

# UNIVERSITY OF KENT/ KENT 2025 STRATEGY – MID-TERM REVIEW

*Autumn 2021*



# CONTENTS

Background	3
Introduction	3
Strategy Delivery to date	4
Where we are now and where we are going – mid-point of the Plan	7
Vision, Values and Identity	7
Strategic Pillars	11
Enablers	14
Delivery Approach	17
Annex A – Progress and what the next phase of Kent 2025 will build on	19

# BACKGROUND

## Introduction

We aim to be a community that inspires students from a wide range of backgrounds to find and shape their place in the world, and where academics are free to explore and deepen our understanding of it.

Our Kent 2025 Strategy, first published in 2019, outlined the projects and key strategic initiatives to ensure we were able to deliver this. What follows is our Mid-Term Review of that strategy, which builds on this with progress to date, some adjustments based on what we've learned so far, and how the remaining objectives will be realised.



### **Delivering excellence in education** Vice-Chancellor and President – Professor Karen Cox

“For us this document and strategy refresh is about excellence in education, it’s about innovative research and it’s about working as a civic university with our partners and our stakeholders to deliver our ambitions to be a place where people really want to work and study.”

## BACKGROUND

### Strategy Delivery to date

Covid has obviously been the University's top priority over the past 18 months. We have learned some important lessons:

- **Never to underestimate our staff.** Our community has responded to a series of unprecedented challenges with flexibility, creativity and resilience.
- **New ways of working.** We will be rolling out new policies based around mixed home/office working. There will be implications for how we use our spaces.
- **How to use online meetings.** Notwithstanding 'Teams fatigue', there are some real benefits from reducing face-to-face meetings.
- **More creative teaching.** We are understanding how to get best pedagogical value from a mix of online (for lectures) and enhanced face to face.
- **Better exams and assessments.** New procedures based on open exam questions and an extended response period (tailored to different time zones) have given us insights into a different way of assessing learning outcomes.
- **The move to online lectures/seminars** means that it is easier for larger groups to participate – and to do so from across the country (and indeed the world).
- **Equality, Diversity and Inclusivity.** The impact has varied among different groups of students. We are beginning to understand how, and what to do about it. Some students, especially those with disabilities, have benefited from the new emphasis on distance learning.
- **Research.** While many of the most crucial interactions and collaborations will still need personal contacts, the 'Zoom economy' has liberated us for more international interactions.
- **Recruitment.** Our move in 2019 to enhance our digital presence allowed us to pivot quickly to develop online open days, virtual tours, even our first hologram (<https://holome.online/kent/>).
- **The vital importance of resilient and innovative digital capacity.** New digital strategies must be at the heart of Kent in future.

**“Our community has responded to a series of unprecedented challenges with flexibility, creativity and resilience”**

### Signature Research Themes – meeting local and global challenges Professor Shane Weller

“Signature Research Themes are a key part of the University's strategy to further develop our global research profile. Following an extensive selection process, we have chosen our first three themes: Environment, Food Systems and Natural Resources; Future Human; and Migration and Movement. These themes reflect some of the most innovative and exciting multi- and interdisciplinary research currently taking place at Kent. They also highlight the fact that, if we're to meet regional, national and international challenges, there needs to be close collaboration between academic researchers across the full range of disciplines, working alongside partners beyond academia.”





We have at the same time, and notwithstanding a backdrop of a challenging recruitment environment, continued to work energetically towards the goals in Kent 2025. Progress under each of the strategic pillars, our strategic projects and the policies, practices and infrastructure that will enable us to go forward with confidence are considered in more detail at Annex A. We have:

