



## **Our core mission is 'Making Knowledge Work'**

We are a provider of high-quality teaching, informed by internationally recognised research and knowledge transfer which enables students to achieve their educational aspirations and staff to enhance their careers within an inclusive, supportive and sustainable environment.

# Introduction

We are delighted to introduce our new Corporate Strategy - *Making Knowledge Work 2009–2014*. During 2008-09 we introduced a comprehensive and high-profile consultative approach to the development of our strategy. We held 29 feedback events with staff, students, key partners and stakeholders involving nearly 1,800 people. Our conversations and your contributions informed and shaped our future.

Our future builds upon our excellent reputation as a leading-edge research and teaching organisation that meets the increasing standards of higher education. Our next five-year horizon will prepare us to manage our strategic and operational business effectively and enable us to respond to ever-changing customer expectations.

The current climate poses significant economic and demographic challenges for higher education. The University of Bradford has positioned itself favourably to face these challenges through targeted growth, sound financial management and excellent outcomes in both national and international judgements on the quality of our teaching and research.

We will continue to focus on our strengths over the next five years, namely high employability, a strong applied curriculum, excellent student support, world-leading research activity and an attractive, city-based, sustainable estate.

These strengths, coupled with the talents of a diverse staff and student population, the quality of our academic and support work, the impact of research and knowledge transfer, and the sense of shared engagement with the Bradford district and region, put us in a resilient position as we prepare to face the future.

We will monitor the social and economic impact and the wider benefits our Corporate Strategy will bring to the city of Bradford and to our regional, national and international partners.

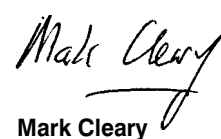
*Making Knowledge Work 2009–2014* outlines our Vision, Mission, Values, Strategic Aims and Corporate Objectives, and contains measurable targets that relate to our academic mission and the enabling strategies that will support their achievement. The targets outlined in this document are institutional, formed from targets relevant to each discipline area, in relation to sector benchmarks.

Our priorities will be about flexible

provision, continuing professional development, providing graduates with premium skills, addressing the higher skills needs of today's and tomorrow's workforce, and delivering world-class applied research and knowledge transfer. Effective partnership working between the University, its Council and our many external partners is at the heart of our Corporate Strategy.

The key aspects of the Delivery Plan and the underpinning ethos of sustainable development are outlined under each Strategic Aim.

We look forward to working alongside staff, students and stakeholders as together we realise our Vision and Mission by *Making Knowledge Work*.



**Mark Cleary**  
Vice-Chancellor



**Paul Jagger**  
Chair of Council

# Making Knowledge Work 2009-2014

Our Corporate Strategy outlines our plans as an institution for the next five years. It sets out where we are going and how we propose to get there.

## Vision

(where we aspire to be)

### By 2014 we will:

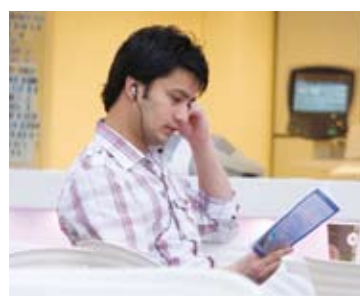
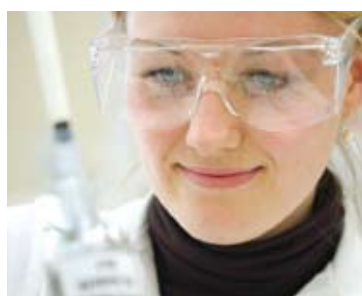
- be continuing to strengthen our role as a strong University with global impact
- be outward facing, collaborating strategically with the city and regional, national and international partners
- have positioned ourselves advantageously in the Top 500 World Universities ranking
- have promoted equality and diversity and social justice, and changed people's lives for the better through higher education
- still offer a great place to work and study where students and staff fulfil their academic aspirations in learning, research and enterprise consistent with the principles of sustainable development
- be recognised nationally and internationally as a leader in sustainability

## Mission

(why we are here)

### Our core mission is *'Making Knowledge Work'*

We are a provider of high-quality teaching, informed by internationally recognised research and knowledge transfer which enables students to achieve their educational aspirations and staff to enhance their careers within an inclusive, supportive and sustainable environment.





Diana Chambers and Paul Jagger,  
Deputy Chair and Chair of Council

## Our Values

(the way we think and act)

As we take forward the more detailed operational planning of our new Strategy, we will be looking to ensure that our values are considered in every aspect of the way we work. As well as our legal responsibilities to undertake a diversity impact assessment of our policies and procedures, we will also carry out an assessment to ensure that we are embedding our values in our working practices.

