We are a dynamic, global and transformational University Group. Creating better futures, we will be world leading in all that we do.
An ambitious vision

Since 2010 the Coventry University Group has undertaken an evolutionary transformation. Strategic initiatives such as Coventry University London, CU Coventry, CU Scarborough, Coventry University Online and the Institute for Advanced Manufacturing and Engineering have been successfully delivered alongside investment in campus regeneration, including our state-of-the-art Engineering and Computing building, Science and Health building and Student Hub.

In 2018, we celebrated 175 years since our ground-breaking institution began in Coventry. A focus on growth and continuous improvement in teaching and learning, research and internationalisation has seen the University rise rapidly in both the Guardian University rankings and in the Times and Sunday Times Higher Education UK rankings.

The landscape of higher education is evolving. It will continue to change as a result of the policies of the UK government; the dynamics of research and enterprise and innovation funding; the approach to international staff and student visas; and the undoubted increasing national and global competition in higher education.

The coming years will be challenging but exciting. Our approach to partnership delivery, entrepreneurship and financial and operational sustainability combined with a delivery and implementation focus that is fast-paced and responsive, reflects “The Coventry Way”. This will ensure that we address these challenges through our 2021 Strategy and achieve transformational growth.

The Coventry Way

We are a leading edge University Group with a dynamic operation, which is globally enabled and technologically advanced. Our Corporate Strategy sets out our ambition for transformational growth as a sector leader in Higher Education.

The Coventry University Group is known for providing a ground-breaking high-quality learning experience for all of its students; delivering research which is focussed on “excellence with impact” in areas of niche dominance; a commitment to internationalisation in student recruitment, partnership and collaborative working, alongside a global curriculum and staff and student mobility; and a real “business-engaged” model of enterprise and innovation.

While we have become a global institution, we respect our history. In 2018, we celebrated 175 years since our ground-breaking institution began in Coventry. Our origins in Coventry as an industrial city serve as a reminder of the need to ensure that our courses reflect the needs of individuals and employers, that our research should have “originality, significance and rigour” with a world-leading reputation, and that our engagement with business in enterprise and innovation should support social and economic prosperity – all within a local, national and international knowledge economy.

We recognise that our staff are central to the success of the University Group and will continue to build the capacity and capability of our people to achieve impact on the quality of teaching and learning, research outputs and impact, enterprise development and our ability to operate globally. We will be an employer of choice and rated nationally as one of the best places to work.

Through an approach that is partnership driven, entrepreneurial and sustainable, both financially and operationally, we will be recognised within the higher education and business sectors as leading edge. Our reputation reflects an institution that is confident in its mission, in itself and in its consistent execution and delivery of objectives.

It is this that encapsulates “The Coventry Way”.

For more information visit creatingbetterfutures.coventry.ac.uk
Our Impact
Our Impact
The Coventry University Group is a key economic driver, as a major employer of over 3,300 people, a generator of wealth, and a significant purchaser of goods from local supply chains. This activity, as well as the expenditure of students, staff and visitors, generated £790m Gross Value Added (GVA) across the UK in 2015/16, along with 12,200 jobs supported. Much of this impact is supported regionally and locally. For example, the University supports 1 in every 25 jobs in Coventry.

The Coventry University Group has over 34,000 students – this accounts for 1 in every 7 students in the West Midlands. The University Group plays an important role in educating students from the region: 39% of our students are from the Midlands, and 10% are originally from Coventry. Through this role, the University retains students who may have otherwise moved out of the area to study.

23% of Coventry graduates go on to find employment in the Coventry and Warwickshire area, which rises to 27% in the West Midlands and 42% in the Midlands. Many of these graduates go on to work in sectors which are identified as a priority, such as health and automotive.

The Coventry University Group is a business-facing institution which helps to support key sectors in the regional and UK economy. It has industry partnerships across the automotive and aviation industry, digital, creative and cyber security, as well as health. The scale of this engagement is demonstrated by important outcomes: in 2015/16, the University Group delivered 430 consultancy contracts to businesses, the 5th largest number out of all UK universities.

Coventry University Technology Park supports further employment and therefore economic impact. The c. 70 businesses located there directly employ over 1,200 people, supporting an estimated GVA of £70m annually. Together with supply chain and induced impacts, the Technology Park is estimated to support 1,300 jobs and £80m GVA in the city of Coventry annually.

The University has an extensive selection of community programmes to ensure all its activities contribute to the social well-being of the city of Coventry, London, Scarborough and beyond. Coventry was the first university in the UK to set up a social enterprise with the sole purpose of championing social enterprise capacity in its students, staff and alumni. In 2015/16, 24 social enterprises were established at Coventry University – more than any other university in the UK.