- ✓ Delivered the savings required from our **Financial Improvement Plan**, through our Kent Voluntary Severance Scheme (KVSS) and other cost-saving measures and **completed our reorganisational redesign**. We have a better understanding now of what we need to do next to reduce our central costs and the processes that need to be simplified.
- ✓ Opened the **Kent and Medway Medical School**. With the imminent move of Sport and Exercise Sciences from Medway and a strengthened bioscience offer, **we now have a powerful academic biomedical infrastructure**.
- ✓ Strengthened **student recruitment** activity, working to raise brand awareness and profile, revise our website, create greater impact via social media and digital and adjusting our whole approach to communications.
- ✓ Undertaken work to understand our **market position and market share** to help drive good decision making to support portfolio reviews and marketing and recruitment activity.
- ✓ Identified **three Signature Research Themes** and opened one of our new research supercentres (the Institute of Cyber Security for Society).
- ✓ Launched the **Institute of Cultural and Creative Industries**, which will be the basis for a much more focused and engaged creative offer, building on relevant academic disciplines across the University as well as bringing together activity in our venues.
- ✓ Taken forward work on a new **Medway strategy**, in line with last year's green paper and are now progressing to a strategic operational plan.
- ✓ Reviewed our **brand purpose and identity** working with the consultancy Circus. We are capturing and articulating the dimensions of the Kent brand that are unifying, as well as those that are distinctive.

**“We are capturing and articulating the dimensions of the Kent brand that are unifying, as well as those that are distinctive”**

### **Kent and Medway Medical School – a unique opportunity** Professor Chris Holland

“Setting up the new medical school is a unique opportunity to make a real difference to the health care provision in our region. Our innovative course will prepare a new generation of doctors to deliver 21st century person-centred medicine. To open in the timescale we did is an immense achievement, but to do it during the Covid-19 pandemic is extraordinary. This achievement reflects the dedication of my team and the amazing support we have from both our parent universities, Brighton and Sussex Medical School (our partner school), the NHS, the Kent and Medway community, and the generosity of our 133 benefactors who have together donated over £5 million in philanthropic gifts.”





# WHERE WE ARE NOW AND WHERE WE ARE GOING – MID-POINT OF THE PLAN

## **Vision, Values and Identity**

### **Our Vision – by 2025**

We will be delivering one of the best education and student experiences amongst UK universities that enables and inspires our students. We will be internationally known for a transformative student experience and employability outcomes regardless of background. Our discoveries and research will emphasise existing and new signature areas, where we match the best in the world.

Our education and research, and the talents of our staff and students, will support social, economic, cultural, intellectual and public life in ways that will make us one of the leading civic universities.

We will have a balanced portfolio of programmes having deepened our science and engineering base, grown our cultural, creative and digital offer and opened the new Kent and Medway Medical School.

We will remain distinctive among our peers in operating with a major stake in continental Europe, with a strong European dimension in our academic activity.

We will be delivering education in a variety of ways; face-to-face, online and through alternative routes, in particular, higher and degree apprenticeships.



## WHERE WE ARE NOW AND WHERE WE ARE GOING – MID-POINT OF THE PLAN

### Our Values

Our values are enduring. We have always been a university that equally values education and research, believing that one enhances the other. We work as a community, based on collegiality. Freedom of speech within the law and freedom of inquiry are fundamental. We are outward-looking; we embrace change and are willing to do things differently and see things differently. We value excellence and we support potential, wherever it may be found. Our university is based on equality, diversity, respect and we value each other. We are international in outlook.

Our vision remains grounded in authenticity about our campuses, location, history and who we want to be. We have core values around diversity, freedom of speech and the celebration of difference. We believe that in taking forward our vision we need to give more emphasis to five aspects:

- **A ‘dual intensity’ university, grounded in place.** The nation depends on research strength in depth, with universities across the country contributing to its world-leading research excellence. Kent provides this focus for the county of Kent, adding value to both our education and student experience, building aspiration, developing employability and whole life skills. Our co-production with students and partners in turn enriches our research and innovation adding to the economy and society.
- **Education focused on individual needs.** Our education and student experience must reflect the increasing variety of courses and modes of delivery that our students need and want. The University also serves an increasingly diverse population of students. Our priorities are to implement interventions to close the gaps between under-represented groups and their peers in terms of access, engagement, and outcomes.
- **Embracing Partnerships.** Working with and through others will help us to transform ourselves. We are strengthening our partnerships inside the University – crossing Divisional boundaries in the modules that we offer and the research that we carry out. Within the region, nationally and internationally, we are building relationships with organisations, employers and structures that strengthen the economy, health and society.
- **Digital transformation.** Digital transformation is about technology, data, process, and organisational change. We will use digital technologies, data and digital approaches effectively, creatively, innovatively and in a research-informed way to enhance our students’ learning and experience, to provide and enrich learning opportunities for individuals globally, to enhance our research activity and impact to tackle global challenges, and to improve the University’s processes, infrastructure and physical estate.
- **Equality, Diversity and Inclusion.** This has always been at our core as an institution, but we will be more proactive in ensuring that these values drive forward all our strategies, plans and policies.



### Medway strategy – an exciting vision Dr William Collier

“Our new Medway strategy sets out an exciting vision for the region with a distinct and professionally aligned portfolio and enhanced regional and civic focus aligned to the regional needs of Medway and its people. Building on our existing excellence in education and research, we will strengthen our relationships with industry, business and the third sector through the development of a University Enterprise Zone, and enhance opportunities to access HE through increased provision and support for flexible lifelong learning and CPD. This approach will strengthen the coherence and value of our existing offer and broaden our commitment to the delivery of a positive and transformative campus and student experience.”



This work is being developed in tandem with our **Identity and Purpose**. We have a view of the world in which connection and collaboration are the lifeblood of learning, enriching through different perspectives and propelling new growth. Our role in this world is to bring together different people, perspectives, ideas and influences; and to challenge conventional wisdom and open minds in order to shape a better future. Through open and generous academic endeavour, we will create mutual benefit for individuals, communities and the world.

**Size and Shape** is also a vital part of our strategy. We are ‘right sizing’ ourselves: ensuring that what we look like is based on accurate projections around future growth, student mix, key themes and priorities. We have established our six academic divisions to promote agility and allow for resilience. Detailed analysis of demographic changes, market trends and subject mix has been used to inform an evidence-based scenario for the next five years to ensure we both stay on track with our size and shape requirements for sustainability, and also fit with our vision, mission, and values.

The detailed work on right sizing is a complex picture sensitive to a range of factors: portfolio, markets, brand, and positioning. Portfolio and academic sustainability reviews need to be under continual review and will help define how we develop our education and research. The new institutional planning and performance framework will enable better management of actions related to delivering our KPIs; more work is needed to bring together academic and professional services planning to enable us to meet our aspirations for size and shape in the future.

Working through the scenarios sees us at around 20,000 students in 2024-25 and 22,000-23,500 students in 2029-30, but with increased proportions of overseas fee-paying students and more postgraduate taught. Future forecasts are less accurate, but the many options for very significant scale growth (eg 30,000 students) are probably only achievable with strategic partnerships.

League tables are not the ultimate objective. But implementation of the measures in the Strategy are designed to enhance our reputation and enable us to restore our position as a university in the top 20-30 in the UK and achieve top 250-300 in the world.



# WHERE WE ARE NOW AND WHERE WE ARE GOING – MID-POINT OF THE PLAN

## Strategic Pillars

**1 Education and Student Experience**  
We will offer one of the best education and student experiences in the UK

**2 Research and Innovation**  
We will undertake research and innovation that is of the highest standards judged by international comparators

**3 Engagement and Impact**  
We will be a leading civic university

### 1 Education and Student Experience

We want to share knowledge to challenge and transform our students, giving learners of all ages and backgrounds the chance to contribute to positive change, improving their lives and those of others. We will do this through an approach that engages our students as active participants in their learning experiences adopting the principles of co-creation and co-production.

