



UNIVERSITY OF
BATH

CORPORATE PLAN

2009/10 to 2013/14

December 2009

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CORPORATE PLAN: 2009/10 to 2013/2014

A leading university

The University of Bath received its Royal Charter in 1966 and will be celebrating its fiftieth anniversary in 2016. During its first 40 years, it has established itself as a top ten UK university with a reputation for research and teaching excellence. The Corporate Plan 2009/10 to 2013/14 outlines how we intend to build on this success and become one of the top 100 of world universities before our 50th anniversary in 2016.

Our Campus, overlooking the beautiful UNESCO World Heritage City of Bath, has a vibrant research culture driven by the enthusiasm and invention of our academic community. Our research ethos has a strong focus upon impact, tackling challenges of global significance from sustainability to health and wellbeing. We believe that our research should be of benefit to society and should achieve the highest standards of international excellence. Our faculty comprises some of the finest researchers from around the world and we nurture new research talent by fully integrating our postgraduate research students into the activities of our research clusters.

We are a first choice university destination for students in an increasingly competitive, international recruitment market. Students are attracted by our excellent academic reputation, our outstanding graduate employment record, our world class sports facilities, and the wide array of other social, recreational and personal development opportunities we offer. Our ability to offer placement options across our discipline base, and with leading organizations, is unique amongst UK research universities. Our graduates have excellent employment prospects, not only because of their discipline-specific knowledge and skills but also because of the emphasis we place on developing well-rounded, enterprising individuals with high aspirations.

More than one quarter of our students are pursuing postgraduate qualifications. Our commitment to enhancing the career prospects of our students extends to our postgraduate courses and to our broader continuing professional development provision. We have a clear vision for the education needs of practising professionals and we offer flexible provision delivered by distance learning or in the work place. Our continuing professional development provision extends up to professional doctorate level, where our offer is expanding rapidly.

Our community is characterized by its culture of high achievement, enterprise and creativity. We are sector leaders in the commercial exploitation of intellectual property (IP) and the establishment of international links for exploitation of IP. Our strength in knowledge transfer helped to secure one of only 12 EPSRC Knowledge Transfer Accounts to exploit research more effectively for the benefit of the UK's economy and society. Our Innovation Centre, a model of best practice for business incubation, is creating a new base of high technology, high yield businesses in the City of Bath. At a regional level, we are co-ordinating a number of advanced technology sector networks and are working with partners to establish a new science park facility for our region.

Our Students' Union is one of the best in the UK, ensuring that the student view is represented effectively at all levels of governance and working with our academic departments and professional services to make certain that our students receive high quality welfare, pastoral and academic support. The Students' Union also provides students with a wide range of opportunities for personal development, including award-winning enterprise education, and engagement with social, recreational and volunteering activities.

We recognise that we will need to pursue our goals in an increasingly competitive and resource constrained environment but we believe that we are in a strong reputational, intellectual and financial position to succeed.

Our Vision for 2016

In 2016 we will celebrate the 50th anniversary of the award of our Royal Charter.

We will be recognised as an international centre of research and teaching excellence, achieving global impact through our alumni, research and strategic partnerships.

Mission Statement

Our Mission is to deliver world class research and teaching, educating our graduates to become future leaders and innovators, and benefiting the wider population through our research, enterprise and influence.

Corporate Goals

In furtherance of our Vision and Mission, our main goals for the period 2009/10 to 2013/14 are to:

- promote research of international excellence and impact through the development of our intellectual and physical capacity.
- deliver high quality, professional education that is intellectually challenging, offering excellent career prospects, a supportive environment for personal development, and equality of opportunity to anyone with the academic ability to benefit.
- encourage a culture of creativity, enterprise and innovation, maximising the beneficial economic and social impact of our intellectual assets.
- raise our international profile by developing strategic partnerships, increasing the visibility of our research and teaching, strengthening our alumni networks and influencing policy on global issues.

The University recognises that there are three key **pre-requisites** to the delivery of its goals:

- the recruitment and retention of excellent staff, who are supported, informed and equipped to contribute fully to delivering our goals.
- the ongoing development and enhancement of our physical infrastructure and our specialist facilities to increase capacity, sustainability and quality.
- the achievement of financial security through the growth of income streams and rigorous control of expenditure.

