

The New Civic University

A university working with its communities



UNIVERSITY OF
LINCOLN

A 21st Century Civic University

In 2015, William Whyte, the Oxford historian, writing about civic universities heralded the University of Lincoln as 'rediscover[ing] and reviv[ing]' the civic university¹. The University drew on all the elements of the civic mission; having been established by the will of the local community – by the city and county councils and a wide range of business partners. We are very conscious of our role in contributing not only to the education of our students, many of whom are first in their family to attend a university, but also to the economy, social fabric and cultural offer of our region.



In little more than 20 years, the main University campus, originally a derelict rail goods yard located within the heart of Lincoln, has been transformed into a state-of-the-art hub for teaching, research, business and community use. The student population has grown from an original 500 at the Brayford Pool campus to 14,500 across three campuses.

In the 21st century we are reinventing the civic mission to move beyond our city to enhance and support our region, taking our knowledge and working with our communities to support their development and translating it to the world.

Our Riseholme campus is home to the Lincoln Institute for Agri-food Technology and shares its farm and other necessary facilities with a land-based further education college which also serves the needs of a county whose economy is heavily reliant on food and farming, which are also global issues.

In the south of the county, Holbeach is home to the National Centre for Food Manufacturing, our strategically-located campus serving the needs of the food industry in the region, including the

surrounding counties of Cambridgeshire and Norfolk. Two of the schools from the Multi-Academy Trust, sponsored by the University, are also based there and pupils use the facilities and expertise of the University.

The University of Lincoln is now one of the largest organisations in Greater Lincolnshire and is the fifth largest revenue generator in the City of Lincoln. It is the fifth fastest growing university in the UK based on income growth since 2010, and given the size of the regional economy, the University's impact is proportionately higher than many larger universities. Our regional role is not an add-on: it runs through the fabric of the institution.

As the University has grown, it has been shaped by and has shaped its surrounding economy and civic society with research and innovation strengths that map onto Greater Lincolnshire's priority sectors, and takes an active concern for the area's social and cultural needs, such as tackling the county's pockets of severe deprivation and low skills.

Since 2011, Science, Technology, Engineering and Maths (STEM) provision at Lincoln has tripled, driven in part by our

creation of new Schools of Engineering (in partnership with Siemens), Pharmacy (in partnership with the Lincolnshire Cooperative), Chemistry, and Mathematics and Physics (in partnership with more than 30 regional employers) and Geography (the world leading research in the School driven by the acute flooding across Greater Lincolnshire).

The Government's Industrial Strategy sets out the challenge to address the UK's low productivity and regional disparities to create growth and improve living standards across the country. Universities are an essential asset towards achieving this aim – not just in relation to innovation and skills but more broadly to create places that people want to live, work and play in. We are reinventing the civic in a new era, a true civic university for the 21st century.

Professor Mary Stuart
Vice Chancellor
University of Lincoln

1. Whyte, W. (2015) *Redbrick: A Social and Architectural History of Britain's Civic Universities*. Oxford: Oxford University Press.

Empowering Young People for the Future

Lincoln and the East Midlands have long lagged behind other parts of the UK in terms of the proportion of highly-skilled residents, with lower levels of qualifications and progression to university.

Only around a quarter of working-age people in Lincoln are qualified to degree level or above, compared to 37% in the UK. Greater Lincolnshire has the third lowest wages, is ranked 13th out of 39 Local Enterprise Partnerships in relation to overall deprivation, and remains in the bottom ten areas for productivity.

However, the UK Commission for Employment and Skills estimates that the East Midlands region will require an additional 214,000 employed graduates between 2014 and 2024. In addition, the Greater Lincolnshire Area Review of Skills Needs highlights that just under half of all forecast jobs will need people in them to be qualified to levels 4 to 6.

The University of Lincoln's role in meeting this gap is clearly critical, with 31% of our students finding employment in Greater Lincolnshire on graduation. The University is working closely with the Local Enterprise Partnership on a range of interventions to address this challenge, including the development of Degree Apprenticeships in key sectors.