Our teachers will be supported to deliver the highest levels of student satisfaction, embracing digital opportunities and placing personalisation at the heart of what we do. Through a combination of University-wide strategic projects and the sharing of excellent practice, we will support, encourage and enable teaching of the highest quality and embed innovative teaching methods across all courses.

Our research-informed teaching, new digital platforms and ways of learning will create a more personalised and inclusive approach, giving students a greater voice in the co-design of their education and experiences. Staff will be better equipped and supported to deliver life-changing educational opportunities, and we will continue to create world-class teaching and learning spaces, and online resources. We will transform our curriculum by placing student success at its heart, streamlining our portfolio, and adopting a consistent course structure that facilitates student choice.

A distinctive set of opportunities will allow our students to reach their full potential and optimise their employability. These opportunities will be built around interdisciplinary learning and personal development, including creative, digital, sustainability and entrepreneurial capabilities. All our students will have opportunities to engage in the biggest social, economic and environmental questions facing the world through programmes linked to relevant United Nations Sustainable Development Goals.

**“We will transform our curriculum by placing student success at its heart”**



## WHERE WE ARE NOW AND WHERE WE ARE GOING – MID-POINT OF THE PLAN

### 2 Research and Innovation

Underlying all of our research and innovation activities will be a strong commitment to delivering significant cultural, social and economic benefits to regional, national and international communities. We will also ensure that our students at all levels receive a research-informed education and benefit from a range of opportunities to participate in research and knowledge exchange. We will engage proactively with business and industry, identifying all opportunities for knowledge exchange and enhancing both our standing within the Knowledge Exchange Framework (KEF) and our delivery of KE.

Our ambitions for research and innovation can only be achieved if we have a supportive and inclusive research culture and environment, one that is people-centred and in which all participants in the research and innovation ecosystem are valued and rewarded for their contribution. We will ensure that we are a sector leader for the quality of our research culture and environment.

Following our submission to REF2021, we will build substantially on our existing strengths to enhance Kent's profile for research and innovation excellence in the following areas:

- Creativity, Culture and Heritage
- Cyber Security, Digital Technology and Communication
- Health, Social Care and Wellbeing
- Social Justice, Inequalities and Conflict
- Sustainability, Environment and Natural Resources

**“We will ensure that we are a sector leader for the quality of our research culture and environment”**

### Institute of Cyber Security for Society (iCCS)

Professor Shujun Li

“We were delighted to launch the iCCS in January 2021, representing the University as an Academic Centre of Excellence in UK government recognised Cyber Security Research (ACE-CSR). iCCS is a University-wide hub promoting interdisciplinary research and educational activities in cyber security related topics. It enables internal and external collaboration in wider areas such as digital identity, privacy, online harms, digital forensics, cybercrime, cyber law, security management, cyber psychology, cyber conflict, blockchain and cryptocurrencies. We are looking forward to growing activities in cyber security research and education to the next level at Kent and beyond.”





## Institute of Cultural and Creative Industries (iCCi)

Professor Catherine Richardson

“iCCi has already made significant progress in growing our creative work and making stronger connections between our venues, teaching and research, and student experience and civic mission. There is a wealth of creative expertise across Kent, on our campuses, in our world-class cultural centres and the wider region, and our aim is to harness it to make this a distinctively appealing place to work and study: bringing creative professionals together with students and researchers to showcase innovation in the cultural and creative industries. We have an exciting programme driving this, with projects like Creative Estuary already helping our region to reach its potential as a major cultural hub.”



## 3 Engagement and Civic Mission

Our civic mission goes to the heart of who we are as a university and why we are here – to serve our communities by contributing actively and substantially to their health, wellbeing, prosperity and success. Our work in the coming years will be driven by this strong commitment. As the third pillar of the University’s strategy, our civic mission will enhance both learning and teaching, and research and innovation, drawing out synergies and inspiring new perspectives and novel approaches that benefit all our communities.