## We will aim to be, and continue to be:

- Inclusive** Value, harness and utilise the diversity of our students and staff and celebrate the benefits they bring.
- Ethical** Be open, transparent and respectful, protect freedom of thought and be a force for social change.
- Reflective** Be a learning organisation with ambition which fosters curiosity, enquiry and innovation.
- Supportive** Nurture a learning and working environment based upon principles of trust, mutual respect and support.
- Adaptable** Be flexible and responsive in our working practices and seek to work effectively with others.
- Sustainable** Seek to be world-class and embed sustainable development within our culture.

Our values demonstrate the culture we aspire to and define how our managers will be expected to behave.



# Strategic Aims

(what we aim to do to deliver our vision)

- Aim 1** To provide all our students with a first-class learning experience and excellent employment prospects.
- Aim 2** To be a research-active University supporting high-quality research, its application and dissemination.
- Aim 3** To make knowledge work through effective knowledge transfer between the University and private, public, voluntary and community sectors.
- Aim 4** To invest in the welfare and support of our students and staff by optimising talent, increasing efficiency, developing potential and supporting well-being for all.
- Aim 5** To be outward facing, collaborating with our graduate alumni, our local and regional communities, and national and international partners.
- Aim 6** To deliver professional and customer-focused services and an appropriate and supportive infrastructure which communicates, guides and governs effectively.

# Corporate Objectives

(how we will achieve our aims)

To achieve our Strategic Aims, our Corporate Objectives are outlined below.

**AIM 1** **To provide all our students with a first-class learning experience and excellent employment prospects.**

**C1** By delivering a first-class learning experience within an inspiring physical, intellectual and virtual environment which is underpinned by the concepts and practice of diversity, employability, enterprise and sustainable development across the curricula;

**C2** By equipping all our students with enhanced skills and confidence to progress in the workplace and with the passion to continue learning;

**C3** By embedding and delivering our employer engagement, alongside science-technology-engineering and maths-focused activities, to the benefit of the learner, employers and the economy of the district.

**AIM 2** **To be a research-active University supporting high-quality research, its application and dissemination.**

**C4** By increasing our international research profile;

**C5** By attracting and supporting the career development of high-quality postgraduate students and research staff;

**C6** By raising the esteem of the University through facilitating and actively encouraging the application and dissemination of research and scholarly work.

**AIM 3** **To make knowledge work through effective knowledge transfer between the University and private, public, voluntary and community sectors.**

**C7** By actively seeking out opportunities to engage collaboratively with employer organisations and our key strategic partners across the public and private sectors;

**C8** By strengthening our links with business through effective knowledge transfer and to be the University of choice for local companies;

**C9** By encouraging and providing practical support for students and staff to be involved in enterprise and new business development.

**AIM 4** **To invest in the welfare and support of our students and staff by optimising talent, increasing efficiency, developing potential and supporting well-being for all.**

**C10** By ensuring we attract and retain highly talented staff, support their well-being and professional development, maximise individual performance and reward achievement across a range of activities;

**C11** By providing for the well-being of our students by developing an effective collaborative partnership with the Students' Union and student body;

**C12** By enhancing the capability of leaders and managers across the University to bring about organisational change through managing performance and engaging, empowering and developing staff.



Richmond Building and Atrium

**AIM 5 To be outward facing, collaborating with our graduate alumni, our local and regional communities, and national and international partners.**

**C13** By welcoming all under-represented groups through policies and processes that ensure equality of access and opportunity;

**C14** By meeting our objective to promote individual and collective social responsibility through our work with different stakeholders, strategic partners and communities;

**C15** By continuing to provide a safe space within which to discuss, debate and disseminate critical issues in an environment characterised by dignity and respect;

**C16** By enhancing our regional links and making a positive impact on the city of Bradford.

**AIM 6 To deliver professional and customer-focused services and an appropriate and supportive infrastructure which communicates, guides and governs effectively.**

**C17** By investing in the development of the University estate and infrastructure through sound and sustainable financial management;

**C18** By providing robust, innovative and supportive IT and administrative services and systems alongside processes which are adaptable to change and which support and enable flexible modes of learning and working;

**C19** By ensuring the highest standards of communication, governance and decision making through effective management structures and committees;

**C20** By providing high-quality and responsive student services and spaces which reflect the diversity of our student population and their study and work patterns.

