

University of the West of England, Bristol
Frenchay Campus
Coldharbour Lane
Bristol BS16 1QY

www.uwe.ac.uk



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Advancing knowledge, inspiring
people, transforming futures
UWE Bristol Strategy 2020

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audio, Braille), please let us know.



STRIDING | forward
with
confidence

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WORKING ON AIR AND WATER

With climate change resulting in more floods and droughts, high levels of air pollution, and millions of people unable to access safe drinking water, the way we manage environmental challenges as a planet is crucially important. It's why a notable number of our research projects are aimed at

tackling air and water-related issues. From new filtration systems to provide clean water in disaster zones, to influential work to shape air quality management policies globally, UWE Bristol teams are working to help people live in a better environment in countries all over the world.

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Vice-Chancellor's introduction



"There is real passion, energy and commitment at UWE Bristol to maximise our potential as we invest in our facilities, our people, our teaching and our research. I am hugely proud to lead this creative and forward-thinking university with ambition and confidence for what lies ahead."

Professor Steve West
Vice-Chancellor,
President and CEO UWE Bristol

This strategy sets out a confident and ambitious future for UWE Bristol. It maps out the journey we are taking to ensure our graduates and staff are well positioned for the future.

It is a plan which builds on our academic heritage, our strengths and our achievements to date. It puts our student experience at the heart of our thinking – and firmly places our academic focus on providing outstanding learning and teaching, which is practice-oriented, professionally-recognised and informed by world-class, high-impact research, as well as our industry links.

The outstanding learning experience we provide supports the development of innovative, creative and courageous graduates who are passionate about their subjects and curious to learn more. But equipping our students to play their part in a changing, fast-moving global economy requires that we keep developing, keep enhancing and keep investing in what we do. To stand out in a highly competitive global environment, we need to compete with the best, and aim to be the best in practice-based learning and applied research.

With this in mind, we have identified the areas that we see as being critical for us to focus on as we grow and develop as a university between now and 2020. You can read more about these priorities in this document – as well as some of the key developments already underway, as we have invested significantly in our teaching, people, facilities and working practices in the last few years.

Through the work we are doing to improve our learning experience, to help our graduates get ready for the future, to conduct research that has an impact, and to grow and build on our connections, we are taking UWE Bristol forwards with confidence and ambition. And by doing so, we are making sure that our students, our staff and the University as a whole, are in a strong position to thrive, both now and in the future.

Our Strategy 2020 will keep us on track, as we continue to move forward with focus, clarity and confidence in our direction.

Our core purpose

is advancing knowledge, inspiring people, transforming futures

These are not just words – they are lived through the actions, behaviours, achievements and ambitions of all those who learn and work with us. This strategy sets out how our core purpose will steer us confidently through the years ahead.

Our ambition

To be a university recognised for the success and impact of our professionally-recognised and practice-oriented programmes; our strong industry networks and connections; our agile ways of working; and our inclusive and global outlook and approach.

Our strengths

We are a university for the real world. This is evident in:

- the lengths we go to, to equip and prepare our students for their future
- our strong links with over 1,000 employers to ensure our courses meet industry and professional needs
- the influential research we're leading, to address pressing local and global issues
- our well-established services for businesses and strong reputation for supporting innovation and growth
- the active part we play in the development of the Bristol city-region and the South West.

Our values

• Ambitious

We're not afraid to shape, challenge and tackle the big issues, to take the initiative and pave the way. To set our sights high for ourselves and our students.

• Innovative

We create new opportunities for the people who work and study with us. We embrace different ideas and pioneer new and better ways of doing things.

• Connected

We have strong connections, both close to home and around the world. Networks and communities feed into, and enhance, everything we do as a university.

• Enabling

We instil a thirst for new knowledge, its creation and application, and help people and organisations to be the best they can be.

• Inclusive

We invest in making UWE Bristol a supportive and inspiring place to learn and work – somewhere where diversity of experience and perspective is encouraged, and learning and research is accessible to as many people as possible.

Our priorities for action

Some of the organisations we work with:



Our Strategy 2020 is made up of four key priorities:

1. Outstanding learning

All our students experiencing engaging and outstanding learning, teaching and support services throughout their journey with us; making full use of advances in technology to support their academic, professional and social growth and development.