We will contribute to our students’ university experience by highlighting the value and meaning of active citizenship through enhanced volunteering opportunities, global experiences – both real and virtual – and through conveying a strong sense of the abiding values which drive and animate the University’s work. An enhanced alumni strategy will reflect the fact that these values and this engagement represent lifetime commitments of the University towards our students.

We will develop and communicate an exciting and evidenced narrative of the University’s significant contribution to our community, drawing on the widest possible range of exemplars to highlight that contribution and signal our further ambitions.

We will develop ever-closer partnerships with key bodies in our region – including local authorities, NHS Trusts, schools and colleges, and other agencies – underpinned by agreements to cement these partnerships but also to open up future collaborative opportunities to deliver an ambitious programme of positive change for the people and communities of Kent and Medway.

**“We will contribute to our students’ university experience by highlighting the value and meaning of active citizenship”**

## WHERE WE ARE NOW AND WHERE WE ARE GOING – MID-POINT OF THE PLAN

### Enablers

Our enablers are what will support us to deliver our aspirations. It is important to recognise that we are still transitioning from a difficult financial position in which our freedom of manoeuvre is constrained not only by the limitations on our available resources but also by the conditions and constraints imposed by our lenders. Each of the areas below has undergone a great deal of underpinning analysis and material.

### People and Culture Strategy

- **Employee engagement.** We will seek to build and develop morale, trust and wellbeing across our diverse workforce, recognising their changing and different needs and expectations of work and valuing the contribution of all members of staff.
- **Organisational efficiency and effectiveness.** We will support the embedding of the new Organising for Success structures and ways of working, simplify people processes wherever possible and help facilitate performance improvement across all areas of education, research, engagement and professional services.
- **Talent management.** We will ensure we have the processes, programmes and environment to provide all staff with the opportunities to reach their full potential and develop candidates for succession to key roles.
- **Our employment offer.** We will develop our employer brand as a great place to work with progressive policies, competitive benefits and rewarding careers in order to ensure we can attract, retain and motivate a high-calibre diverse workforce.
- **Leadership and management capability.** We will continue to develop the capabilities of staff at all levels to lead and manage in a way that is consistent with the values of the University and our place in the community.
- **Workforce ‘agility’.** We will seek to ensure the University workforce is curious, agile and resilient, capable of meeting the challenges and taking advantage of current and future opportunities in a complex and changing environment.

**“We will continue to develop the capabilities of staff at all levels to lead and manage”**

### The Graduate and Researcher College – improving skills and progression Professor Paul Allain

“The Graduate and Researcher College (GRC), previously known as the Graduate School, launched in the 2020/21 academic year. The GRC builds on the Graduate School’s previous decade of successful activity and has expanded its remit now to support staff across the whole academic career span. Our priority is to ensure that both academic research culture and researcher development are of the highest quality, by encouraging greater collaboration and supporting individuals to maximise the potential of their research. Furthermore, we help provide a stimulating intellectual environment for researchers to improve skills and prepare for employment, career development and progression.”



## Towards Tomorrow's World

### Simone Davies

“The pandemic has changed much about how we think, how our future students behave and how we interact. The Tomorrow’s World marketing strategy is cognisant of this, as well as focusing on what future students will need to succeed in a world that is changed forever. We have made great strides with our approach to marketing with better insight, better planning, better reporting and good innovation. The next steps will be to embed the new brand purpose internally and to launch externally.”



## Financial Strategy

The Financial Strategy over this period needs to ensure the University returns to a financially sustainable and viable position and that its activities deliver a financial surplus that is sufficient to maintain our core operations, invest in opportunities and protect against economic risks. Importantly, we need to be able to demonstrate to our key funding and regulatory stakeholders (principally, our lenders and the Office for Students (OfS)) that our business model generates adequate cash for the servicing of debt, as well as maintaining and developing our operations and that we are able to cope with any bumps along the way without the need for increased support.

