

FOUNDED ON VALUES, CENTRED ON STUDENTS, FOCUSED ON LEARNING

STRATEGIC PLAN 2017-2022





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OUR MISSION

- » Founded on values, centred on students, focused on learning



Our vision is to enable transformation, particularly for our students. We want each student, during their time at the University, to gain the skills, knowledge, insight and confidence to transform

their own lives for the better. We want each graduate to leave equipped to achieve their potential more fully and ready to pursue their ambitions more successfully, for the benefit of society, their families and themselves.

OUR VISION

Our staff create transformation, through supporting students to learn and through research leading to new knowledge, understanding and application. As a University, we work with partners to transform the wellbeing and prosperity of our community.

We pursue this purpose of transformation through relationships. We want our

academic community to be distinguished by the quality of relationships between students and staff, valuing the face to face, operating on a human, personalised scale, and welcoming diversity of views and experience. We want to be outward looking, intensively engaged with others to enrich our learning and research, and working in partnership for mutual benefit.



Nurture
Creativity
Sustainability
Service
Respect
Trust

OUR VALUES

OUR GOALS

In seeking to achieve our mission and vision we will pursue four strategic goals, each of which has a clear target ambition for the end of the strategy period. These are:



To provide a breadth and richness of experience that enables all our students to reach their full potential

- Reach the upper quartile of universities for graduate-level employment
- Grow our student numbers by at least one third



To provide teaching and support for learning of the highest quality

- Achieve the highest rating in the government's Teaching Excellence Framework



To undertake excellent research and innovative professional practice which enrich students' learning and create impact and benefit for others

- Achieve world-leading and internationally excellent status for over 50% of the research submitted to the Research Excellence Framework



To build partnerships which create opportunity, innovation and mutual benefit for the communities we serve

- Increase the range and impact of our partnerships with business, colleges, public services and international partners



Enabling strategies

In support of our goals we will ensure strong enabling strategies are in place for good governance, engaged people and culture, sound finance, effective IT and estates, internationalisation, and sustainability.

These will ensure that we are efficient, effective and economically secure for the long term.



FOUNDED ON VALUES, CENTRED ON STUDENTS, FOCUSED ON LEARNING



This strategic plan sets out the University of Gloucestershire's ambitions and goals for the next five years, 2017 to 2022. Its central theme is transformation – above all, in the lives of our students by enabling them to achieve their full potential. Through excellent learning and teaching, and a rich breadth of experience during their time at University, we aim to help all our students realise their own ambitions, for themselves, their careers, their families and their

communities. We aim to support our staff in their professional goals to be agents of transformation, through outstanding teaching, research and service to students. We are proud of our heritage as the University of and for Gloucestershire, and we aim to transform the communities we serve through offering excellent higher education to all who can benefit from it and by working with partners to support economic, social, cultural and environmental wellbeing.

Achieving our goals will depend on building and sustaining strong relationships. Each of our campuses offers an academic community on a human scale, where each individual is known and valued. Our students prize above all their relationship with enthusiastic, committed and expert staff, who help them to succeed in their learning. We encourage students to actively engage in shaping their own experience, learning from each other. Our learning and teaching

will increasingly be enriched and supported by the use of technology, but we will continue to place face-to-face engagement and human relationship at the heart of effective learning. As an outward-looking, engaged University, we will build new, and strengthen existing, relationships with local partners to promote the wellbeing of our community.

Despite the changing policy framework for higher education,

we remain confident that universities have a vital ongoing role to play in shaping the nation. Universities foster the love of learning and enable individuals to develop their talents and achieve their potential. Universities create, transmit and apply new knowledge. Universities are powerful engines of economic growth, through the skills and creativity of their graduates, through research, and through direct support for business. Universities contribute

to the richness of our culture, and to the values of an inclusive, tolerant and just society. At the University of Gloucestershire we are proud to play our part in contributing to those essential features of a successful, modern society, and we are committed to this purpose for the long term.



By focusing on what we do well, we have raised our students' satisfaction, and gained external recognition for the quality of our learning and teaching

PROFESSOR ADAM HART



Our four goals for the period 2017 – 2022 are:

» To provide a breadth and richness of experience that enables all our students to reach their full potential.

In achieving this goal we will equip our students to go on to great careers, aiming to be in the upper quartile of universities for graduate level employment. Depending on future trends in student demand, we aim to grow our student numbers by at least one third, in order to deliver more fully our mission to educate and to increase our financial resilience. We will achieve that growth both through our own programmes delivered on campus and through extending our reach through partners at other locations, through online learning, and through work-based learning which responds to local and national skills needs.

» To provide teaching and support for learning of the highest quality.

Our ambition for learning and teaching will be evidenced by achieving the highest rating in the Government's Teaching Excellence Framework during the lifetime of this plan, reflecting success in areas such as student satisfaction with teaching, assessment and support.

» To undertake excellent research and innovative professional practice which enrich students' learning and create impact and benefit for others.

Our ambitions for research are measured primarily through our success in the Research Excellence Framework. We aim to ensure that over 50% of our research submitted to the next REF exercise will be judged in the top two categories of world-leading and internationally excellent.

» To build partnerships which create opportunity, innovation and mutual benefit for the communities we serve.

We will be the partner of choice for others who share our commitment to the wellbeing of our students and our community. We are an institution anchored in our community and committed to playing a long-term role in its enhancement. We will in particular support:

- businesses and other enterprises to succeed through innovation, knowledge exchange and the supply of highly-skilled graduates

- public services such as schools and hospitals to recruit people with the right qualifications and aptitudes.

- further education colleges to broaden opportunities for their students to progress as far as their talents can take them.

In support of these goals, our six enablers are:

- people and culture
- sound finance
- effective IT and estates
- good governance
- internationalisation
- sustainability.

This strategic plan sets out the key actions we will take to pursue each goal, and how we will measure our success. It explains how we will strive for excellence in all our enabling activities, as an employer and in our corporate operations. Annex A summarises the consultation process we have used in developing the strategy. Annex B summarises how the strategy will be implemented, and its relationship to the thematic strategies that underpin it. This plan is a statement of strategic direction, not a prescription or blueprint.

It will guide our priorities and choices as new opportunities and challenges emerge. Each year we will review our progress towards our goals in formulating our annual operating plan.