2. Ready and able graduates

Our graduates ready and able to realise their full potential; well equipped to make a positive contribution to society and their chosen field of work or further study; and primed to play their part in developing a sustainable global society and knowledge economy.

3. Research with impact

World-class performance in selected areas of research that meets the needs of a sustainable economy and society, and feeds the scholarship and enquiry underpinning our learning and teaching.

4. Strategic partnerships, connections and networks

Strategic links that differentiate our academic activity and enhance the global reputation, health, sustainability and prosperity of the University, Bristol and our wider region.

Alongside this, we have defined two key enablers that are critical to us achieving our priorities:

1. People

Performance and development

2. Place

Resources, estate and infrastructure

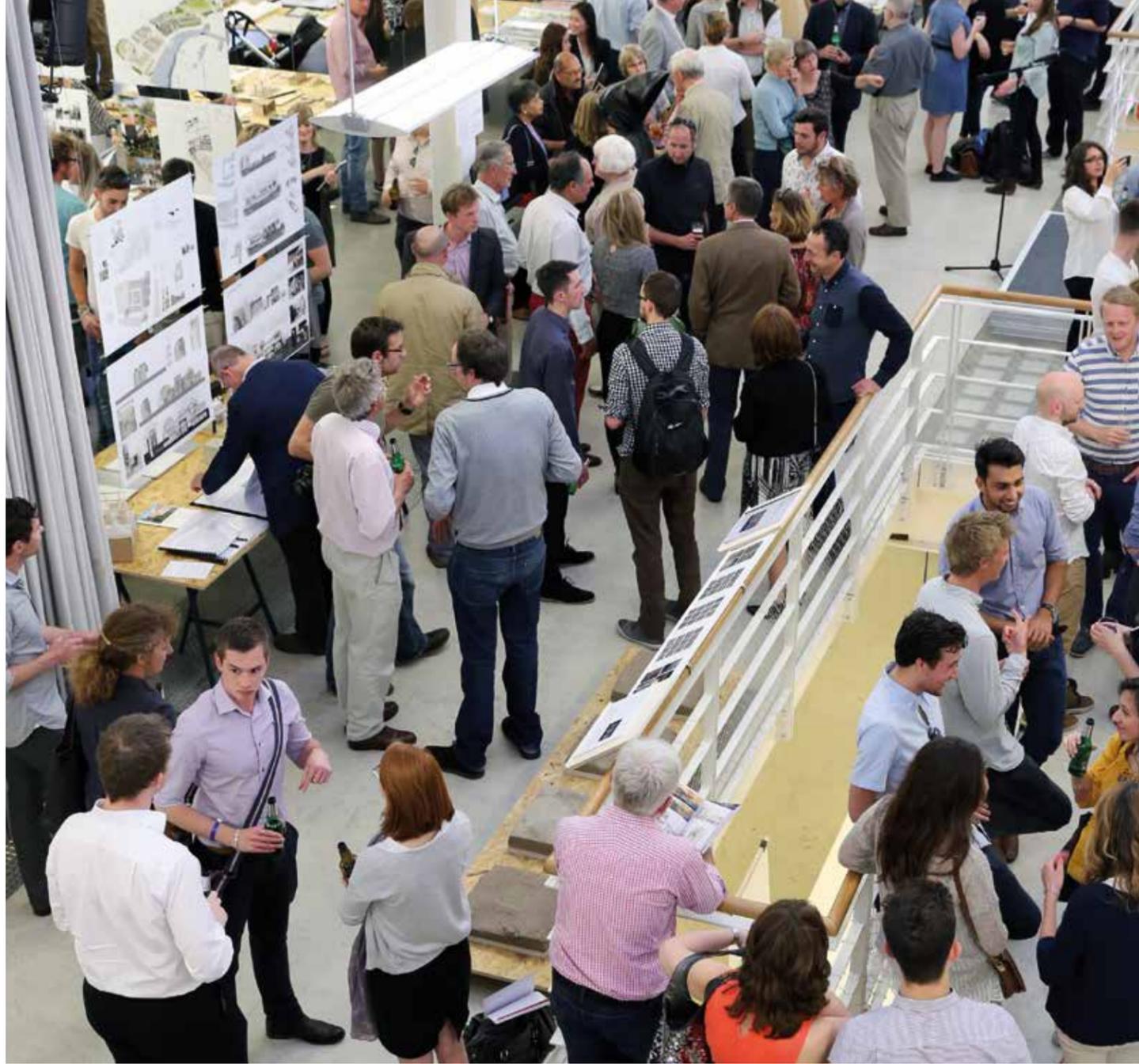
Getting our students involved

Our students have an important role to play in our strategy, and we are working together, engaging and involving them in the work we are doing to shape the University for the future:

- Building on our sector-leading student representation structure, students are part of our decision-making bodies, informing the actions we take, including the way we develop our curricula.
- We are working together to ensure the extra-curricular activities we offer enhance our students' academic and personal development – and allow them to develop as global citizens and make a positive difference to society.
- We are working with our Students' Union to recognise and celebrate our students' positive contributions.
- We are creating more opportunities for our students to engage with, and contribute to, our research, to support and enhance their learning experience.

Celebrating our student talent

We are hugely proud of our students' achievements and the journeys they take as they pursue their future careers and passions. Each year we celebrate with students from our Arts, Creative Industries and Environment and Technology departments as they exhibit their final year work at our well-attended degree shows.



TOP 10

UWE Bristol is consistently a top 10 university for graduate employment. In 2015, 94.8% of our graduates were in work or further study just six months after graduating.

Destinations of Leavers from Higher Education Survey, published 2015

Priority 1 Outstanding learning

All our students experiencing engaging and outstanding learning, teaching and support services throughout their journey with us; making full use of advances in technology to support their academic, professional and social growth and development.

We achieve this by:

- supporting our staff in providing a high quality, relevant and engaging practice-oriented learning experience, both on and off campus, for all our learners, using the latest technology and global information sources