## Digital Strategy

- Support our staff and students to harness the potential and manage the challenges of digital technologies, data and digital approaches through ongoing professional development, support and guidance.
- Use our technology infrastructure and data services to digitise and automate our processes, to reduce our use of paper and manual processes and to maximise the value of hybrid working practices and free up time.
- Transform our physical campus to make the most effective use of digital technologies to support education and research and innovation, and to provide a welcoming, social, efficient and sustainable physical environment.
- Develop learning analytics to support individual learners through the collation of actionable intelligence for students, teachers and professional staff. These will help to understand and support cohort behaviours and outcomes and to understand and enhance the learning environment.
- Use digital technology and digital approaches to develop and enhance our communication, relationships and partnerships with students, alumni, local, regional and global partners.
- Work in partnership with global universities and technology partners to co-create open, community-based, collaborative, sustainable online education to support lifelong learning focused on the UN's Sustainable Development Goals.

## WHERE WE ARE NOW AND WHERE WE ARE GOING – MID-POINT OF THE PLAN

### Estate Strategy

We will get increasing value – in its widest sense – from our estate:

- Development of our estate in line with local master plans (Canterbury and Medway) with reference to wider Kent and Medway infrastructure developments.
- Accommodation of growth in line with our emerging size and shape.
- Ensuring that our estate as a whole is as green and sustainable as possible.
- Increasing community access and growing income from our assets.

### Global Engagement

The underlying theme is that, as a university which aspires to global impact, internationalisation must be central to all other aspects of our strategy. It is our international students, our international faculty and their research, and our international partnerships that make the crucial difference to our sustainability and enable our contribution to cultural, social, and economic benefits regionally, nationally, and internationally.

### Medway

The Medway holistic vision provides for a distinct and professionally aligned market-led portfolio which retains our values and identity as a dual intensity university but which is closely aligned to the regional needs of Medway. It also provides enhanced focus and purpose to our role as a civic and anchor institution that serves the local region and where education and research are mutually reinforcing.

**“We will ensure... that our estate as a whole is as green and sustainable as possible”**

### Staff making a difference

#### Becky Verlin

“My main role, as Housekeeping Manager, involves managing a brilliant team of professional cleaners and handy persons who ensure that accommodation is ready for students and maintain it while they’re here. I am also Site Manager for the Asymptomatic Testing Site (ATS) on Canterbury campus. It’s been amazing to help build a new and brilliant team which, in normal circumstances, might never work together. My other role with the Joint Staff Negotiating and Consultation Committee (JSNCC) is all about supporting staff and being a voice for those who may not always be heard. It’s truly rewarding to know you are in some way making a difference for your colleagues.”





### **Silver Athena SWAN Award – a call to action**

**Professor Sarah Vickerstaff**

“We are delighted to have secured Athena SWAN Silver, which is a reflection both of the hard work of the project team and of the broader commitment across the University to inclusivity and equality. We are proud of this award, and we are now looking forward to fully implementing our Silver Action Plan. Awards like these are a call to action and therefore what matters most is how we take this forward, as individuals and as an institution.”



## **Delivery Approach**

Detailed workplans have been identified for each of the areas discussed in this review. While Kent 2025 has a continuing overarching vision, delivering all the objectives needed to make it a reality is self-evidently complex, with very many moving parts. We need, for example, student numbers to drive the finances, underpinned with the analysis to determine the realistic opportunities for delivery; we need a surplus to invest as well as horizon scanning to make sure we know when funds might be available – and our bids need to be “oven ready” to submit when opportunities arise; financial sustainability requires us to prioritise income generation.

Valuing both education and research allows us to highlight the virtuous circle, whereby each enhances the other to enrich society and the economy. The challenges (such as a poor Staff Student ratio in some areas, potential challenge to our TEF gold, and uncertainty for REF) can be pitched in terms of opportunities (Signature Research Themes, embedding the Sustainable Development Goals); inclusion of research in our programmes and courses provides early exposure to research(ers) and interdisciplinarity. There are also links with student community, employability and problem-based learning.