Widening participation in higher education is one of the University's founding tenets. We are committed to providing access to higher education for all students who have the desire and the potential to succeed and have a rich portfolio of activities, engaging with

individuals and with schools and colleges, to achieve this aim.

The results speak for themselves, with 18.4% of our students coming from low participation neighbourhoods compared with a sector benchmark of 11.3%. When they come, they are successful: only 3.7% of our students do not continue compared with a sector benchmark of 7.2% (2015 intake).

The University of Lincoln works with Bishop Grosseteste University on the Lincolnshire Outreach Network, a group of eight Lincolnshire higher and further education providers under HEFCE's National Networks for Collaborative Outreach scheme. The University engages with approximately 600 schools in annual events and direct personal contact, and with around 3,000 schools in England every year by post.

In 2015, the University of Lincoln worked in partnership with Bishop Grosseteste University to launch the Lincolnshire Children's University which offers five to 14-year-olds the chance to obtain their own Children's University degree by obtaining credits through extra-curricular activities.

In addition, the University offers Saturday and Summer Schools for local children, and our academics and students provide a range of arts and science opportunities for primary as well as secondary school age children.

The University of Lincoln also houses a community radio station which local people, schools and community groups can access for training, producing their own programmes with support from staff at the University.

"We are proud to work in partnership with the University to raise the aspirations of our community"

*Mick Lochran,
Principal of North Lindsey College*



We believe cost should not be a barrier to education, and bursaries are offered to students from households with an income of up to £40,000. The University of Lincoln also provides a significant hardship fund for students facing financial difficulties, who would be unable to continue their studies without extra support. An additional £90,000 is invested per annum in study skills for students who may enrol without having developed these skills.

Not all students come to university equipped to make the most of the opportunities available to them, which is why we created The Lincoln Award. The award is an employability framework designed to support, enhance and recognise extra-curricular activity and is tailored for each subject. Every student is guided through the award by the Careers and Employability team. This support is particularly important for students from lower socio-economic groups to help them develop cultural and social capital – described by Professor Gregory Clark from the University of California as ‘mysterious social competence’.

At an institutional level, we support social mobility in the region in a number of ways, including through a Multi Academy Trust that the University sponsors. In Holbeach, one of Lincolnshire’s higher education coldspots, the University of Lincoln is delivering education and training for thousands of learners, from primary school age through to postgraduate level study. Since securing Academy status in 2011 and establishing a sixth form which teaches A levels, BTECs and other

vocational qualifications, Holbeach’s main secondary school, now called University Academy Holbeach, has gone from strength to strength. Around 40 students a year now go on to study at universities across the country, including Russell Group and specialist institutions. The Academy is part of a successful Multi Academy Trust which also includes two primary schools and a special school with a centre for autism. University students support pupils in the schools, senior academics participate as active governors, and University facilities are used for free by the pupils and staff at the academies. The Trust is growing as we develop our expertise to support attainment.

Alongside the Academy Trust, the University of Lincoln also sponsors, in partnership with Siemens and the local further education college, a University Technical College in Lincoln which attracts students from across the county who wish to specialise in STEM subjects.