- our academic departments working to continually improve; engaging students and gathering their feedback; sharing good practice; and adopting leading standards to ensure high performance and innovation across all of our programmes
- supporting our teaching and learning with excellent library and IT resources, specialist laboratory, practice and learning environments, and the latest technology
- having high quality and responsive business processes and professional services in place that support an excellent and seamless experience for our students throughout their time with us.

LEARN ABOUT BUILDING A BUSINESS BY RUNNING ONE

Our Team Entrepreneurship course is giving students a highly practical, non-traditional way to learn about running a business. Working in their own high-tech 'hub' rather than a classroom, they set up and manage their own companies, finding and competing for real projects to generate profits and build their skills and networks.



Sam Frost

"UWE Bristol designs course modules so they're not pure theory –they reflect what happens in the real world. The lecturers and teachers really know what they're talking about and come from industry."

Lucy
BA(Hons) Marketing



Priority 2 Ready and able graduates

“You won’t experience a ‘standard’ curriculum at UWE Bristol. We’re always looking for ways to add something a little different, something you’ll be able to draw upon in your career, and seeking out new opportunities that will benefit our students—whether that’s building links with employers or integrating more practical, hands-on content into our courses.”

Dr James Lee
Head of Department of
Arts and Cultural Industries

Our graduates ready and able to realise their full potential; well equipped to make a positive contribution to society and their chosen field of work or further study; and primed to play their part in developing a sustainable global society and knowledge economy.

We achieve this by:

- offering a portfolio of ‘first choice’ undergraduate and postgraduate programmes with an applied or professional focus, underpinned by practice, applied research, scholarship and employer engagement
- offering real world opportunities for every student, such as internships, coaching, peer-assisted learning, placements, project work, community service and volunteering
- being an inclusive university with a diverse student and staff population, where difference and different perspectives are explored and celebrated, and we support our students to play an active part in our society and economy
- providing academic and professional support staff who are scholars, experts and leaders in their field, and connected to industry, practice and the professions.



The skills our graduates need

We have identified the skills our graduates need to be work-ready. By the end of their studies with us, we aim to make sure they are:

- ready and able
- self-reliant and connected
- enterprising
- globally responsible
- future-facing.