1. RESEARCH

Corporate goal: to promote research of international excellence and impact through the development of our intellectual and physical capacity.

Strategic Aims

Our strategic aims for research are to:

- recruit and retain excellent researchers and develop an active research culture that fosters the highest achievements, encourages originality and innovation, and enriches the student learning experience.
- conduct research of global significance including the development of multi-disciplinary, high profile, internationally-recognised research areas.
- increase postgraduate research student numbers and forge a reputation for excellence in the education, training and development of postgraduate and post-doctoral researchers.
- maximise the intellectual, scientific, economic, social and cultural impact of our research, and to engage with research users as appropriate throughout the research process.
- ensure effective publication, dissemination and communication of our research.
- establish and sustain research partnerships with other HEIs, businesses, government and non-government organisations, in the UK and internationally.
- invest strategically in high quality research infrastructure, facilities, research support and research information management systems.
- increase external grant and contract income and to achieve financial sustainability for research activities.

Performance Targets

Our performance targets for research are to:

- be ranked in the top 15 in the Research Excellence Framework.
- increase ratio of FTE PGR/academic FTE to >1.75:1.
- grow grant and contract award value by 25% from 2008/09 by 2013/14.
- increase overall research grant and contracts success rates to 25% by cash value between 2008-09 and 2013/14 while at the same time growing the overall value of the active Research Portfolio by 10%.

Strengths

Our strengths in research are:

- a vibrant community of internationally-recognised researchers, with research aligned to address major global challenges.
- a research portfolio of over £100 million, with a strong Science, Technology, Engineering and Mathematics (STEM) core.
- strong research partnerships across discipline, institutional and international boundaries.
- a supportive environment for early career researchers.
- an international community of postgraduate research students.

2. LEARNING AND TEACHING

Corporate goal: to deliver flexible, high quality teaching and professional education that is student-centred and accessible, offering equality of opportunity to anyone with the ability to benefit.

Strategic Aims

Our strategic aims for learning and teaching are to:

- promote critical intellectual enquiry and independent academically rigorous learning in a supportive educational environment.
- sustain and advance the international recognition of the University for the quality of our teaching.
- provide our students with direct experience of leading edge of research in their discipline or field and to develop their research and technical skills.
- promote the application of knowledge and skills such that our students are capable of making significant contributions as employees and citizens.
- give our students opportunities to learn through internships and placements in a wide variety of different settings in the UK and internationally.
- promote flexible learning provision in order to respond to student diversity and, at postgraduate level, to the needs of practising professionals.
- challenge and support our students in helping them achieve their full potential.
- work with our students in building and developing our learning environment to make it as stimulating, relevant and satisfying as possible.
- ensure that our graduates are capable of making useful contributions in a global intellectual and economic environment.

- support and reward excellence in teaching in order to build the reputation of the University and its staff.
- work with regional partners to widen participation, encourage social mobility and provide options for progression into, and through, higher education.
- develop a portfolio of continuing professional education to meet the needs of employers and individuals.

Performance Targets

Our performance targets for learning and teaching are:

- raise undergraduate entry standards, as measured by average UCAS tariff scores, to 460 points or higher.
- achieve completion rates in excess of 92%.
- achieve a top 15 ranking for NSS scores.
- maintain >80% graduate employment in top three category of graduate level jobs.

Strengths

Our strengths in learning and teaching are:

- our emphasis on graduate employability (practitioner-focused curriculum, placement opportunities, transferable skills and personal development).
- the close partnership between central services, academic departments and the Students' Union to provide a supportive learning environment with high retention rates.
- opportunities for personal development, particularly in the arts and sports and through volunteering, but also through a range of other social and recreational opportunities.
- our flexibility in response to the needs of professional practitioners at postgraduate level.

3. ENTERPRISE AND INNOVATION

Corporate goal: to encourage a culture of creativity, enterprise and innovation, maximising the beneficial economic and social impact of our intellectual assets.

Strategic Aims

Our strategic aims for enterprise and innovation are to:

- Release the potential of our research base, translating the research excellence in our internationally-recognised research clusters into wider economic and societal benefits.
- Catalyse renewal in regional and national businesses by facilitating knowledge and technology transfer across sectoral boundaries.