Context, Goals and Ambitions

This strategy builds on a record of progress and success. We are proud of our achievements in delivering our strategy for the period 2012-2017.

Some key achievements are summarised on pages 51-52. The past five years have seen rapid change in our operating environment, and intense competitive pressures. Despite those challenges, we have succeeded through our commitment to the three key principles we stand for as University:

- giving our students outstanding support to learn in a community which values them as individuals
- a breadth and richness of experience which prepares students for rewarding lives and successful careers

- making an outstanding contribution to the wellbeing of Gloucestershire.

By focusing on what we do well, we have raised our students' satisfaction, and gained external recognition for the quality of our learning and teaching. We have strengthened the opportunities for students to build the skills and experience needed for successful careers, with improved graduate employment rates. Our student applications have risen, we are investing in a major upgrade of our estate and we achieved improved ratings for the quality of our research in the Research Excellence Framework 2014.

So, in this new strategy we are setting high ambitions. The external environment will remain challenging and changeable, but we are confident that we can turn that into opportunities. We will build on our

recent progress and deliberately maintain a strong core of continuity from the previous strategy.

We believe in the power of higher education to transform the lives of our students, the communities in which we are based and the world beyond our region. Our commitment to our students is not limited to the provision of courses, but encompasses enabling each one to become the person they aspire to be. We will help our students develop knowledge and skills to be successful in a changing world, challenging them to try new experiences and to take full responsibility for their learning and for planning their own future.





UNIVERSITY OF GLOUCESTERSHIRE SPORT

SPORTING BODIES WE WORK WITH



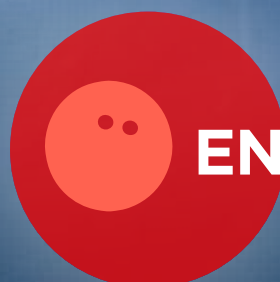
GB ROWING



GB EQUESTRIAN



**ENGLAND AND WALES
CRICKET BOARD**



ENGLAND SQUASH



ATHLETIC BILBAO



SPORT COACH UK



**BRITISH ICE HOCKEY
AND GB ICE HOCKEY**



RUGBY FOOTBALL UNION



ENGLAND NETBALL



GOAL 1:

TO PROVIDE A BREADTH
AND RICHNESS OF
EXPERIENCE THAT
ENABLES ALL OUR
STUDENTS TO REACH
THEIR FULL POTENTIAL



Outstanding learning and teaching is core to our purpose, and is described in Goal 2. But, at the University of Gloucestershire, our commitment to students goes beyond the formal curriculum and the achievement of qualifications, essential though they are. We have a broader and richer purpose, to give all our students an experience of higher education which will best prepare them for whatever they want the rest of their lives to be. That includes equipping them with the skills and confidence to succeed in their chosen careers, achieve personal fulfilment, and contribute to their communities.

📷 STAFF AND STUDENTS DELIVER
WORKSHOPS FOR SPORT MALAWI



We are committed to providing every opportunity to help students develop employability skills



In the consultations that have informed the development of this strategic plan, students, staff and partners have given unqualified support for a primary goal of engaging students in reaching their full potential. They confirmed that they believe students should be at the centre of everything we do, whether this is demonstrated in our approach to learning and teaching, the development of research that enriches and informs teaching, or in the facilities and services that support our students' success.

Our Students' Union wants the experience of our students to be positive and life enhancing, within an academic community that provides a safe and inspiring environment, that helps to promote wellbeing, and that ensures success regardless of background.

This goal is predicated on a shared purpose between staff and students. We are a community in which people value and respect each other. We have a commitment to equality and diversity, offering the opportunity of higher education to all with the potential to benefit.

Our students have many reasons for coming to university, including love of their subject and the desire for new experiences away from home. But future career success is a primary goal for the vast majority of our students. They are investing a lot of time, effort and money in their own higher education. They rightly expect that it will lead to rewarding careers, and that the skills and understanding they gain will enable them to thrive in changing professional environments.

We are committed to providing every opportunity to help students develop employability skills through their academic study and through other activities, including work placements and internships, volunteering, membership of clubs and societies, and the development of creative skills. In recent years, we have brought together this range of opportunities into a structured, coherent programme called Your Future Plan. Its aim is to enable all our graduates to be more self-aware, capable, informed, articulate and ambitious, becoming architects of their own future.

Students' wellbeing is a prerequisite if they are to achieve their potential. Students face a number of challenges, including the transition to university life, the demands of new styles of learning, and health and financial concerns. Some may face stress, anxiety and loss of confidence. We are therefore committed to ensuring that our student support and pastoral services include a strong focus on wellbeing.

The personal relationships that exist between staff and students at the University of Gloucestershire make a real and positive difference. We want to be a community characterised by positive values and behaviours adopted by both staff and students.

To achieve this strategic goal we will pursue the following actions:

- Continue to build Your Future Plan to provide personalised support for every student to develop the skills, capabilities and confidence that will equip them for successful careers and rewarding lives; each student will be supported by

a personal tutor to identify the best opportunities to serve their personal career ambitions

- Encourage students to use the Higher Education Achievement Report to record a range of achievements over and above their academic qualification
- Extend opportunities for all students to gain work experience through placements, internships and working with employers
- Ensure that every School has a plan to improve employment outcomes for their students, strengthening professional and vocational networks, and helping students understand how to enter and progress in their chosen professions
- Structure each academic year to include designated time for enrichment activity focused on building employability
- Increase the number of our courses with professional accreditation, with regular input to courses from industry professionals

- In partnership with The Growth Hub and University in Business, increase direct engagement between students, staff and businesses, including support for student enterprise

- Extend our portfolio of higher and degree apprenticeships to provide different opportunities for students while meeting the skills needs of employers
- In partnership with the Students' Union, deliver an annual programme of activities to promote student wellbeing, with good pastoral and student services to ensure that students can take full advantage of the opportunities available to them
- Encourage staff and students to participate in voluntary activities for community benefit, and to log their contribution through the Bank It volunteering website

We will measure our success in achieving this goal using the following indicators:

- The proportion of students who progress to employment or

further study, and specifically to graduate-level employment, as measured in national surveys (for example, Destinations of Leavers from Higher Education and the Longitudinal Employment Outcomes Data)

- The proportion of students who complete their chosen course of study at the University as measured through retention figures published by the Higher Education Statistics Agency
- Student engagement with Your Future Plan
- Student engagement with the co-curricular enrichment opportunities provided throughout the academic year
- The number of students recording additional achievements in the Higher Education Achievement Report
- The number of work placements undertaken by students

OUR PARTNERSHIP WITH STUDENTS



The University of Gloucestershire is proud of the strong partnership we have developed with students and the Students' Union. We see students as full partners in the academic endeavour, encouraging active engagement in shaping their own learning.