In delivering its social impact, the University works closely with the City Council to drive the cultural agenda of Coventry and support the council with resources and expertise for the benefit of the city. In conjunction with the Council and University of Warwick, we supported the bid for Coventry City of Culture and developed the Coventry Cultural Strategy for the cultural life of the city over the next decade.
Education and Student Experience
**Our aim**
We will be recognised by our students and employers for providing a high-quality education and learning experience.

We will demonstrate our core value of “excellence in education and student engagement” by reflecting the changing nature of the learning experience across centres of excellence including our Coventry Campus, Coventry University London, CU offer, Coventry University Online and through our international partnerships and joint ventures.

We believe that in order to support our diverse student populations there is a need to increase the provision of flexible modes of study. We are enhancing our provision through blended and online learning and the extension of our postgraduate offer, all with our special emphasis on real world experience.

Responding to new ways of working and utilising emerging technologies we will deliver an educational and student experience that is research inspired, embeds employability and community responsibility, supports creativity and enterprise and provides multicultural and international engagement within enhanced and stimulating learning environments and study spaces, both physical and virtual.

We are the sponsor of Better Futures Multi-Academy Trust (BFMAT). BFMAT will extend the Coventry University Group ethos of educational excellence through innovation to younger learners and help support exciting developments in 16-18 education.

We will continue to maintain the highest quality experience for all our students ensuring they are taught by highly motivated, committed and passionate staff who are at the forefront of their disciplines. We will have parity of esteem for teaching and research, promoting opportunities for pedagogic development and embedding research in teaching.

Aligned to our Education Strategy we have developed a University Group-wide Postgraduate (PGT) Strategy that informs, and is informed by, our strategic priorities. It supports postgraduate recruitment and covers not only on the needs of students but also the staff and systems that support postgraduate activity.

**Key actions**
Our Education and Student Experience Strategy is based around six pillars:

- Research inspired teaching
- Embedded employability
- Creativity and enterprise
- Multicultural and international engagement
- Community contribution and responsibility
- Innovation and digital fluency
Globalisation
Our aim
We will continue our sector leading position for global engagement, including being recognised nationally and internationally by our students and strategic partners for the quality and diversity of our international education experience, student mobility opportunities and our international research collaborations.

Times Higher Education has ranked Coventry University as one of the world’s top 200 young universities and included us in the top 50 of “Generation Y universities”. Through the Group’s International Strategy we will create a sustainable and differentiated future based on the preparation of students for global careers and the generation of knowledge relevant to global issues, underpinned by high quality execution and partnership.

Through the International Strategy we will develop a sustainable network of multi-faceted overseas offices to provide a comprehensive presence in all significant global regions. We will increasingly deliver our programmes overseas; primarily through strategic relationships with high quality partners who offer scale, breadth, in-country market intelligence, local relationships and influence, and opportunities for engagement with business. In line with our commitment to enhance the student experience we will deliver a number of service improvements specifically targeted at international students.

The Group is recognised as being at the forefront of providing its students with opportunities for international experience and mobility, and we recognise that this activity significantly enhances their career prospects and contributes directly to employability. Through our Student Mobility Service and other initiatives, particularly those relating to employability, we will produce global graduates with attributes and capabilities enabling them to become global professionals and citizens, and successfully enter the international work environment. We will also develop a staff mobility programme that mirrors the success of, and demand for, our student mobility programme. By investing in the global capabilities of our staff through targeted training and experiences overseas, we can drive forward professional development and the overall value staff bring to the classroom.

Key actions
Our internal strategy is based around five pillars of internationalisation:

- Increased overseas recruitment to the UK
- Growth in delivery overseas, including through joint ventures
- Remaining the UK’s number one for internationalisation experiences
- Developing the international capacity and capability of our staff
- Enhancing our international research, rankings and reputation
Research
Our aim
We will be nationally and internationally recognised within the academic, business and government communities as undertaking research of the highest quality that has impact beyond academia which yields economic, social and cultural benefits.

We will deliver, through our University and Faculty Research Centres, challenge led and multidisciplinary research that will inform teaching, address societal challenges and by collaborating with places of excellence that share our values – a global reputation.

Through our research strategy we will deliver “excellence with impact”. Excellence will be defined as a combination of originality, significance and rigour: the triad that lies at the heart of global peer esteem. Impact will be defined as economic, social, cultural, policy-influencing, or practice-enhancing, depending on the nature of the disciplines.

Core to our strategy is to embed research into the classroom through research-informed teaching, providing our students with opportunities in research and supporting our postgraduate and PhD students and early career researchers.