# Key Aspects of the Delivery Plan

## AIM 1 To provide all our students with a first-class learning experience and excellent employment prospects

The overarching academic purpose of the University will continue to be the delivery of high-quality taught programmes informed by applied research and its application to the knowledge economy. Over the last five years, the University has developed a comprehensive portfolio of taught courses and achieved significant growth in undergraduate student numbers.

The next five years will be about growing postgraduate and part-time provision and delivering strategically funded initiatives, namely in science, technology, engineering and mathematics (STEM), and our High Level Skills Employer Programme (Escalate).

We also plan to maintain our strong international student recruitment record through effective use of our overseas agents and excellent student support, co-ordinated through our International Office.

We intend to develop and deliver a coherent academic framework to underpin our five-year strategy which creates headroom to achieve innovation and creativity. This means changing some of our practices without losing autonomy, collegiality or threatening academic standards. As a University we need to free up time in order to innovate, improve and develop.

The academic framework, including key elements of the learner support services, will enable the academic development of students and staff. The academic framework will be supported by other framework documents, including corporate and social responsibility, planning and resources and governance. Collectively they support the delivery of a first-class learning experience.

Our enabling frameworks aim to: support students to learn how to learn; help them to become enterprising; improve their study skills; and deliver employability skills. They also aim to improve support in partnership with our academic Schools for students on both taught programmes and research degrees.

The table below shows the changing undergraduate/postgraduate ratio, and home and European Union (EU)/international ratios for campus provision. Detailed analysis of key targets and ratios are outlined in the academic framework.

Key Target	2009	2014
UG/PG ratio (campus only)	4.53:1 (PG as % of total = 18.8%)	3.33:1 (PG as % of total = 23.10%)
Home and EU/international ratio (campus only)	4.2:1 (International as % of total = 19.27%)	3.8:1 (International as % of total = 20.83%)



## Student Experience

We are a truly cosmopolitan University and our campus has been described as a global village. We set out to celebrate diversity in the curriculum as well as in the social fabric of the campus.

We will continue to honour the distinctiveness of a Bradford learning experience by celebrating diversity, engaging in sustainable development in both living and learning, and by offering courses allied to professional careers therefore enhancing movement into graduate employment.

The quality of student experiences, in both their academic and social life, will be a major measure of success for both the University and its students over the next five years.

Our student body has changed significantly over the last 20 years in terms of expectations and characteristics, and our approach to supporting students has to reflect these changes.

The University will now commit to a framework based on the key principles of entitlement and engagement, customised at local level and delivered within four strands of the student life cycle, namely:

- Applicant (better preparation before student arrives)
- Transition (induction and first steps in higher education)
- Progression and support (flexible progression and student success)
- Moving on (into employment and alumni)

All students will require timely and relevant information about their course and its optional elements, their teaching and assessment schedules, access to a personal tutor, guaranteed virtual learning environment (VLE) support, assessment feedback and academic supervision.

Students have a right to be heard and to voice their opinion on the quality of their learning experience, particularly about module/course performance, within staff/student liaison committees and in the National Student Survey (NSS). The NSS will be increasingly important over the next five-year period. 68% of our final-year students completed the Survey in 2009 (sector average: 61%) which demonstrates the importance that our students attach to the quality of their learning experience.

Key activities include:

- A new quality enhancement approach to funding which focuses on the students' learning and social experiences
- A review of how we use technology-enabled learning, including virtual learning
- Significant improvement in teaching accommodation and facilities
- Continuing to promote student volunteering opportunities

## Student Experience

Key Targets	2009	2014	%
Home/EU UGT to come from lower socio-economic groups	52%	52%	Maintain Position
Students to achieve good Honours	62.8%	65.8%	+3%
Bursaries to be given to more home/EU UGT students	76%	85%	+9%

## National Student Survey (NSS)

Key Targets	2009	2014	%
Participation rate	68%	70%	+2%
Assessment and feedback	3.6	4.0	-
Organisation and management	3.8	4.0	-
Overall satisfaction	Top quartile	Top quartile	

## AIM 2

### To be a research-active University supporting high-quality research, its application and dissemination

Success in research is critical for the University's reputation, esteem, financial well-being and growth. Our ambition is to expand research significantly beyond the next five years, to develop and build on research excellence, and to demonstrate a significant contribution to the knowledge economy. This will be achieved through investing selectively and strategically in areas of excellence and potential high achievement.

By 2014 the University will be recognised as:

- A research-active University with a strong and growing international reputation for high-quality research allied with excellence in application
- A University which values creativity and innovation and where the highest priority is given to research with demonstrable impact (scholarly, economic or social)
- A University which actively promotes and explores research at the interface between disciplines and seeks novel solutions
- A University where research feeds excellence in teaching and motivates undergraduate and postgraduate students

A selective strategy that focuses on increasing research performance will inform future investment.