In 2015 the effectiveness of our management of quality and standards in learning and teaching was recognised by the Quality Assurance Agency for Higher Education, which particularly commended our approach to student engagement.

The University has long had student representatives for each course. In 2014 we supported the Students' Union to appoint Student Representatives for each School. In 2015 that was further developed to appoint Student Representatives for each of our 26 subject communities, co-ordinating the course representatives in each subject area and working with Academic Subject Leaders and Academic Course Leaders to provide regular feedback on student experience and views, and pursue continuous improvement of courses. The Students' Union and the

University jointly train the Student School Representatives, the University funds an honorarium for the School Representatives, and the Students' Union set targets for their work.

In 2016 the University increased Student representation on Council, and has a report from the Students' Union as a standing item on the agenda for each Council meeting. The Vice-Chancellor has regular meetings with the four Sabbatical Officers of the Students' Union, and the Deputy Vice-Chancellor has regular meetings with all the Student Subject Representatives.

The University is working with the Students' Union to improve communications between students and the University, using social media to find effective ways to canvass student opinions. The Students' Union introduced Feedback Friday, using Twitter to get students' views on current issues, and feeding back to the University. The University and the Students' Union are working together on a shared programme to support student well-being and resilience, given rising rates of anxiety and stress.

Over the next five years the University will continue to **strengthen our partnership** with students and the Students' Union

GOAL 2

TO PROVIDE TEACHING AND SUPPORT FOR LEARNING OF THE HIGHEST QUALITY



We pride ourselves on being an academic community which is student-centred, learning-led, and research-informed. Excellent teaching practice is at the heart of what we do. We aim to help students to develop through a framework of higher-level capabilities that result in excellent academic credentials and skills that will shape the rest of their lives.

We promote innovation in teaching, learning and assessment, using technology to enrich learning. We are proud of the number of our staff who have been recognised as National Teaching Fellows and Fellows of the Higher Education Academy, and we will make it a priority to help staff develop excellent pedagogic skills.



We are amongst the best universities in the UK for the number of our staff who have been recognised as National Teaching Fellows

Teaching students is our central purpose as a University. We have a long tradition of innovation in learning and teaching.

In 2015 the University's management of academic quality and standards was reviewed by the Quality Assurance Agency for Higher Education. It concluded that we met in full all the expectations of the UK Quality Code, and it commended the University for its approach to student engagement. The opportunities for students to engage with a range of extracurricular opportunities and awards, the wide range of initiatives which integrate employability and sustainability into the curriculum, the School representative system, and the strategic engagement with local partners were all identified as features of good practice. Also in 2015, the Office for Standards in Education rated as outstanding our programmes for the initial education of primary and secondary teachers.

The quality of our teaching is wholly dependent on the skill, professionalism and commitment of our staff. We are amongst the best Universities in the UK for the number of our staff who

have been recognised as National Teaching Fellows. In 2016 the proportion of our staff who are Fellows of the Higher Education Academy or who hold professional teaching qualifications rose to 55%, compared with a university sector average of 44%.

In recent years we have sought to deepen student engagement in shaping courses, reflecting the research evidence that such engagement leads to better learning.

During the lifetime of this strategic plan, we will pursue the statement of learning and teaching goals drawn up by a group of our National Teaching Fellows. We believe students who actively engage in their university life will be confident in their individual potential and able to seize opportunities. They will be active co-producers of knowledge and learning. By developing enquiring minds they will be able to deploy scholarship in order to make discoveries and solve real-world problems. Through empowerment they will be capable of leading change, imagining alternatives and developing resilience in the face of uncertainty. Empathy will help them understand and appreciate different

values, norms and ideas with the ability to recognise the origins of their own bias and assumptions. An ethical framework will help them to be confident in promoting social justice and diversity, developing an understanding of sustainability in their life and work, and developing the skills that enable them to make a positive contribution to the world.

In 2015-16 we undertook a fundamental review of our approach to learning and teaching, with the goal of putting more focus on enhancement and innovation, while maintaining sufficient and robust quality assurance. The Re-thinking Enhancement programme will be implemented from 2016-17, creating a continuous focus on improvement involving course teams and students.

We will continue to strengthen our staff development programme, and to promote innovation and enhancement in learning and teaching through the work of our Academic Development Unit.

We have introduced a University-wide initiative to promote e-learning, but we recognise the

huge potential to go further in applying technology to enrich learning. The great majority of student assessments are submitted, and staff feedback returned, electronically and we will continue to work to improve our assessment practice. We will ensure that the systems, infrastructure and skills are in place to support academic staff in generating and curating learning materials and to support students in developing their digital skills.

To achieve this strategic goal we will pursue the following actions:

- Develop strong subject communities as the focus of academic engagement for staff and students, providing a critical mass of expertise and experience in teaching, learning, research and professional connections
- Implement our Re-thinking Enhancement programme to promote an ongoing focus on innovation and improvement, combined with rigorous and robust assurance of the quality and standards of our courses

- Review our academic portfolio so that the design and delivery of all our courses develop the five attributes we have identified for a University of Gloucestershire student
- In partnership with the Students' Union, strengthen student engagement through subject and course representatives, working with students as partners in creating knowledge and ensuring that they are actively involved in the management of their own learning
- Use technology to support the learning experience, ensuring that content is available in electronic form wherever possible as a complement to face-to-face delivery
- Provide a flexible and personalised student experience, characterised by the quality of the personal relationships at the University and supported through personal tutors and excellent professional services

To achieve this strategic goal we will pursue the following actions:

- Student perceptions of the quality of teaching, assessment and development, and overall student satisfaction, as assessed by the National Student Survey, the Postgraduate Taught Experience Survey and the Postgraduate Research Experience Survey
- Our rating in the Teaching Excellence Framework
- The number of our academic staff recognised as National Teaching Fellows, and the proportion of our academic staff with professional teaching qualifications
- An increase in the use and range of technology-enhanced learning
- Staff survey evidence that the Re-thinking Enhancement programme has led to a more sustained focus on improvement and innovation



TRUDIE BALLANTYNE IS AWARDED TEACHING FELLOWSHIP

Our purpose in learning and teaching is to **nurture in students and staff the pursuit of personal and community transformation.**

GRADUATE ATTRIBUTES

Transformation is a deliberate function of our university learning communities, which engender belonging, embed passion for learning and foster subject expertise. Learning communities model ethical leadership, form a bridge between our local and global worlds, and provide the structure, trust and security that support the development of social and cultural capital.