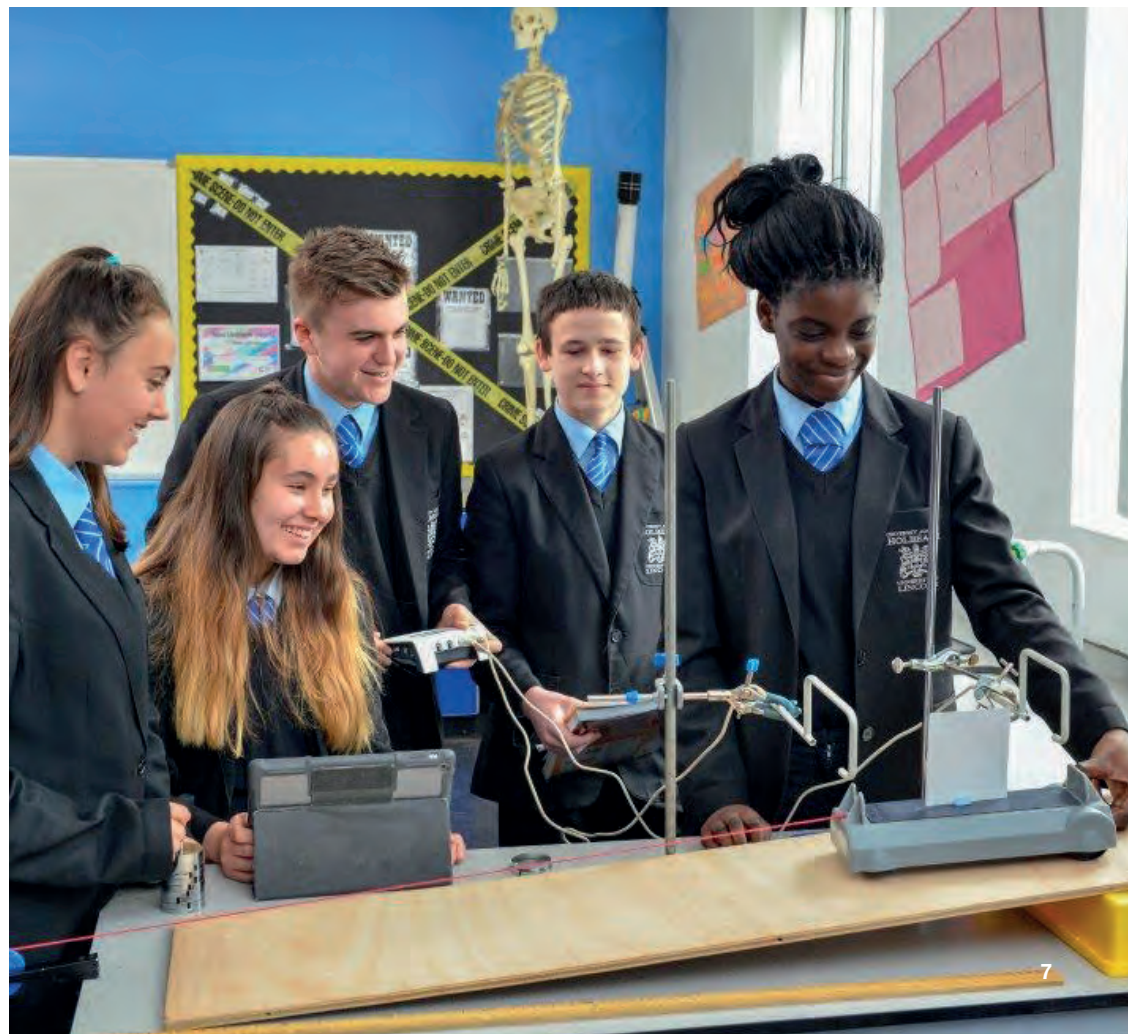
The University works closely with all its further education partners in the county and supports (although not exclusively) their higher education provision and their work with employers. We are currently working with all the further education providers to develop an Institute of Technology for the county.

Other practical assistance includes the provision of farm facilities at a nominal charge and other support for the land-based college, acknowledging the importance of this type of specialist education to an agriculturally-dependent county.

Equipping the Workforce with Digital Skills

Digitalisation will be key to the improvement of UK industrial productivity, but our current workforce is not well equipped to harness its power. Not only will we need technically-trained specialists with advanced skills, but the entire workforce will need to be aware, capable and confident in their digital skills.

The University has been awarded Catalyst funding to work with industry experts and develop a new digital skills curriculum, primarily for students of STEM subjects, in response to the impact of industrial digitalisation on future jobs.