**“Valuing both education and research allows us to highlight the virtuous circle, whereby each enhances the other to enrich society and the economy”**



# ANNEX A

## Progress – the next phase of Kent 2025 will build on the following:

### Education and Student Experience

- Reviewed our portfolio of programmes and modules, begun work to set out the size and shape of the University over the next five years. We have grown our engineering offer, launched our medicine programme and brought together creative, cultural and digital programmes under the Institute of Cultural and Creative Industries banner. Computing, and Sport and Exercise Sciences will be consolidated at the Canterbury Campus from 21/22.
- Through the launch of the Academic Career Map, we have begun to reward and share great teaching practice and develop a coherent and rewarding career pathway for excellent educators to achieve their full potential.
- We are continuing to embed our best practice in access and widening participation, supporting student attainment, especially addressing the BAME award gap, providing mental health support and focusing on employability.
- Begun to embed our graduate attributes of Confidence, Creativity and Innovation, Critical Reflection, Global/Cultural Awareness, Integrity and Accountability, Intellectual Curiosity and Resilience into the wider university experience.

- Enhanced pathways through education by expanding our Higher and Degree Apprenticeships offer and online learning.
- Begun to enable students to contribute to their curricular and co-curricular experience through co-production – building a sense of being part of an academic community enhancing student voice and engagement.

### Research and Innovation

- Identified three Signature Research Themes: Environment, Food Systems and Natural Resources; Future Human; and Migration and Movement. These represent areas of particular research strength across the institution, address global challenges and will help to raise Kent's research and innovation profile nationally and internationally.
- Created the Graduate and Researcher College (GRC) to support researcher development across the academic life cycle, and ensure that Kent's researchers can deliver high-quality outputs and impact, and generate more income.
- Increased our external income for research and innovation year on year until Covid had a significant impact in 20/21.
- Reviewed our two research 'super centres', which support our ambitions to grow and deepen our science base. The Institute of Cyber Security for Society was launched in 2021.



## ANNEX A

### Engagement and Civic Mission

- Appointed a new Director who will bring together a more coherent focus on achieving Engagement objectives.
- Delivered on recent civic initiatives such as the Kent and Medway Medical School, the Institute of Cultural and Creative Industries and the Centre for Higher and Degree Apprenticeships. We are now using them as exemplars of regional contribution and impact.
- Working better in partnership with local government and other organisations in Kent and Medway to support activity which brings resources into the region, enables economic growth and contributes to long-term sustainability and quality of life in Kent.
- Continuing our work with disadvantaged groups across the region in order to promote access to the University.
- Signed up to the UN Sustainable Development Goals and are beginning to embed these into our research, education, leadership, operations, administration and engagement. We have agreed a carbon net zero target for 2040 and are challenging staff and students to see if we can do better.
- Focused our fundraising efforts on the Kent and Medway Medical School through a fundraising campaign that supports our strategic ambitions.

### Enabling Activity

- Strengthened student recruitment activity, including appointing a permanent Director of Marketing, working to raise our profile, revise our website, create greater impact via social media and adjusting our whole approach to communications.
- Undertaken work to understand our market position and market share to help drive good decision-making to support portfolio reviews, and marketing and recruitment activity.

- Completed a new student information system. The rollout of KentVision over the Easter break 2021 is delivering a better service to our students and will enable simplification of many of our processes.
- Revised our approach to academic planning. This is a systematised approach, which is outcome-driven and based on continuous improvement.
- Distilled institutional KPIs to Divisional level. Hypergene software has been installed to facilitate this work, to track action planning and allow for more routine regular reporting of performance.
- Begun work on a complete overhaul of our risk management process.

### People

- Fostering an inclusive community, based on collaboration and creating an environment where students and staff can flourish and achieve their aims. We have reimaged our EDI strategy, governance and structures, which provide an opportunity for step change. We have a concrete timeline for defining (and delivering) the new Antiracism Strategy; and further embedding Athena SWAN within academic and professional service structures. We have recently been awarded the institutional Silver award.





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