Through collective practice we aim to develop citizens who are:

» Engaged

- are confident in their individual potential and able to seize opportunities
- are able to make a positive contribution to the world
- are active partners in generating knowledge and learning
- are aware of how to collaborate effectively
- take responsibility for their personal and professional development
- know how to engage with stakeholders to achieve constructive change
- apply learning to develop rewarding lives and/or careers.

» Enquiring

- are able to utilise scholarship in order to make discoveries and solve problems
- are able to make assessments on the basis of evidence and recognise alternative perspectives and possibilities
- become active, supportive and trusted members of a learning community
- engage in critically reflective practice and professional development
- know how to question existing ideas and challenge ingrained assumptions
- understand how to apply learning to real-world issues.

» Empowered

- are capable of leading, or contributing to, beneficial change
- are able to imagine alternatives, plan and follow through to achievement
- have the confidence and communication skills to inspire and positively influence others
- have the desire to identify and tackle complex concerns
- develop resilience and flexibility
- develop the skills and understanding to become the person they want to be.

» Empathetic

- are able to understand and appreciate different values, norms and ideas
- are able to recognise the origins and bias of their own assumptions and beliefs
- have the ability to engage respectfully in challenging dialogues
- act in ways that are inclusive and fair
- understand the value of different philosophical and/or religious standpoints
- value and develop multiple ways of knowing.

» Ethical

- have a considered framework of principles and values that inform decisions
- are confident in promoting social justice and diversity
- take a considered position on the 'big questions' of the twenty-first century
- develop an understanding of our dependence on a healthy planet for our life and work
- are equipped with the skills to make a positive contribution to our world
- are able to think across systems and to connect people and planet
- demonstrate capabilities to help reconcile local and global issues and needs

OUR SCHOOL OF MEDIA WORKING WITH

**BBC TV
and Radio**

**National
Council for
Training
of Journalists**

GOOGLE

**Royal
Television
Society**

**Immediate
Media**

KODAK

BAFTA

JAMES

**Creative
Skillset**

**Sky
News**

**Trinity
Mirror
Group**

Aardman

**Annecy
International
Animated Film
Festival**

GOAL 3:

TO UNDERTAKE RESEARCH AND PROFESSIONAL PRACTICE WHICH ENRICH STUDENTS' LEARNING AND CREATE IMPACT AND BENEFIT FOR OTHERS



As a learning-led institution, our strategic aim for research is that it should inform and enrich teaching as well as creating new knowledge. We focus on research which can be applied to benefit others. We aim to build upon our strengths and continue to develop excellence in research and practice in selected fields, earning recognition in the Research

Excellence Framework. We want students and staff to share a sense of excitement about the opportunities of research, and share a commitment to real-world impact this. This will apply through our extensive engagement with communities of professional practice, bringing new solutions and ideas to benefit others as well as driving developments in the curriculum.



44% of the University's research was classified as world-leading or internationally excellent

As a student centred, learning-led University, we nonetheless believe that research, scholarly activity and professional practice are essential components of our mission and central to the enrichment of teaching. The creation, transmission and application of new knowledge and insight through research are fundamental to the role of any University. For many academic staff, research is central to professional identity and career development.

The University's research and professional practice develop new knowledge that has impact, informing the curriculum and enhancing learning opportunities for our students. Our students are involved in the development and application of new knowledge, working collaboratively with staff and other students. This is a defining feature of an excellent higher education experience.

Given the national framework for funding research, we must, however, be selective in choosing our areas of

research activity, prioritising those research fields in which we can achieve excellence.

The University is proud of its performance in the 2014 Research Excellence Framework, achieving a significant improvement in the proportion of research assessed as 4* (world-leading) or 3* (internationally excellent). 44% of the University's research was classified as world-leading or internationally excellent, and the University's rank increased by 18 places over its position in the 2008 Research Assessment Exercise. We are a member of the Economic and Social Research Council funded Doctoral Training Programme in Environmental Planning led by Cardiff University.

Over the past four years, we have pursued a programme to build our selected research priorities. We have identified six Research Priority Areas:

- sport, exercise, health and well-being

- environmental dynamics and governance
- being human: past, present and future
- innovation, design and technology
- learning and professional contexts
- applied business research.

These areas were selected to sustain existing areas of research excellence in the University, and build new research programmes in the areas of greatest potential. We have mapped the six research priority areas to the units of assessment in which we expect to submit for the next Research Excellence Framework exercise. We have identified the profile of likely research outputs, with external assessment by expert reviewers.

The University wants all programmes in our academic portfolio to be professionally

connected, with a rich network of engagement with businesses and organisations in relevant occupational sectors. This is essential to our ambition to equip all students for rewarding careers (Goal 1). It also keeps our learning and teaching current (Goal 2). And an active programme of research allows us to collaborate with business and professional communities in both public and private sectors, so that research enriches and informs the development of professional practice.

We focus our effort on contemporary challenges in each of our research priority areas and make the findings of our work accessible to all, ensuring our areas of expertise and experience are visible and promoted.

To achieve this strategic goal we will pursue the following actions:

- Invest in building research excellence in our six research priority areas

- Manage the creation of high-quality research outputs and impact studies for all our target units of assessment, with a view to a strong submission in the next Research Excellence Framework exercise
- Strengthen our Postgraduate Research programme, building particularly on the success of our international Doctor of Business Administration programme
- Support relevant staff to build their research profile
- Develop joint research programmes with external partners, particularly in areas where research can inform the development of professional practice
- Provide opportunities for students to engage with research at undergraduate as well as postgraduate level

We will measure our success in achieving this goal using the following indicators:

- The proportion of our submitted research that is rated world-leading or internationally excellent in the next Research Excellence Framework exercise
- The increase in the number of units of assessment to which we make a submission in the next REF exercise
- The number and success of collaborative research funding bids
- The increase in the number of research degree students, with high rates of completion
- The satisfaction of research students as assessed in the biennial Postgraduate Research Experience Survey.