Industrial and Economic Support

The University of Lincoln's strategic plan highlights long-term employer engagement and economic development as key to its direction and style. We have aligned our teaching to meet employer needs and our research capacity to support regional issues that have global significance, such as questions of rurality in business, agri-food, water, communications and logistics and rural health.

Challenges posed by Brexit – Lincolnshire had a strong 'leave' vote but many of our key sectors such as farming, food production and the visitor economy are already seeing the impact on their ability to recruit for a range of low-skilled jobs – require the University to work with employers to innovate and find alternative solutions.

The Higher Education Innovation Fund rewards universities' performance in exchanging knowledge with the wider world to the benefit of society. In 2015/16 the University of Lincoln's allocation per academic was higher than the universities of Oxford, Cambridge, Manchester, King's College London and Imperial College London.

The University has a pivotal role in creating and sustaining an innovation ecosystem within our region. It is raising aspiration and skill levels, encouraging graduate start-ups, collaborating with major employers on research, building technical expertise and pioneering new models of working.

The University's business incubation units Sparkhouse and Think Tank (a grow-on facility), have supported more than 400 businesses, creating more than 433 jobs and enabling more graduates to remain in the region. Our graduate start-ups have a better survival rate after three years than the national average – 63% compared with just 41% on average at UK universities – thanks to the award-winning support on offer. In addition, the University of Lincoln Investor Group (ULIG) aims to pair early-stage companies with 'business angels' who can provide both financial backing and valuable business advice.

The Lincoln Science and Innovation Park is a joint venture with the Lincolnshire Co-operative and the only dedicated space in the Greater Lincolnshire Local Enterprise Partnership area for science, innovation, and research and development. An investment of more than £20 million has transformed a derelict industrial park into teaching, research and commercial space, shared by the University and industry and designed to promote formal and informal sharing between undergraduates, postgraduates, staff and private businesses.

In 2015, the University of Lincoln launched the Innovation Programme for Greater Lincolnshire with more than £2 million of funding from the European Regional Development Fund. The programme's aims are to help small to medium-sized businesses advance and develop their

innovation ambitions – driving levels of productivity and investment as well as collaborative engagement, leading to new products, processes and services and creating and exploiting new markets.

The University's proactive approach to employer engagement has seen it shortlisted three times over the last four years for the Times Higher Education Entrepreneurial University of the Year award and winning the Lord Stafford Award for Open Collaboration in 2011 and the THE Most Successful Employer Engagement initiative in 2012.

“The University's help has played an integral role in my business journey so far, providing invaluable support.”

*Amy Wallis,
Director, Market Inn Ltd*



Invigorating Lincolnshire's Engineering Strengths

Engineering has a long history with the City of Lincoln and Siemens is the largest private sector employer in the county. However, the company's inability to attract and retain engineers in Lincoln was affecting business decisions and the company was considering closing operations in Lincolnshire. The loss of this major employer to the region would have been devastating.

Discussions with the University of Lincoln led to the establishment of a new Engineering School in 2009, the first in the UK for more than 20 years. The relationship between the University and Siemens and its supply chain is wide and deep. Siemens' global product training team is sited on the University's Brayford Pool campus, co-located with the University's engineers. The product training business has doubled since its move onto the University campus. Siemens' worldwide customers attend courses on campus, driving wider economic impact for Lincoln and showcasing the opportunities for investment the city can provide.

The partnership now provides almost 300 hours of training a year in Siemens product technology to students, offering real experience of engineering products.

Demonstrating the power of this embedded and genuine partnership, a wide range of research projects have been commissioned, including work on gas turbine combustion, high speed coupling, laser ignition and remote monitoring. These projects have immediate commercial benefit for Siemens, particularly the work to develop algorithms to analyse their remote monitoring data from

turbines across the world. The School's impact is also being felt throughout Europe, through a portfolio of research projects led by the University around aircraft and airport energy technologies (including the recovery of energy from landing aircraft) – work that is engaging Airbus and other major corporates.

