



BISHOP  
GROSSETESTE  
UNIVERSITY

# FIVE YEAR STRATEGY 2014 to 2019



# Foreword: fulfilling Bishop Grosseteste University's mission

We are delighted to introduce this Strategy for Bishop Grosseteste University. Having recently gained University title, the institution continues to thrive and this strategy sets out the direction and outlines the ambitions which will be achieved within the next five years. This Strategy has been developed through an extensive process of research and reflection within and beyond the University by staff, students and stakeholders.

The Strategy has been developed in the context of the challenges which are emerging in the sector such as the student number cap being lifted from higher education providers and increased competition, leading to a much more market-driven sector at a time when demographic changes in relation to school leavers result in fewer 18 year olds in the system.

Our Vision for 2019 is for BGU to be a leader in learning, to inspire excellence, and to enrich the lives of its students and staff and the communities it serves. As Lincoln's Church University we will remain true to our Anglican mission, ethos and values, welcoming staff and students of all faiths and none, striving for excellence and ambitious for the impact of our work on society. The University will remain a strong member of the Cathedrals Group of Universities (CG) and the Colleges and Universities of the Anglican Communion (CUAC) and will enhance its standing in local, national and international arenas.



This is a growth strategy which aspires to see the University expand its student base from around 2300 students in 2014 to around 4500 students by 2019; this will be achieved by developing the portfolio, by strategically expanding our research areas of strength, and by widening access to our courses locally, nationally and internationally. The imperative for action to raise aspirations amongst potential higher education learners in Greater Lincolnshire remains acute, with some of the lowest participation rates in the country.

Building on our sustained successes such as graduate employability and high levels of student satisfaction, we continue to focus on and enhance the student experience. Students' expectations of their education are, rightly, increasingly demanding and BGU's strong track record in personalised and engaged learning and teaching has much to offer in the current climate.

We believe that the ambitions outlined in this Strategy will ensure that BGU continues to be a major player in the higher education sector.

Rev Professor Peter Neil  
Vice Chancellor

Roger Mosey  
Chair of University Council

Chris Robertson  
BGU President 2014



# Where does Bishop Grosseteste University want to be by 2019?

Our Mission is to:

- Excel at teaching, learning and research
- Enable all students to achieve at the highest possible standard in their chosen field of study
- Provide life-enriching opportunities for our students
- Recognise aspiration and achievements and provide opportunities for self-development
- Foster an ethos in which individuals are valued and diversity is celebrated
- Develop productive partnerships to extend and deepen our external contribution regionally, nationally and internationally

Guided by our Mission, the key goals for our Strategy are to:

- Grow our registered student numbers from around 2300 to at least 4500 by 2019
- Provide an appropriate and attractive offer to “non-traditional” students, to



mature students and their employers through well-designed part-time and work-based programmes

- Increase the proportion of postgraduate and research students
- Improve BGU's current high levels of student retention, satisfaction and success in employment and further study

To deliver BGU's Strategy for 2014-19, we have developed a schedule of activities under the following themes:

- Learning, Teaching and Student Engagement
- Enhancement of the Academic Portfolio
- Research
- Participation
- Internationalisation
- Employability and Enterprise
- External Engagement, Partnership and Community
- Environment and Sustainability

In this document, we provide an overview of the overall aims within each theme and the key activities to be taken forward to achieve this aim.