GOAL 4:

TO BUILD PARTNERSHIPS **WHICH CREATE** **OPPORTUNITY,** **INNOVATION AND** **MUTUAL BENEFIT** **FOR THE COMMUNITIES** **WE SERVE**



Mutually beneficial partnerships will support our success and the achievement of our goals, as we also support others to succeed and achieve their goals. The University is proud to be the University of, and for, Gloucestershire and we value the support we have received over many years from the county. We are committed to our role as an “anchor institution”, forming part of the character of the

place and contributing to the wellbeing and sustainability of our community for the long term. Strong partnerships are critical to the successful implementation of this strategic plan, including partnerships with business and employers, with further education colleges and international partners, with providers of public services, and with cultural and community groups.



We aspire to be a partner of choice for other organisations in the county with a shared goal of promoting community wellbeing

The University is embedded in our locality, with roots in Cheltenham and Gloucester dating back nearly 200 years. Our long-term commitment to our community is evidenced by the financial, human and intellectual resources that we contribute to our region. We aspire to be a partner of choice for other organisations in the county with a shared goal of promoting community wellbeing.

In developing this strategic plan we have had active support from different stakeholders with a stated appetite to increase collaboration in research, offer more opportunities for student work experience and placements, share developments in curriculum, and work with staff and students in improving economic and social wellbeing.

During the lifetime of this strategic plan, we intend to pursue partnerships in four key areas.

With businesses to support economic growth, innovation and enterprise. We bring talented young people to Gloucestershire, and we support them as graduates to find high-skill employment in Gloucestershire. Our applied research supports innovation in

high-skill, high-innovation and high-reward areas to develop growth in Gloucestershire and beyond. We are proud of the success to date of The Growth Hub, established at our Oxstalls campus in 2014 with financial support from the Higher Education Funding Council for England and in partnership with GFirst Local Enterprise Partnership. Our plans to build a new flagship Business School at Oxstalls are designed to allow further expansion of our support services to business, integrating the work of the Business School with The Growth Hub and University in Business.

With further education colleges, to encourage progression to, and wider availability of, higher education. In 2012 we formed a long-term strategic alliance with South Gloucestershire and Stroud College and Gloucestershire College. We look to develop other sustainable partnerships with colleges in the region who share our goals to widen participation to high-quality higher education. Where partner colleges wish to, we will expand delivery of University-supported higher education in other locations.

With public services in Gloucestershire and the region, to meet their needs for skilled, qualified staff and thereby support the delivery of high-quality, professional services for the community. Since 1847 we have been training primary and secondary school teachers to meet the needs of schools in Gloucestershire and beyond. We have formed a strong partnership with NHS providers in the county to develop nursing and allied health programmes and to undertake joint research to support service improvement. We work closely with Gloucestershire Constabulary, and we have well established programmes in social work and youth work.

With international collaborative partners, to deliver University of Gloucestershire programmes overseas and encourage progression of international students to the University. In recent years, the University has focused our attention on forming a limited number of high-quality, sustainable overseas partnerships. Within government constraints on international student recruitment, we aim over the lifetime of this strategic plan to sustain an international programme

which enriches the experience and understanding of all our students.

We will work closely with community groups and charities to fulfil our social responsibilities, including volunteering and making our facilities and skills available to community partners. The University has supported the formation and operation of both the Cheltenham Trust and the Gloucester Culture Board, with our students both contributing to and benefiting from the rich diversity of arts and culture in the county. We are acknowledged by the UN University as an accredited Regional Centre of Expertise, hosting a cross-sectoral partnership dedicated to learning and change for sustainability in our communities. The University has a historical affiliation with the Church of England, and with the Diocese of Gloucester in particular, which continues to be reflected in our values, behaviours and relationships.

To achieve this strategic goal we will pursue the following actions:

- Continue to build the range and impact of our support services to business and enterprise, with expanded facilities at Oxstalls from 2018

EVENTS STUDENTS WORKING ON POP UP EVENTS AT THE CHELTENHAM JAZZ FESTIVAL



- Support public service providers in the county to meet their needs for skilled, qualified staff, including through apprenticeships
- Foster engagement with our local communities in order to meet our social responsibilities and support community interests
- With partner schools and multi academy trusts, strengthen the delivery of teacher training programmes
- Sustain our Strategic Alliance with South Gloucestershire and Stroud College and Gloucestershire College, and develop partnerships with other further education colleges in the region to widen participation and extend access to higher education
- Expand our education partnerships with selected, high-quality overseas partners
- Encourage students and staff to undertake volunteering activity

We will measure our success in achieving this goal using the following indicators:

- The number of businesses we support through University in Business and The Growth Hub
- Revenue generated through contracts for applied research and business development
- The number of students progressing to the University from partner further education colleges, and the number of students enrolling on University programmes delivered by partner colleges
- The number of students on higher and degree apprenticeship programmes
- Student numbers and revenue generated through international collaborative partnerships
- Volunteering activity by students and staff, as recorded on the Bank It website

PARTNERING FOR PURPOSE



LOCAL AUTHORITIES

community planning
and civic leadership



CULTURE

supporting Cheltenham
Trust, Gloucester
Culture Board and
performing arts groups



HEALTH SERVICES

work-force planning, new
nursing programmes



SCHOOLS AND COLLEGES

providing outreach and
progression to higher education



BUSINESS

GFirst LEP to Grow
Gloucestershire



PUBLIC SECTOR

providing training, research
and consultancy for teachers,
police, social work



COMMUNITY GROUPS

staff and students
volunteering



THE CHURCH

with the Diocese and
Foundation

STRATEGIC ENABLERS

The successful delivery of this strategic plan is supported by a number of enablers which underpin our four goals



ACCOUNTING LECTURER CHARLES AFRIYIE WITH STUDENTS IN THE THOMSON REUTERS TRADING ROOM

» PEOPLE AND CULTURE

Rationale

The University is a people-based organisation. Achievement of all our goals depends on the skills, professionalism and engagement of our staff. The highest priority amongst our enablers is therefore to recruit, retain and motivate excellent staff, and to create a working environment in which all staff can achieve their full potential and be part of the transformational purpose of the University. We are proud of the quality of our staff. Eighteen academics have been designated

National Teaching Fellows by the Higher Education Academy in recognition of their excellence as teachers and 55% are professionally qualified as teachers.