The relationship with Siemens has rapidly established the School at the heart of the engineering cluster, locally and regionally. The School has already engaged with more than 400 engineering businesses and organisations – undertaking commissioned research (including with Marks & Spencer and Mitsubishi), Knowledge Transfer Partnerships, and access to part-time degrees.

The School of Engineering is actively driving local and regional cluster event activities (for example the Institution of Mechanical Engineers, The Institution of Engineering and Technology and the Institutes of Physics and Combustion), including the revitalisation of the Engineering Business Breakfast networking events for the region.

The location of the School directly contributed to the recent decision by Bifrangi, an Italian Engineering company, to locate to the UK in Lincoln, and to invest over £40 million in the creation of a closed die forging facility at Lincoln, including the installation of one of the world's largest screw presses. This first phase investment will create more than 40 new jobs. A second phase will see Bifrangi working closely with the University to create a research and development centre, with the potential to create more than 300 additional jobs.



"Our collaboration has enjoyed brilliant success and continues to inspire the next generation of engineers through real-world projects and research."

Neil Corner, Managing Director of Siemens Industrial Gas Turbines

Feeding Our Agriculture and Food Industries

Greater Lincolnshire is home to almost a quarter of England's Grade 1 agricultural land and produces an eighth of the nation's food. The Lincoln Institute for Agri-food Technology's mission is to develop new technological solutions for the business of producing food through agriculture.

The Institute brings together the University of Lincoln's specialisms in agri-tech and agri-food sectors, including food manufacturing, agri-robotics, agronomy and animal science. It focuses on the long-term development of technologies to improve efficiency, sustainability and reduce waste throughout the food pipeline.

The National Centre for Food Manufacturing, strategically situated in South Lincolnshire, serves the UK's largest concentration of food processing businesses to advance innovation and skills. The National Centre for Food Manufacturing has a seamless offer of employer-designed and driven activities to provide education to the sector, encompassing Apprenticeships, Higher and Degree Apprenticeships, Foundation Degrees and BSc (Hons).

Since 2002, the campus has enhanced the skills and qualifications of more than 16,000 individuals involved in food manufacturing, increasingly providing seamless routes to higher level qualifications for learners who often begin at further education level. It has supported the development of more than 1,000 technologists and managers through

higher education qualifications ranging from Foundation Degrees to postgraduate awards; and it has supported more than 1,000 work-based trainers, enabling businesses to develop their own training infrastructures.

The education provided by the Centre co-exists and interacts with research and innovation for the food industry which has attracted over £12 million of funding from both industry and Innovate UK over the last two years. The Centre has engaged with more than 500 businesses from across the UK, supporting these major employers with trials, consultancy and research linked to unrivalled industry-leading equipment and expertise.

The National Centre for Food Manufacturing has built long-term partnerships with equipment suppliers and their employer organisations (Processing & Packaging Machinery Association and the British Automation & Robotics Association), with other major companies coming on board including Microsoft and Siemens. Ishida Europe has invested in advanced equipment at the Centre, installing full-scale commercial production lines.

The Centre has also been a conduit for shared knowledge between other universities in the East Midlands, through networks such as the New Technology Institute, the Centre for Knowledge Exchange and the Food and Drink iNet.



Making Our Communities Healthier and Stronger

Lincolnshire faces fundamental challenges to health and social care provision with its ageing and rurally dispersed population. Some 48% of the population lives in rural areas, compared with 18% for England. In Lincolnshire's coastal areas, for every two people aged 16 to 24 who move out of the area, three people aged over 60 move in.

In a registered population of 768,688 (which excludes a large 'hidden' population of up to 500,000 short and long-term visitors primarily within the coastal zone), the proportion of over 55s is projected to increase at 20% more than the national rate.

In addition, more than 100,000 adults are estimated to have a diagnosed common mental health disorder and more than 9% of children aged five to 16-years-old are estimated to have a diagnosed condition.