# Learning, Teaching and Student Engagement

Our main aim under this theme is to:

Revise our approach to learning, teaching and assessment with a commitment to support active and accessible learning, where students are fully engaged with a variety of research-informed and enriched learning and assessment opportunities in a range of environments

In order to achieve this aim we will:

- Deliver continuous improvement in levels of student engagement and in students' perceptions of the quality of their learning and teaching experience
- Support and encourage the Students' Union to continue to develop its representational and engagement role on behalf of all students
- Develop, with students, expectations for the creation and enhancement of learning opportunities
- Offer flexible modes of delivery for our programmes tailored to the needs of different learner groups while making efficient use of our facilities
- Embed employability and enterprise education within all BGU degree programmes
- Revise, with partners, our approach to placement learning within academic programmes



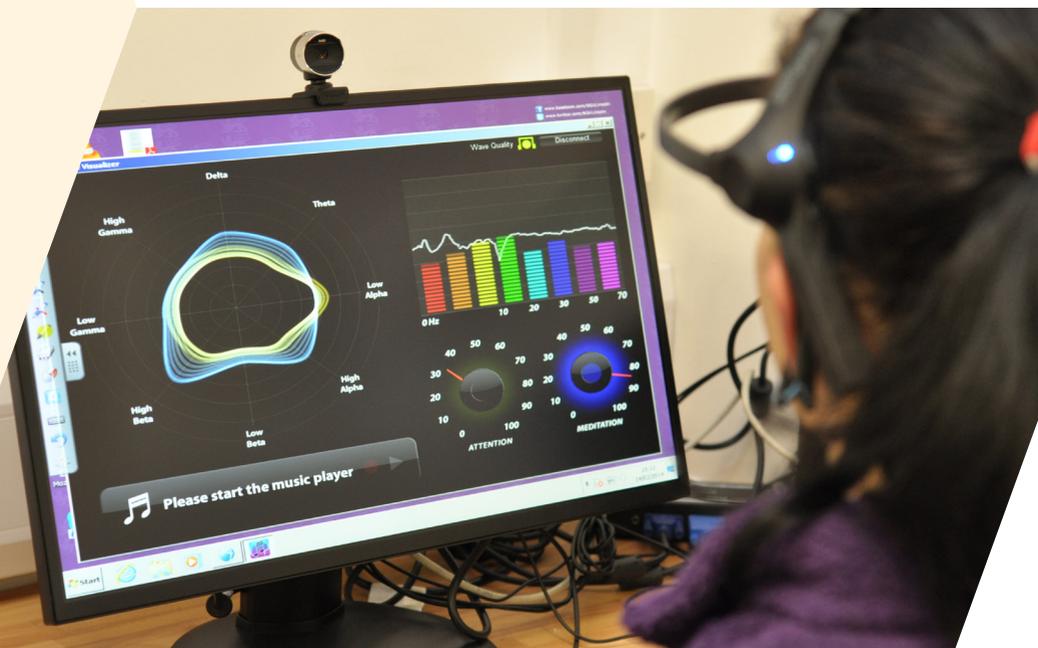
# Enhancement of the Academic Portfolio

Our main aim under this theme is to:

Deliver an academic portfolio that is attractive to students; equips them for work and further study; builds on and contributes to our research strengths and supports the growth ambition of the University

In order to achieve this aim we will:

- Develop a diverse portfolio of programmes based on cognate subject and disciplines which reflect and build on the University's traditional areas of expertise, including education and teacher training; humanities and social science disciplines
- Develop programmes specifically tailored to the needs of mature, part-time and work-based learners
- Offer programmes of study underpinned by research expertise and partnership with employers, education settings and Government agencies
- Anticipate and respond to Government requirements remaining at the forefront of offering new routes into teaching and new models of joint provision with schools and FE Colleges to support career-long personal development for teachers