During the period of the 2012-2017 strategic plan, we developed a new People and Culture Strategy, and we made good progress in improving staff satisfaction as measured in biennial surveys. During the period of this strategic plan, we will build on that progress. In particular, we intend to focus on building a culture of empowerment, engagement and

accountability with more space for staff to exercise professional judgement and initiative, within a framework of agreed goals.

To deliver this enabler we will pursue the following actions:

- In consultation with staff, develop a revised People and Culture Strategy for the period 2017-2022 aligned to the goals of this strategic plan
- Develop a comprehensive programme of staff training and development, supporting staff to achieve our core goals of continuous improvement in learning and teaching and an excellent experience for all students

- Raise the quality of leadership and management through individual and team coaching and development
- Strengthen our programme for staff review and development to provide clear objectives, constructive feedback, and honest performance appraisal for all staff
- Empower staff at all levels to use their professional skills and judgement and take the initiative

We will measure our progress in delivering this enabler using the following indicators:

- Staff satisfaction as measured in regular staff perception surveys
- Levels of engagement in staff training and development, and satisfaction with that training and development
- Levels of engagement in staff review and development, and satisfaction with that process

THE UNIVERSITY'S VALUES ARE:

NURTURE
CREATIVITY
SUSTAINABILITY
SERVICE
RESPECT
TRUST



- We recognise that, for these values to be credible, they need to have demonstrable impact in shaping day to day behaviour. So within our updated People and Culture Strategy for 2017-2022, we will put more focus on the behaviours that express these values and how they are promoted. Those behaviours are that each of us:
 - supports our students to realise their full potential
 - values human relationships within our community
 - takes responsibility for making a full contribution to

the success of the University through the application of our skill, effort and behaviour

- supports other staff to achieve their full potential and give of their best
- works collaboratively with others on the basis of trust and openness
- empowers others to apply their professional expertise and judgement in pursuing shared goals
- learns from our mistakes
- challenges ourselves to improve, and seeks feedback to inform our improvement

- engages in learning and development to increase our ability to contribute to an excellent student experience and outcomes in our respective subject or professional areas

- treats each other fairly and with respect, valuing diversity

Those in management and leadership positions take responsibility for inspiring, encouraging, trusting, developing and supporting their staff to give their best performance, within a clear and fair accountability framework of accountability and reward.



Over the past five years, the University has strengthened our financial position, with turnover rising to £78.3m

» SOUND FINANCE

Rationale

The University Finance Strategy is designed to ensure the long-term financial success of the University, supporting investment, development and the delivery of an excellent student experience. We will continue to ensure our financial viability as a high performing University, with sufficient surpluses and cash resources to enable the University to invest in its people and infrastructure.

Over the past five years, the University has strengthened our financial position, with turnover rising to £78.3 million.

Income from student fees and grants accounts for 73% of our total turnover. Applications have risen 18% over the past two recruitment cycles. We will seek opportunities

for growth in student numbers, both on and off campus, in order to extend our subjects and courses and increase our financial resilience.

To deliver this enabler we will pursue the following actions:

- Revise and update the University's Finance Strategy to align with the goals of this strategic plan
- Sustain robust budgeting and financial forecasting
- Manage each annual recruitment cycle to achieve growth targets for student enrolment
- Increase and diversify income, taking opportunities to develop new revenue streams and secure contract funding

- Secure the funding needed for capital investment in the estate
- Strengthen value for money, including through effective procurement and transparent pricing.

We will measure our progress in delivering this enabler using the following indicators:

- The achievement of targets set in the Finance Strategy, particularly for surplus and liquidity
- Growth in income
- The achievement of student enrolment targets

» EFFECTIVE IT AND ESTATES

Rationale

The University's estate is a major asset, with heritage buildings in attractive campus settings in some of England's most beautiful countryside. We have needed to increase our capital investment in order to remain competitive. The construction of a new, 800-bed student village at Pittville in Cheltenham will transform our ability to offer high quality accommodation for all first year students from 2017. The development plans at Oxstalls envisage a new Business School and Growth Hub, new sports facilities, and new student accommodation. At the same time, we need to sustain ongoing maintenance and upgrading of the estate to ensure it remains fit for modern teaching, learning and research.

Our IT infrastructure is increasingly critical to the delivery of our Academic Strategy. Student assessments are now submitted and marked electronically. Developing a rich resource base on our virtual learning environment in every subject community is an essential underpinning for the type of engaged student learning we aim to develop, and for the delivery of online modules and courses. We will continue to adopt and develop best practice in the use of learning technologies across our subject communities. Our research repository is held online and, like most other organisations, our business operations are dependent on a resilient IT system.

To deliver this enabler we will pursue the following actions:

Estates:

- Complete the major estates development programme currently in train, to deliver new student accommodation in Cheltenham and Gloucester, and new teaching, business support, and sport facilities in Gloucester
- Revise and update our Estates Strategy for the period 2017-2022 to align with the goals in this strategic plan, co-locating subject communities wherever possible
- Deliver a rolling programme of refurbishment and updating of the learning and teaching accommodation to provide high-quality, fit-for-purpose facilities and appropriate social learning space for students
- Increase the efficiency of our space utilisation to help us meet increased demand
- Scope the estates consequences of pursuing expansion of off-campus delivery of learning and teaching in partnership with others

IT:

- Sustain investment in our IT infrastructure to ensure capacity to deliver our academic strategy, and particularly a high quality of student experience through technology-enhanced learning

- Secure the resilience and integration of our IT infrastructure to meet our academic and operational needs, providing personalised, convenient and flexible IT for staff and students
- Streamline our online administration systems, enabling the University to scale its provision effectively
- Provide accessible, accurate and timely data to provide insight and lead to action, including development of learning analytics to support engaged student learning

We will measure our progress in delivering this enabler using the following indicators:

- Delivery of major capital investments on time and within budget
- Estates condition and space utilisation, as assessed in the annual survey
- Student use of the IT system and IT-enabled learning resources
- Periodic assessment of the maturity of our IT infrastructure and use



» GOOD GOVERNANCE

Rationale

We are committed to good governance to ensure that our affairs are conducted in a sound, transparent way, fully consistent with the Nolan principles. We want our decision making and business planning to be informed by sound processes and frameworks, based on good data and evidence.