Acute care in Lincolnshire faces associated critical challenges in providing services over a wide geographic area, with extensive staffing shortages and the financial impact of resorting to expensive agency staff.

The University provides support to all areas of the health and social care system to try to resolve some of the complex issues the community faces.

Co-operative School of Pharmacy: The School of Pharmacy was founded through a partnership between the University of Lincoln and Lincolnshire Co-operative, the largest regional pharmacy provider. Its establishment addressed an historic need to attract more pharmacists to the region, as well as providing

access to continued training opportunities locally for existing pharmacists. The unique curriculum has been developed with the Co-op's own pharmacists, alongside the wider pharmaceutical industry. The School has grown dramatically in size, from seven undergraduates and one postgraduate in 2013, to 215 and 17 respectively. The Co-op has provided many of these students with the opportunity for practical placements within the region and hopes to take on a significant number as pre-registration graduates on the completion of their MPharm course.

National Centre for Rural Health: The development of the School has catalysed a range of health partnerships, one of the most significant being a new National Centre for Rural Health and Care. The Centre brings together international best practice related to workforce redesign, research, use of data, and technological innovation using Lincolnshire as a living laboratory.

The Lincoln Institute for Health: The Lincoln Institute for Health undertakes research which spans the pathway from 'bench to bedside' and 'cell to community'. Research encompasses biomedicine and disease (including molecular and cell biology), drug design and development, and clinical and professional practice and policy-related research for quality improvement. All research is underpinned by the concept of the Lincoln 'Living Lab' – creating and conducting responsive research in partnership with service users, health practitioners and organisations, industry and policy-makers.



"By training the pharmacists of the future, we're strengthening health services, developing people's skills and helping grow the local economy."

*Ursula Lidbetter,
Lincolnshire Co-Op's
Chief Executive Officer*

National Institute for Health Research:

Along with their national work on the National Institute for Health Research, academic colleagues chair the Regional Management Board, Research Design Service NIHR East Midlands, and are supporters in various ways of the local health trusts either as trustees or working to enhance care locally through strategies and committee work.

Medical School: There has long been local interest in the establishment of a medical school in Lincoln as a potential solution to the issue of underperforming services and difficulties in recruiting and retaining the necessary medical staff. The recent announcement that a new medical school is to be established in Lincoln, in collaboration with the University of Nottingham, has therefore been met with significant local support. When it is at full capacity in a few years' time, the new school will deliver medical training to around 400 undergraduate students. Students will study for a University of Nottingham BMBS medical degree at the University of Lincoln's Brayford Pool campus. Clinical placements will take place at hospitals, GP surgeries and other healthcare units in the county in collaboration with United Lincolnshire Hospitals NHS Trust and Lincolnshire Partnership NHS Foundation Trust.

Social Care: University of Lincoln staff from the School of Health and Social Care are members of the Joint University Council / Social Work Education Committee (JUC/ SWEC) and are supporting the Skills for Care Apprenticeships Trailblazer Group for Social Work, as well as supporting the local 'Excellent Aging' network.

Beyond Cancer Strategy: The University has established a partnership with Macmillan, helped to develop the national Beyond Cancer Strategy, and assists in its implementation in Lincolnshire.

Pop-Up Social Science Park: The University works with the City of Lincoln Council to offer a week-long Pop-Up Social Science Park in a different social housing estate each year to ensure a wide range of people know about and can access the University's resources. Activities include opportunities to explore child development from the School of Psychology, sessions on speaking to teachers in schools from colleagues in the School of Education, a free legal advice clinic from colleagues in the Law School, information about how to access support from the health service from the School of Health and Social Care, and advice on exercise and diet from the School of Sport and Exercise Science.

“The announcement of the new medical school is a game changer.”

*Jan Sobieraj, Chief Executive Officer
at United Lincolnshire Hospitals NHS Trust*



Enabling Cultures to Flourish

The University of Lincoln is a 21st century university which recognises the importance of the medieval traditions of our city, whilst embracing the power of contemporary art to shape our futures and develop a unique sense of place that will also attract more people to the region.

