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
As Chair of the University Council and Vice-Chancellor and Principal we are delighted to present our refreshed Corporate Strategy ‘Making Knowledge Work 2016’.

Following the launch of our previous Corporate Strategy, Making Knowledge Work 2009-2014, the Higher Education sector has experienced many changes, and the past two years in particular have presented significant economic and demographic challenges. The University of Bradford has responded proactively to these changes by carrying out comprehensive reviews of its academic provision and professional support services. These reviews are leading to changes which will ensure we continue to provide an excellent learning and working environment for students and staff.

Over the last six years the University has continued to be successful in widening access and attracting more students from diverse backgrounds. We have embedded the concept of sustainability into the curriculum and have secured significant external grant funding to build a Sustainable Enterprise Centre.

Our links with employers remain strong, and we have an excellent track record of working in partnership with our student body.

The University has a long-established reputation as a research-engaged institution. 80% of our research is rated as international or world leading. However, we recognise the national drive towards concentration of research into areas of excellence and that REF 2014 will direct resources to fewer institutions, and we are adopting strategies to meet these challenges.

We are proud to be a University that has a strong sense of the communities it serves. The University is a key player in the region with links to public and private sector organisations. It has strong international partnerships and a significant number of international students studying in Bradford and overseas.

During the last ten years, the University has remained financially sound and has sustained significant investment in its two campuses, which have been transformed with new facilities that meet the needs of our students.

We have established a solid base from which to drive future excellence and success. However, we understand the challenges we face in an increasingly competitive sector.

In response, the University is transforming its academic provision and is implementing a University curriculum framework which addresses the big challenges of the 21st century; education for sustainable development, employability and cultural diversity.

VC and Chair of Council
Making Knowledge Work 2016

Our Corporate Strategy outlines our plans as an institution to 2016. It sets out where we are going and how we propose to get there.

Vision
(where we aspire to be)

By 2016 the University will:

• Be a University of choice for students and staff
• Be a leading provider of education for the professions
• Have research with international impact
• Continue to contribute to the society and economy of the Bradford district as a strong and successful University, stimulating regeneration through targeted interventions and relationships
• Secure world-class partnerships in teaching and research, through a selective, smaller number of quality partnerships
• Build on areas of existing strength and withdraw from areas that cannot be competitive
• Harness and celebrate the University of Bradford’s impact on health
• Be financially sustainable in our activities

The University’s key targets are:

• Be in the top 50 of the Times Good University Guide
• Have first-class student employability (consistently rated top 20 in the sector)
• Be in the top quartile for NSS (overall student satisfaction)
• Achieve second quartile for percentage of students receiving good honours
• Be in the top quartile of sector financial strength and the top quartile for the management of our estate.
• Increase our income from research and knowledge transfer awards
• Maintain top quartile performance in the Green League table
• Maintain IiP accreditation or similar
• Meet QAA standards in full
• Ensure above benchmark performance in all internal and external audit reports
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.

Our Values
(the way we think and act)
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 embed sustainability in our culture.

Our values demonstrate the culture we aspire to and define how our staff will be expected to behave.
Strategic Aims and Corporate Objectives
Our Strategic Aims and Corporate Objectives are outlined below.

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

Objectives
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 employability, 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.

Objectives
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.

Objectives
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.

Objectives
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.

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

Objectives
C13 By welcoming all under-represented groups through policies and processes which 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.

Objectives
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
Monitoring our Progress

The University will monitor its progress towards the Vision for 2016 through a range of measures. Academic schools and professional support services will all be required to report against their own targets, which will be aligned with the University top level targets in the corporate dashboard. Annual planning processes will inform regular reports through our committee structure to the University Council who are responsible for this corporate strategy.

Supporting Strategies

The key institutional strategies which will guide and underpin Making Knowledge Work 2016 can be accessed via the following web link: - http://www.bradford.ac.uk/about/strategiespoliciesmissionandvalues/

The University of Bradford is committed to promoting equality, diversity and an inclusive and supportive environment for students, staff and others closely associated with the University in conformity with the provisions of its Charter.

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