We recently commissioned an external review of governance, which confirmed the soundness of our approach. We have well-established systems for business planning at University and School level, and we have strengthened our approach to the management of corporate projects and programmes to ensure successful, timely delivery of objectives. We have streamlined our committee structure. During the period of this strategic plan, we aim to continue to strengthen those systems to ensure well-managed, successful delivery of the University's goals.

To deliver this enabler we will pursue the following actions:

- In the light of the 2016 review of governance, pursue ongoing improvement in the operation of the University's Council and its committees
- Manage the annual business planning cycle in such a way that it engages University staff in setting and delivering priorities, through a well understood, efficient and transparent process
- Provide transparent accountability through regular reporting, both within the University and to the sector regulatory bodies
- Strengthen the management of corporate projects and programmes, so that they consistently deliver the intended benefits

- Establish a data governance programme, for continuous improvement in data collection, analysis and use.

We will measure our progress in delivering this enabler using the following indicators:

- Staff satisfaction with the transparency of communication and engagement in decision making, as assessed in biennial staff satisfaction surveys
- Achievement of all reporting deadlines for external accountability
- Achievement of the intended outcomes of corporate projects and programmes



» BUSINESS STUDENTS AT THE GROWTH HUB



» SPORT MALAWI



The University is committed to being an academic community with a global outlook

» INTERNATIONALISATION

Rationale

The University is committed to being an academic community with a global outlook. We are proud of our roots in Gloucestershire, and recognise we will best serve the long-term needs of our students, staff and community if we are outward-looking and inclusive. Our goals for learning, teaching and research emphasise our commitment to fostering an understanding of the world and the forces that shape it and an appreciation of global diversity, offering students encounters with other cultures.

To deliver this enabler we will pursue the following actions:

- Develop a new internationalisation strategy, integrating into a coherent programme actions across a range of domains, notably:

- strengthen our portfolio of selected, strategic international partnerships, with overseas universities and colleges who share our commitment to high quality student experience

- extend to all our UK student opportunities to experience other countries and cultures through placements, field trips and volunteering

- extend opportunities for online delivery of programmes to students around the world

- embed within all our programmes a consideration of global issues, through the Learning Innovation for Tomorrow programme

- strengthen the range and quality of our international pathway programmes

- review our targets and priorities for direct recruitment of international students

- as the consequences of the EU referendum become known, review our approach to the recruitment of EU students

We will measure our progress in delivering this enabler using the following indicators:

- Achievement of targets for international student recruitment, including to pathway programmes
- Achievement of targets for student enrolment on programmes delivered with collaborative partners
- Performance in the International Student Barometer for the living and learning and environment.



GRADUATE STUDENT SILAS MILLER HAS CREATED THE CHELTENHAM CHILLI AND LOVE BLIMEY CIDER COMPANY

» SUSTAINABILITY

Rationale

The University is proud of its long-standing commitment to sustainability, and the international recognition it has secured for our leadership and innovation in this area. Sustainability unites our concern for the physical environment with the need to secure long-term benefit for all. It is about understanding the wider consequences of our current activities while using imagination and leadership to create different futures. We see sustainability as a force for transformative change across our academic activities, business operations, public outreach and the student experience.

Over the period of our 2012-2017 strategic plan, the University achieved consistent first class placement at the top of the UK universities' sustainability league, with a Special Recognition Award in 2013 for consistent high performance since the league began. Our work to engage students in sustainability has been recognised by the United

Nations, and our leadership of strategic programmes to develop sustainability in the curriculum has been recognised by the Quality Assurance Agency for Higher Education and the Higher Education Funding Council for England.

To deliver this enabler we will pursue the following actions:

- Update our sustainability strategy to align with the goals of this strategic plan for 2017-2022
- Continue to build a University-wide programme to address sustainability in our teaching, learning, research, wider student experience, estate development, business operations and partnerships
- Building on our successful Learning for Sustainable Futures programme, continue to support subject communities across the University to integrate sustainability within the design and delivery of their programmes

- Working with our partners in the Regional Centre of Expertise for the Severn region, ensure our students have opportunities to develop their future focus as well as the ability to innovate and lead change

- Within our wider role as an anchor institution in our community, develop programmes to support businesses and other organisations to address sustainability issues.

We will measure our progress in delivering this enabler using the following indicators:

- Performance in national higher education sustainability league tables
- Annual sustainability reporting aligned with ISO 14001 accreditation



MEASURING OUR ACHIEVEMENTS

500

high-growth businesses in Gloucestershire supported through The Growth Hub



£365m

to the UK economy every year (Gross Value Added)

£29 MILLION

invested to improve teaching and learning spaces for staff and students since 2011

£70 MILLION

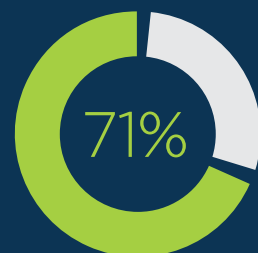
planned in the next five years

40,000

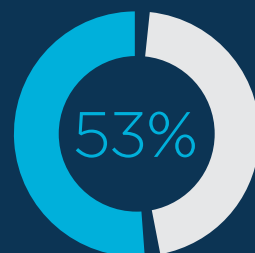
hours of staff and student volunteering time over the last three years



1/3 of **RESEARCH** was **GRADED “INTERNATIONALLY EXCELLENT”** in the REF 2014 with...