- Expand our Innovation Centre to support the creation of new, high growth potential businesses and provide a stronger focal point for extending our influence on, and links with, high technology, regional SMEs.
- Develop stronger, long term relationships with businesses through support for key sector networks and exchange of research expertise with (blue chip) R&D companies.
- Strengthen and promote our consultancy provision to provide new opportunities for engagement with business and industry.
- Work directly with employers to strengthen the flow of higher level skills into key economic sectors through a range of approaches, including continuing professional development (CPD) and Knowledge Transfer Partnerships (KTPs).
- Enable entrepreneurial potential and culture change through training and education.
- Extend our regional economic impact through a range of complementary knowledge transfer methods.
- Engage with Governmental infrastructure to develop new collaborations with businesses and community bodies.

Performance Targets

Our performance targets for enterprise and innovation are:

- grow occupancy of expanded Innovation Centre to over 88% and graduate 10 high economic impact companies.
- exploit the EPSRC KTA award to develop 10 major company engagements and secure over £2 million additional research income.
- support an active portfolio of Knowledge Transfer Partnerships (KTPs) of 30 projects turning over in excess of £4 million per annum.
- generate an additional £800K per annum net from CPD activities.
- income from IP rights (excluding sale of shares from spin-offs) to exceed £250,000 per annum

Strengths

Our strengths in enterprise and innovation are:

- our national reputation as a sector-leader in knowledge transfer underpinned by the physical and intellectual capability that we have developed.
- our strong research base which is already aligned to tackle grand global challenges, such as sustainability and health, and to support sectors capable of rapid economic growth.
- our extensive networks of placement sponsors and business and enterprise mentors which can be exploited to promote knowledge transfer.

- our pervasive 'enterprise' culture, supported by internationally-acclaimed enterprise education for students delivered by the Students' Union.

4. INTERNATIONAL PROFILE

Corporate goal: to raise our international profile by developing strategic partnerships, increasing the visibility of our research and teaching, strengthening our alumni networks and influencing policy on global issues.

Strategic Aims

Our strategic aims for international profile are to:

- develop curriculum, modes of study and programmes taking account of the range and diversity of home and international students, and in compliance with relevant international standards.
- increase the number and proportion of international students, within the context of planned expansion and taking into account the student mix within each programme cohort, and to provide the appropriate support services.
- provide students with opportunities for international activities (including for example language studies , study abroad, placements and internships).
- develop and maintain links in research, teaching and knowledge-transfer partnerships with internationally renowned research-intensive universities around the world.
- develop and maintain links and partnerships with the international business community, philanthropic organisations, and community/NGO groups.
- enhance and maintain ongoing relationships with international alumni, and use these links to promote the opportunities for study at the University.
- contribute to national and international discussions shaping the HE internationalisation policy and practice agenda.
- raise the profile of the University's sports facilities, world class coaches and support services as an international centre of sporting excellence and coach education.

Performance Targets

Our performance targets for international profile are:

- top 100 in world university rankings.
- 30% of our student population from non-UK countries.
- 30% of our faculty from non-UK countries
- 25 strategic, sustainable international partnerships with universities, organisations and agencies in other countries.

Strengths

Our strengths in international profile are:

- 26% of our student and academic population is from non-UK countries.
- international alumni network, extending to over 100 countries.

5. VALUES AND ATTRIBUTES

Our **values** are evidenced in our commitment to:

- quality and excellence.
- highest standards of scientific and professional integrity.
- *freedom to challenge the received wisdom.*
- encouraging high aspirations.
- equality and diversity.
- working responsibly and with respect for others.
- best environmental practice.

The **attributes** that our community prizes are:

The determination to excel:	proactive in positioning ourselves for future excellence and success, ambitious in our goals, and united in our drive to achieve greater international prominence and higher standards.
An enterprising approach:	encouraging creativity and entrepreneurship across the community, researching new ways to meet global challenges, developing problem-solving and enterprise skills, and introducing more effective business processes.
An international perspective:	attracting the best staff and students from around the world, placing research and teaching in an international context and forming strategic alliances with leading international partners.
A supportive culture:	creating a welcoming, inclusive campus community that values the individual and supports the realization of their potential.
A collaborative style of working:	pursuing research and teaching in partnership with business, the professions, the public sector, the voluntary sector and other partners.

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