We will undertake the highest quality research through our University and Faculty Research Centres, focused on areas that will become internationally renowned for excellence. We will attract, develop and nurture the careers of excellent researchers and through our doctoral college provide an integrated approach to career development from postgraduate level to early career researchers, through to established research leaders. We will provide an environment that attracts and retains those individuals at the peak of their research careers, including investment in state-of-the-art facilities and equipment. Our recruitment strategy will focus on bringing in the very best researchers who complement our Research Centres.

Building on our success of developing large-scale strategic business partnerships we will extend our relationships with world-leading institutions (both in the UK and overseas) to drive high-quality, high-impact research and diversify our income from business and international programmes.

Key actions
Our research strategy is based around five pillars:

- Research informed teaching
- University and Faculty Research Centres
- Career development and progression for research staff and students
- Partnerships with world-leading institutions
- Diversification of research income
Enterprise and Innovation
Our aim
We are and we will continue to be an “innovative, enterprising and entrepreneurial” University Group. As a business engaged University Group we will continue to develop strategic level collaboration with businesses on a local, national and global scale. We will deliver support to all, from the largest corporates to the Small- and Medium-Sized Enterprises which are a central part of our local and national economies.

Continuing Professional Development will be delivered through the strengths of the Group’s education and research centres in increasingly differentiated forms, including online and short courses leading to a credential led approach to skills and educational awards.

Through our knowledge transfer activities and our commercial subsidiaries, we will engage with SMEs and larger companies to deliver engagement activities; support University Group spin-outs to exploit our intellectual property; and significantly increase our delivery of consultancy and tailored professional learning and development programmes.

We will continue to work directly with a wide range of organisations across global markets, with our Enterprise & Innovation (E&I) Group providing support and expertise to stimulate industrial research, develop high-value strategic partnerships, and commercialise new ideas.

Maintaining our focus as an entrepreneurial University Group, we will continue to support new business start-ups and social enterprise development through our incubation and grow-on facilities on the Technology Park; the services and facilities of the Coventry University Social Enterprise CIC; and the continued embedding of entrepreneurship and social enterprise within our educational programmes and employability provision. We will support the communities with whom we engage through the creation of social enterprises by our students, staff, alumni and local communities.

Key actions
Our strategy is based around five pillars of enterprise and innovation:

- Lifetime Learning (Continuing Professional Development and Continuing Education)
- Knowledge Exchange and Research Impact
- Intellectual Property, Commercialisation and Start-Up Activity
- Sustainable Strategic Partnerships
- Technology Park Development
Corporate Social Responsibility
**Our aim**

Social responsibility will be embedded in all of our activities. The University will use its knowledge and expertise to contribute to the social and economic success of the local, national and international community.

In 2018 the University revised its Corporate Social Responsibility (CSR) framework to be delivered group wide and to have an international reach.

The three themes on which the CSR framework is developed are: to increase access for others to benefit from our strengths in Education; to support the health and wellbeing of our community and to support the building and investment of enterprising communities.

**Key actions**

- Develop an informed and valued CSR framework through collaboration between experts from within the University Group, key partners (business and public sector) and community representatives;

- design and implement a programme of CSR activity that provides robust community engagement alongside the opportunity for students and staff to gain recognition of the skills and knowledge achieved through participation in the programme;

- provide a coherent structure for our community focused activities that is measured and evaluated in line with the community needs and the organisational aims and values;

- and in the long-term, to further develop the CSR framework to become Group wide, ensuring that the overarching themes are retained to ensure consistency but allow for local adaption, to ensure the activity is relevant and valued by each community.
Professor John Latham | Vice-Chancellor and CEO, Coventry University | Extraordinary Professor, Stellenbosch University
Creating better futures

The plans outlined here embody the Coventry University Group ethos. We are ambitious, confident and innovative and our objectives reflect those values. We have consulted widely on these aims and have been honest and open in our conversations with staff, students and the communities we work in. We will continue with our transformative and dynamic approaches and remain true to ‘The Coventry Way’ but we will also evolve to become world leading in all that we do.

We know there will be challenges to face and we know there are areas we can improve on; we will tackle these in a planned and strategic fashion. We will need the support of our staff and our students as well as all the people, businesses and networks we connect with across the world. In return, we will continue to enhance the lives of those we touch through our teaching and learning, consultancy, research and partnerships.

This strategy is bold and ambitious but it is achievable. We look forward to engaging with you as we head towards 2021. Join us on this transformational journey and find out how Coventry University Group is creating better futures.
We are a dynamic, global and transformational University Group. Creating better futures, we will be world leading in all that we do.