strategic priorities:

- **Innovation:** fostering an openly innovative culture and releasing the value of our creative ideas, actions and collaborations;
- **Inclusion:** enabling a greater diversity of staff and students to benefit from a Warwick career and education, with the barriers to participation and access removed;

- **Regional leadership:** ensuring that Warwick is a major contributor to the economic, business, cultural and social wellbeing of Coventry, Warwickshire and the wider West Midlands region;
- **Internationalisation:** attracting the best staff and student talent from every part of the world, building international collaborations in research and ensuring that all at Warwick get a truly international experience.

By further developing our campus to meet our aspirations for growth, we will develop exceptional spaces and facilities for our students to study, collaborate and socialise, for teaching and research, and for collaborations with industry and community partners. Partnerships in our region, nationally and internationally, will be at the heart of this renewal.



Cryfield Farmhouse, a symbol of our commitment to maintaining an attractive campus as we grow



Our talented staff and students will be our priority and must feel secure and be well supported, whatever their background. Studying, working and partnering with Warwick will be built on an exceptional experience, place and quality of life, with soft boundaries between campus life and that of our neighbours, with easier and more sustainable commuting and travel, and ready access to training and development, wellbeing services, sport and culture.

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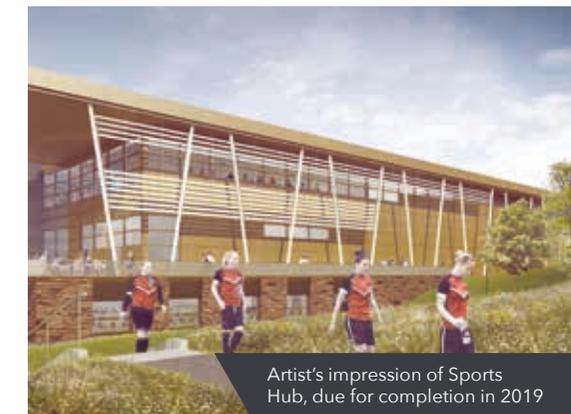
Above all, life at Warwick will be underpinned by an unchanging set of values based on openness, diversity, respect and trust. We will defend academic freedom, welcome difference and always challenge and stand up to intolerance, prejudice and unacceptable behaviours.

In all that we do and seek to achieve, we must and will ensure the sustainability of our University in all senses - financial, social and environmental - by embedding innovative sustainable development ambitions and practices throughout our strategic plans and activities. This means realistic and robust financial planning; nurturing and developing our staff, students and communities in an inclusive way; utilising more efficient fuels, transport and energy generation methods, and making our campus greener, more attractive and more welcoming.

## Priorities

Develop sustainable transport, energy and a green campus to enhance the environmental sustainability of our University;

Embed sustainable development principles across our strategies and delivery plans, to include a focus on our financial security.



Artist's impression of Sports Hub, due for completion in 2019