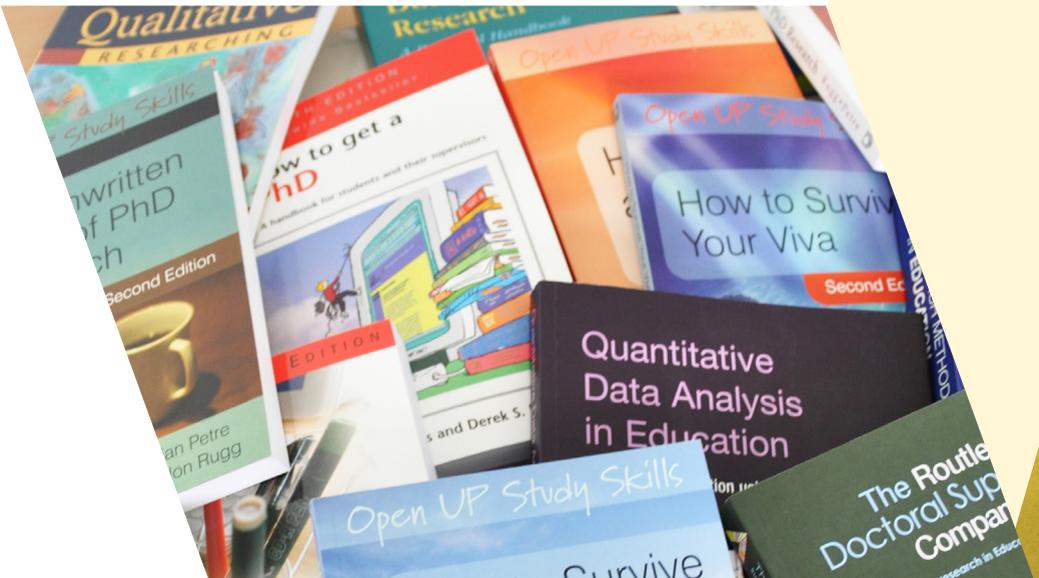
# Research

Our main aim under theme is to:

Transform BGU to a “research informed” University with a demonstrable increase in research outputs of improved quality

In order to achieve this aim we will:

- Establish a Research Centre and offer a full programme of research education resulting in measurable change in research identity, culture and environment
- Create cross-disciplinary research units with a focus and growth of expertise established in key areas aligned to our academic portfolio, business and enterprise development and external research networks
- Support staff and students to engage with research in all areas of institutional activity and embed research leadership within management roles
- Increase BGU’s contribution to local, regional, national and international research partnerships
- Grow the proportion of research income generation and grant capture
- work towards achievement of Research Degree Awarding Powers (RDAP) and for enhanced submission to Research Excellence Framework (REF) 2020 with a critical and sustainable mass of active researchers, research outputs and outcomes



# Participation

Our main aim under this theme is to:

Encourage and support students from “non-traditional backgrounds”, low-income families and low participation areas to participate in higher education

In order to achieve this aim we will:

- Offer specific programmes and projects designed to raise aspiration amongst potential learners from the Greater Lincolnshire area
- Create programmes that are attractive and relevant to prospective students internationally
- Develop, in partnership with other education settings, clearly defined “pathways” to higher education for potential BGU students
- Extend our postgraduate and continuing professional development provision to provide progression routes
- Review and develop the University’s offer to ensure that it is attractive to “second chance”, part-time and mature learners



# Internationalisation

Our main aim under this theme is to:

Prepare students for life and employment in a global society and ensure our staff seek to engage in research and scholarship of international significance

In order to achieve this aim we will:

- Build on existing partnerships, networks and contacts to forge strong institution-wide partnerships with like-minded educational organisations across the globe
- Develop specialised links within our Schools of Teacher Development, Humanities and Social Sciences, research clusters and, where appropriate, social and commercial enterprises to enhance research capacity and the quality of the student experience
- Incorporate approaches to the internationalisation of the curricula and student experience supported by modes of study, content and pedagogical approaches that are attractive to international students and staff
- Facilitate staff and student mobility by equipping students to spend part of their degree programme with key partners overseas and developing more opportunities for staff exchange, including delivering transnational education
- Build a programme of mutually beneficial developmental projects and links with a selected range of partners



# Environment and Sustainability

Our main aim under this theme is to:

Provide a high quality learning environment with facilities that meet the expectations of students and staff, and allow the University to achieve its objectives efficiently and ethically

In order to achieve this aim we will:

- Make sensitive and efficient use of the existing BGU campus to develop the physical facilities required to support high quality of learning, teaching and research
- Provide appropriate and stimulating working spaces for staff and students
- Create an attractive and sustainable environment for guests, visitors, partners and community
- Ensure that the IT infrastructure is upgraded to the level required both in terms of renewal and expansion of provision



# Employability and Enterprise

Our main aim under this theme is to:

Ensure that we strengthen our relationships with employers on a local, regional and national basis and that our graduates leave with the skills necessary for the labour market

In order to achieve this aim we will:

- Deepen connections between BGU and local employers through the work of BG Futures
- Extend our links with the Greater Lincolnshire Local Enterprise Partnership (GLLEP) continuing to ensure that BGU's academic programmes and research activities are supportive of the needs of the local economy and that this is acknowledged and embraced within the GLLEP's plans
- Grow our support for Small and Medium Sized Enterprises through the start-up and growth phases to create additional employment and wealth in the local economy
- Build and strengthen BGU's excellent track record on graduate employability and look to develop BGU as an entrepreneurial campus



## External Engagement – Partnership and Community

Our main aim under this theme is to:

Continue to develop BGU's role as a Community University actively creating, supporting and developing communities of learning within and beyond the local area

In order to achieve this aim we will:

- Raise the profile of BGU in Greater Lincolnshire to secure recognition of, and partnership relationships, in respect of our full and future portfolio offer as well as deepening our teacher development relationships and reputation
- Work as a Community University, developing, supporting and reaching out to communities of learners
- Review our collaboration with providers of Further Education, deepening our existing partnerships and developing additional partnership, particularly where this will enhance the delivery of our participation mission
- Seek out and maximise opportunities to extend partnership working with local community bodies relating to our mission and academic portfolio, building on the success of our relationship with, for example the Lincoln Theological Society and the Historical Association
- Maximise opportunities presented by BG Enterprise activities to enhance our profile and impact within the local community, continuing to make strong connections with the academic life of the University



# Transformational Potential of the BGU Strategy 2014-19

Achievement of the aims set out in this Strategy will see BGU grow in size and reputation, and significantly develop in shape and character. The following table indicates the scale of our ambition, as well as the very strong basis on which we are able to build and develop.

	<b>2014</b>	<b>2019</b>
<b>Student Satisfaction</b>	88%	90%
<b>Graduate Employability</b>	96.5% of graduates progress into employment/ further study within 6 months	≥96.5% of graduates progress into employment/ further study within 6 months
<b>Student Population</b>	2300 Students	Over 4500 Students
<b>Staff Engagement</b>	89% of staff say that BGU is a good place to work	≥89% of staff say that BGU is a good place to work
<b>Turnover</b>	£18m	£37m

Not only will achievement of the Strategy aims allow BGU to fulfil its mission, it will also enable us to make a significant contribution to the positive development of the cultural, social, economic and religious life of the City of Lincoln and our wider region.

# Implementation and Review

BGU's Strategy for 2014-19 will be delivered by means of a Strategy Implementation Plan, managed through a formal change programme with the Vice Chancellor as Senior Responsible Owner and the Chair of Council as Programme Sponsor.

In order to deliver the Strategy, we will need to further develop our internal culture, capabilities and potential through a programme of continual change and innovation, as we prepare to meet the emerging educational and employment needs of our students over the next decade and beyond.

We will support our staff and students through this period of change to embed our values into our day-to-day work.

We will:

- Be an inclusive community which fosters an ethos of mutual respect, trust and care
- Take an ethical approach to all activity and policy-making
- Recognise the place of faith within the human experience and provide for its practice, nurture and exploration
- Demonstrate our belief in education, learning and the facilitation of personal development
- Evidence the high value we place upon the academic quality of the programmes we offer
- Make a positive impact on the societies in which we live and work, including supporting sustainable development



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