The University has established a strong partnership with Arts Council England, facilitating projects and investments in the cultural and creative sector locally and beyond at a time of severe government cuts to the arts. The University's cultural offering accounts for around a fifth of all attendances at events held by higher education institutions in the East Midlands, with 122,830 people attending events in Lincoln in 2015/16.

The Lincoln Cultural and Arts

Partnership: Our city holds one of only four original copies of Magna Carta; 2015 was the 800th anniversary of its sealing by King John. Magna Carta is of global significance and the University, in partnership with local stakeholders, was determined to ensure Lincoln was at the heart of celebrations. Catalysed by the anniversary and led by the Vice Chancellor, the University established the Lincoln Cultural and Arts Partnership in 2014, bringing together Arts Council England, the city and county councils, Lincoln Cathedral and Lincoln Castle, venues, businesses and schools, to develop innovative approaches to enhance cultural activity and grow the visitor economy through 2015 and beyond. With over £1 million of funding secured through Arts Council

England alone, MC800 placed Lincoln firmly on the map as a cultural destination, named as one of the top 20 visitor destinations in the UK (The Telegraph).

The Centre for Culture and Creativity:

The University recently set up The Centre for Culture and Creativity, the first in the UK. It will drive creative innovation, support interdisciplinary collaboration, and work with external partners to enhance creativity and artistic ambition in Lincoln and more widely.

RADAR: Creative graduates looking for a head start after university can access paid internships and bespoke mentoring thanks to RADAR, a partnership between the University and Threshold Studios. The success of the project is illustrated by the high return of graduates achieving employability and progression within a year of graduating.

Arts Venues: The University also owns and runs important cultural venues in the city, namely Lincoln Performing Arts Centre (LPAC) and the Engine Shed. LPAC is a publicly-accessible performance arts venue (the largest in the city), providing 500 seats and offering local people the chance to attend shows that otherwise would not tour in Lincoln. A smaller theatre would have been adequate for the University's courses, but we are committed to providing a shared venue for the region.

Lincoln Performing Arts Centre is a member of the Lincolnshire One Venues (LOV), a network of 11 venues across Lincolnshire to bring extra funding into the region and to work together on outreach programmes,



“The Higher Education sector is a key partner in our mission to achieve great art and culture for everyone.”

Peter Knott, Area Director Midlands, Arts Council England

including its flagship Arts Council England-supported Young People's Programme, now run by the University. Lincolnshire One Venues has engaged 7,300 young audience members and 4,570 young participants and performers between 2012 and 2016.

The University also owns the Engine Shed live music venue, the largest in Lincolnshire, which is managed by the Students' Union and hosts concerts and shows for the public alongside staff and students. Almost 100,000 people attended events at the Engine Shed in 2015/16.

Brayford Waterfront: The University of Lincoln was catalytic in regenerating the area around its main campus and in particular, the opposite side of the Brayford Pool which had been derelict light industrial units. The first leisure development, including a nine-screen, 1931-seat cinema, was completed in early 2001 on the site of a former garage on Brayford Waterfront. It is now complemented by a lively restaurant and bar scene on the picturesque marina, along with bespoke student apartments.

Frequency Festival: Held every two years, Frequency Festival celebrates digital innovation and culture through exhibitions and debate. Art installations, projects, site-specific work, talks, and live performances are showcased around the city to a wide audience. The Festival received Grants for the Arts funding, business sponsorship and investment from the University itself, bringing the global budget to more than £462,000.

At the most recent festival, more than 400 volunteers assisted along with 12 interns from the RADAR scheme. More than 17,000 people visited the festival, of which 6,288 visited from outside the city and 2,188 stayed overnight. It is estimated that the additional visitor spend in the Lincoln economy totalled more than £500,000.