Countryside and Community Research Institute
graded world leading or internationally excellent



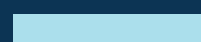
of **Sport and Exercise** research rated world leading or internationally excellent

Training **1500** new teachers each year working with **420** Gloucestershire schools



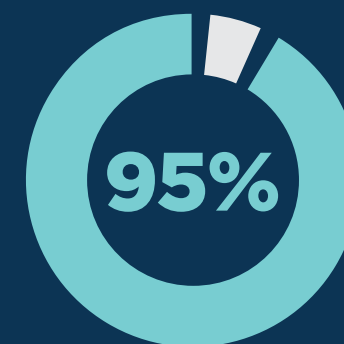
Grade 1 – **Ofsted Outstanding** for Primary and Secondary School Training

Consistently **1ST CLASS** placement at the top of the People and Planet universities' Green League since it began



application growth over the last two years leading to **686 more students** on undergraduate degrees

3000 work placements and **1500** one-to-one career appointments each year leading to



of graduates in employment or further training

TOP 15% IN THE UK for graduates in sustained employment (In year 3 and year 5 Longitudinal Education Outcomes)

“OUTSTANDING SCORES IN THE NATIONAL STUDENT SURVEY”

Times/Sunday Times Good University Guide 2017

100%

student satisfaction in

- ✓ Advertising
- ✓ Creative Writing
- ✓ English Literature
- ✓ English Literature and Creative Writing
- ✓ Photojournalism and Documentary Photography
- ✓ Popular Music
- ✓ Criminology
- ✓ Sports Strength and Conditioning

86%

overall satisfaction (above the sector average for England)

27th for teaching quality

55% of academic staff with teaching qualifications (significantly above the sector average)

(The Times and Sunday Times Good University Guide, out of 123 universities)

ANNEX A:
STRATEGIC PLAN DEVELOPMENT PROCESS



The process to develop this strategic plan was started in February 2016. A Strategic Plan Steering Group was established, with representative membership from students, academic staff, and professional services staff.

In April 2016, the University Council devoted its annual strategy away day to discussing the themes that should inform the development of the strategy. A sub group of the University Council was set up to meet throughout the period and to provide guidance and advice.

Regular consultation has taken place through staff meetings, staff briefings, a dedicated internal Strategy22 website and email address, discussion at key committees, and sharing of drafts as the Strategy has developed. A bespoke survey was issued, inviting views on 63 questions. There was a large response, with 275 survey returns received (28% of staff), many commenting in detail. All of the returns have been analysed and key themes reflected in the strategy.

Students have been partners throughout this process. In addition to student representation on the Steering Group, student representatives have contributed to University Council and to other key committees. Student representatives have been consulted on key aspects of the plan. The Students' Union have conducted their own surveys of key issues for students that will inform the development of the Students' Union's own strategy, which is being prepared in parallel with this strategic plan for the University.

External stakeholders were sent a survey in July and August to invite their views about the proposed goals. Their feedback has informed the development of the strategy, and provided excellent links for further partnership.

At the beginning of the process, a number of key themes were identified. These were investigated in detail by colleagues from across the University, leading to discussion papers that were considered through the consultation events listed above. These included:

- the paper on the Gloucestershire graduate which was developed by a group of the University's National Teaching Fellows and discussed at a special meeting of the Academic Board
- a discussion paper on e-learning and IT infrastructure by the Deans and the Director of IT,
- a paper on the student experience by the President of the Students' Union and its Chief Executive.

ANNEX B: HOW THE STRATEGIC PLAN WILL
BE IMPLEMENTED



The University has a well established cycle for business planning and review, which will be used to implement this strategic plan.

An annual operating plan is drawn up each year. It follows the structure of goals and enablers set out in the strategic plan, and details the actions that will be taken during the operating year to pursue the long-term goals. The operating plan is submitted in draft to the Council each June, so that it can be approved in time for the start of the academic year. Progress in delivering the operating plan is reviewed by the Council twice a year, with an end-year final progress report in November.

Each Academic School presents each year its medium-term vision for the development of the School and its constituent subject communities, looking particularly at trends in student recruitment, student satisfaction and graduate employment. That medium-term vision provides a basis for the submission of new course proposals to the Academic Affairs Committee.

Each Academic School and Professional Services Department has an annual business plan setting out how the School or Department will take forward the goals of the Strategic Plan and Operating Plan and a standard set of Key Performance Indicators. Business Plans are finalised in the summer, ahead of the start of the Academic Year, and reviewed twice during the year.

The relevant School and Department plan provides the framework for the agreement of objectives for individual members of staff through the annual Staff Review and Development programme.

The most significant development projects and programmes are identified from the plan for ownership at corporate level. The set up and delivery of those projects and programmes are monitored by a Programme Board, with regular progress reporting to the University Executive.

The University also has a set of thematic strategies to support specific aspects of this strategic plan:

- Academic Strategy
- People and Culture Strategy
- Finance Strategy
- Information Strategy
- Estates Strategy
- Sustainability Strategy



UNIVERSITY OF
GLOUCESTERSHIRE

at Cheltenham and Gloucester





UNIVERSITY OF
GLOUCESTERSHIRE

Strategic Plan 2017–2022

September 2019 update

In 2019 the University carried out a mid-term review of its five year strategic plan in consultation with staff and the University Council. This summary sets out the key components of the University's strategic direction as affirmed following that review.

Our mission

Founded on values, centred on students, focused on learning.

Our vision

We aspire to be a community which values positive human relationships in everything we do - supporting our students to belong, to engage, to thrive, and to achieve their full potential; supporting our staff through rewarding jobs and valuing their professional contributions; and supporting the economic, social, environmental and cultural wellbeing of people in the diverse communities we serve.

Our values

- Nurture
- Creativity
- Sustainability
- Service
- Respect
- Trust

Our goals

- To provide a breadth and richness of experience that enables all our students to reach their full potential.
- To provide teaching and support for learning of the highest quality.
- To undertake excellent research and innovative professional practice which enrich students' learning and create impact and benefit for others.
- To build partnerships which create opportunity, innovation and mutual benefit for the communities we serve.

Our enabling strategies

In support of our goals, we will ensure strong enabling strategies are in place to ensure engaged people and culture, sound finance, effective IT and estates, good governance, internationalisation and sustainability.

Our target ambitions

- To reach the upper quartile of universities for graduate employment outcomes.
- To maintain total student enrolments broadly constant at 2018/19 levels over the next three years.
- To achieve the highest rating in the Government's Teaching Excellence Framework.
- To achieve world-leading and internationally excellent status for over 50% of the research submitted to the 2020 Research Excellence Framework.
- To increase the range and impact of our partnerships with business, colleges, public services and international partners.