The key indicators of research performance will be achieving targets set at a comparable sector average, using income and PhD completions. The impact of our research activities and the economic value they bring will be reviewed annually against external benchmarks.

## Research

Key Targets	2007/08 baseline	2014	% Increase
Research Council income	£3m	£4.5m	50%



**AIM 3 To make knowledge work through effective knowledge transfer between the University and private, public, voluntary and community sectors**

Knowledge transfer (KT) is defined as 'the exchange of ideas, knowledge and expertise between the University and a wide range of external organisations where the intention is to create economic and/or social benefit'. This will be an increasingly important and visible part of the academic framework as the University seeks to utilise its capacity for research and innovation, knowledge, skills and facilities to deliver maximum social and economic impact and bring benefit to an increasingly wide and diverse range of stakeholders and beneficiaries.

Four areas where the University of Bradford will make a difference:

- Supporting innovation and high-level skills in business
- Commercialising research via spin-outs, licences and joint ventures
- Creating new entrepreneurs and new business start-ups
- Improving graduate employability

The key indicators of KT performance will be income as measured by Higher Education – Business and Community Interaction (HEBCI), spin-out companies, international KT partnerships and linking KT and Learning and Teaching, particularly in delivering higher-level skills for industry. The impact of our knowledge transfer activities and the impact they have on communities, lifestyle and economic value will be reviewed annually against external benchmarks.

**Other Research and Knowledge Transfer Income**

Key Targets	2007/08 baseline	2014	% Increase
Research and KT income	£7.9m	£11.86m	50%

**Enterprise**

Key Targets	2007/08 baseline	2014
New Business and Social Enterprise Creation	Average 20 new businesses per year	100 new businesses created

## AIM 4 **To invest in the welfare and support of our students and staff by optimising talent, increasing efficiency, developing potential and supporting well-being for all**

Our staff will play an essential part in supporting the delivery of the challenging targets that we have set ourselves over the next five-year period. In future we will have to work differently, and be less bureaucratic and more adaptable in our working practices and business processes. To bring about change we need to be more reflective as a learning organisation and respond, manage and communicate effectively.

The link with reward and career progression will be clearly communicated in order to achieve a balance between motivating staff and managing expectations. We will reward excellence in entrepreneurial teaching, in research and in knowledge transfer.

We have set ourselves a range of strategic improvements based on the following guiding principles, namely:

- Developing a more flexible and responsive workforce
- Ensuring management competencies at all levels are efficient and effective
- Supporting organisational development
- Thinking more strategically about our staff training and development programme
- Being clearer about what we expect from staff as a result of their development
- Promoting health and well-being and minimising stress in the workplace
- Delivering sustainable human resource solutions in keeping with our key values

Tomorrow's workforce will be appropriately inducted, have their personal and professional development plans annually monitored through appraisal and performance review, and have recognition and reward opportunities reflecting all aspects of their effective contributions.

Key indicators of success will be:

- Retention of the Investors in People Standard
- Improved evaluation scores in the Staff Satisfaction Survey and the Well-being Survey
- More successful applicants for internal, national and international recognition schemes
- Successful outcomes for staff engaged in personal development plans, particularly those targeted at succession planning

Our working and learning environment will also be an inspirational and attractive place where students and staff want to work. The campus will be inclusive, accessible, safe and secure. Students and staff will have access to a comprehensive range of support services and will be encouraged to adopt sustainable lifestyles as part of our promotion of the concept of well-being for all.

### Internal Staff Experience

Key Targets	2009	2014
Investors in People	Retained	Retain
Staff Satisfaction Survey	Amber	Improve
Well-being at Work Survey	Awaited	Improve

## AIM 5

### **To be outward facing, collaborating with our graduate alumni, our local and regional communities, and national and international partners**

We also plan to be more responsive in how we work with our partners to further develop collaborative provision through validation partnerships, franchise arrangements, joint degrees and dual awards.

Locally we are committed to collaborating with other higher education institutions, local and regional partners through the local Strategic Partnership Board, and training and research links with other universities, the Bradford National Health Service and Leeds City Region initiatives.

We will use targeted funding initiatives to support the needs of local companies through the provision of bespoke support, networking opportunities, training, consultancy and student placements. Furthermore, at a local level, UCAN is the University and Students' Union volunteering initiative which aims to develop links between our students and the wider community. Volunteers from any academic discipline are supported, with emphasis on working in partnership with not-for-profit organisations and in disadvantaged areas.