1215.today: With £395,000 from Arts Council England's Exceptional Award programme, this virtual House of Culture integrated digital and physical engagement activities to empower young people to explore themes associated with Magna Carta such as justice, power, conflict and liberty. It was launched at Lincoln's newly restored castle with an award-winning film produced by a university team of staff, students and graduates.

Lincoln Voices: Funded by Leverhulme, Arts Council England and the MC800 Fund, this inter-disciplinary artists-in-residency programme has seen world-class artists embedded within the Schools of Law, Social and Political Sciences, Film and Media, and Fine and Performing Arts, working with our students and the diverse and dispersed communities across the region.

Mansions of the Future: A radical new cultural programme is bringing celebrated national and international artists to Lincoln. From a variety of art forms, world-class artists investigate culture, power and democracy from Lincoln. As socially engaged artists, their transformative art offers opportunities for the public to collaborate directly with artists.



"The University has transformed the city, bringing education opportunity for local young people, and making the city a more culturally diverse and exciting place."

*Councillor Ric Metcalfe,
City of Lincoln Council*

Providing Leadership

Across each of the areas described so far, the University of Lincoln is playing a role to generate new solutions to the issues that Greater Lincolnshire needs to tackle, to bring together a coalition of local leaders and effect change, often at a rapid pace, and to attract investment.

Beyond this, the University continues to be actively engaged in the development of strategy, working with the area's local authorities and the Local Enterprise Partnership. Indeed, the University was one of the original founding partners of the Greater Lincolnshire Local Enterprise Partnership. It played a significant role in the bid to government and in shaping the ethos of the organisation.

The Vice Chancellor of the University of Lincoln is a founding Director of the Local Enterprise Partnership Board. After spurring its establishment, Professor Mary Stuart also chairs the Innovation Council, which advises the Local Enterprise Partnership on strategy to drive innovation in Greater Lincolnshire, and chairs the Growth Hub Board. The University is present on other sub-groups including the Employment and Skills group.

The University also provides support to the Local Enterprise Partnership in a number of ways: a shared Policy Director who supports policy development and raises national

awareness of investment opportunities in Greater Lincolnshire, and who is currently leading work to develop a Local Industrial Strategy; the Director of Research and Enterprise contributes to the Partnership Officers' forum assisting in the development of strategy and investment for the county and region; research support from the Lincoln International Business School; along with simply offering (free of charge) facilities for meetings and events.

The senior management of the University meet regularly with the senior teams of the city and county councils to discuss strategic matters and look for joint solutions to problems. It also allows for early discussions on developments at the University with the local authorities to ensure that all parties are working for the benefit of the region.

The University's sense of civic duty permeates the organisation and staff at the University are encouraged to support the locality, for example, through volunteering, senior pro bono activities, law clinics and advice centres. Examples include providing free advice and support on maintaining the fabric of the cathedral, advice on master planning for the city, supporting Lincoln Business Improvement Group, providing facilities for voluntary sector organisations and volunteering in third sector organisations.

The University of Lincoln's Impact at a Glance

- £430 million contributed to the UK economy in 2015/16
- More than 5% of all jobs in Lincoln are supported by the University
- One in every six working age residents in the city is either a student, a direct employee of the University, or has a job that is indirectly linked to the University.
- Fifth largest revenue generator in Lincoln
- Fifth fastest growing higher education institution in the UK based on increases in income since 2010
- Students' expenditure on goods and services outside the University campus supports an estimated £195 million in Gross Value Added nationally, supporting an estimated 750 jobs in the city.



Every effort has been made to ensure the accuracy of the information in this publication at the time of going to print.

Photography by: Electric Egg, Scene Photography, Tim Cross Photography, Steve Smailes Photography.

“Universities have a responsibility to serve their communities. At Lincoln we are always learning how to do this effectively. We continue to seek to engage and grow our connections. Universities and their communities can meet the challenges and opportunities we face in the 21st century.”

Vice Chancellor, Professor Mary Stuart