We are working closely with schools and have developed a range of exciting partnerships with Associate Schools, Trusts and a prospective Academy. We aim to foster a greater interest in younger citizens for studying science, engineering, maths and the life sciences to help address a national skills shortage, particularly amongst secondary school teachers.

Our new Escalate Centre will further enhance relationships between the University and employers, and build on existing local and regional links. The vision is to create effective partnerships and develop new and innovative ways to reach new learners in employment.

Nationally we will strengthen our involvement in Lifelong Learning Networks with FE/HE partner programmes around the country. These include public sector programmes (such as community engagement), leadership and management development, and health and social care. We will also maintain our involvement in a number of Centres of Industrial Collaboration around research and knowledge transfer.

Internationally we will continue to work closely with the British Council, Embassies and Cultural Attachés to promote the University's expertise in international development. This includes our strong international research presence in conflict resolution and our joint ventures in-country partnership schemes such as the Prime Minister's Initiative, England-Africa Partnerships in Higher Education, UK-India Education and Research Initiative, and the international Business School networks.

We have a Middle East Regional Office in Dubai which provides us with education, training and recruitment opportunities in a Knowledge Village, and over 200 agents working with our International Office to promote study opportunities at Bradford and enabling our students to study abroad.

We will be positively encouraging movement of staff and students between Bradford and our overseas partners to enrich their understanding of transnational education and to promote student exchanges around the globe.

## AIM 6

### **To deliver professional and customer-focused services and an appropriate and supportive infrastructure which communicates, guides and governs effectively**

Our professional and customer-focused Corporate Services Directorates seek to ensure the highest standards of delivery and sustainable value for money in order to provide support for students and stakeholders that is responsive, efficient and effective. The development of Service Level Agreements will provide a benchmark for the evaluation of customer satisfaction and value for money.

Where appropriate, we will use technology to improve service response times, avoid duplication of effort and provide 'self services' to enable people to access information whenever and wherever it is needed.

We seek to encourage creativity and innovation and promote the values of the University in all our support services.

The University is committed to improving the learning environment, social and sports facilities, and the quality and safety of student 'halls'. As well as the redevelopment of the JB Priestley Library, there will be a major focus on the learning environment and how it is used. This initiative will be delivered through the enabling Frameworks.

The development of the living, learning and working environment is the key enabler of successful delivery of the next five-year strategy. The historical boundaries of working, learning and social spaces are being eroded by the development of flexible, high-quality spaces and access to new technologies.

More staff will work flexibly, including homeworking, more students will expect 'learn and earn' facilities which will put more emphasis on concepts such as access and connectivity. The size of the Estate is likely to be reduced, but the quality of the Estate must be raised to support student expectations.

Safety and security are foremost in both student and staff minds, so the development of an outward-facing campus to support community engagement and third sector activities is a new challenge being addressed as we create an inclusive campus for all.

We are proud to be working towards sustainability across all our activities and services. Our Ecoversity Programme aims to embed the principle and practice of sustainable development across the entire institution. This includes getting people involved in education for sustainable development within their course, taking the lead on reducing our carbon footprint, reducing emissions relating to commuter and business travel, and encouraging staff and students to adopt well-being and sustainable lifestyles.

## Financial

Key Targets	2007-08 Baseline	2014
Surplus before investment as % of turnover	3.6%	Annual performance to be better than sector benchmark group
Income Growth	7.3%	
Staff costs as a % of turnover	58%	
Return on net assets	£61m	

## External Benchmarks

Key Targets	2009	2014
Times Good University Guide League Table	53	Top 40
Customer First	Retain	Retain
Regional Environmental Index	Bronze	Platinum
Universities that Count (Corporate Responsibility Benchmark)	Awaited	Upper Quartile
Green League Table	10=	No 1
Frank Buttle Trust Quality Mark for Care Leavers	Awarded	Retain
Investors in People	Retained	Retain
National Student Survey (NSS) overall satisfaction	Top Quartile	Top Quartile



**Contact:**

Strategic Planning Office

**University of Bradford**

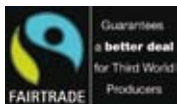
Richmond Road, Bradford, West Yorkshire, BD7 1DP

Tel: 01274 235862

Fax: 01274 235720

Email: [makingknowledgework@bradford.ac.uk](mailto:makingknowledgework@bradford.ac.uk)

[www.bradford.ac.uk/making-knowledge-work](http://www.bradford.ac.uk/making-knowledge-work)



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