HANDS-ON LEARNING

With practice-based learning a central part of our offer, we have invested in state-of-the-art learning environments to give our students plenty of opportunities to practise the skills they need for their careers. From the latest healthcare simulation facilities, and diagnostic imaging and radiotherapy

equipment, to our Bloomberg financial trading room, mock law courts and media green room, we are ensuring our students can develop their skills and confidence in highly realistic practice-based environments.

79%

The latest national research quality assessment confirmed that UWE Bristol is a front-runner among modern universities with 61% of our research ranked 'world leading' or 'internationally excellent' for quality and 79% of our research considered to have had an outstanding or considerable impact in economic and social terms.

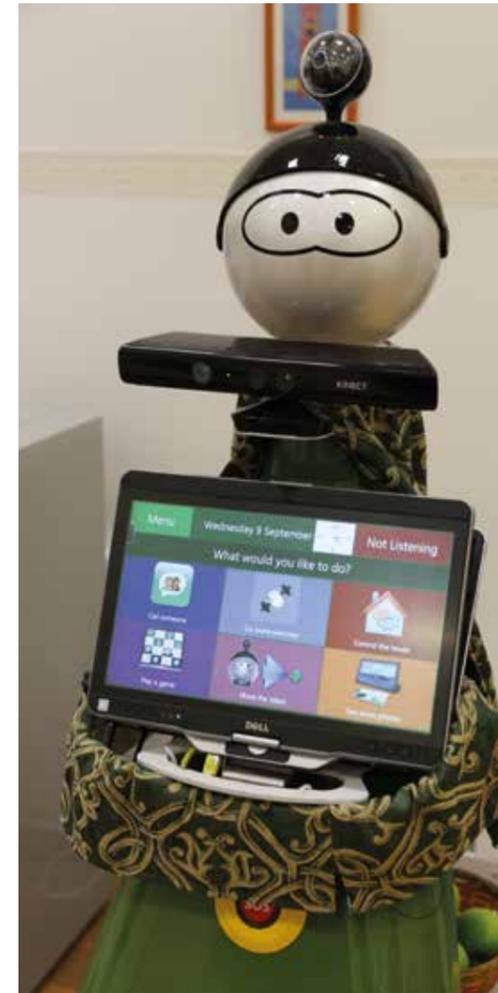
Research Excellence Framework 2014

Priority 3 Research with impact

World-class performance in selected areas of research that meets the needs of a sustainable economy and society, and feeds the scholarship and enquiry underpinning our learning and teaching.

We achieve this by:

- leading and contributing to research that is recognised as world class, and building and sustaining our capacity to attract funding from Research Councils, European and regional grant awarding agencies and industry
- using knowledge exchange and social, community and public engagement to maximise the impact and return on our scholarship and research
- taking an integrated approach to research and teaching, by enriching our curriculum and consolidating our areas of academic excellence.



Priority 4 Strategic partnerships, connections and networks

Strategic links that differentiate our academic activity and enhance the global reputation, health, sustainability and prosperity of the University, Bristol and our wider region.

We achieve this by:

- building effective national and international collaborations with schools, colleges, universities and other partners to raise young people's aspirations and attainment, and encourage and support their progression to higher education, and to UWE Bristol
- leading the way in our engagement with diverse communities of practice, public organisations and individuals, maximising the potential of the talent base in UWE Bristol and the Bristol city-region
- developing high quality, tailored professional support for our business partners, working with key regional and national organisations in our areas of expertise, and leading high impact networks to promote economic growth, sustainability and social enterprise in our city, region and beyond
- taking a proactive and systematic approach to developing and enhancing our strategic partnerships at home and overseas, and consolidating activity to create the most value, for us and our students, in particular to enhance our learning and teaching, research and infrastructure.

SNIFFING OUT CANCER

Researchers at UWE Bristol have developed a prostate cancer test that could make current invasive diagnostic procedures a thing of the past. Working with researchers at the University of Liverpool, Odoreader® can 'smell' the cancer in men's urine and has been successfully piloted in collaboration with clinical colleagues at the Bristol Urological Institute team at Southmead Hospital and Bristol Royal Infirmary.



WORKING TO CHANGE LIVES

Whether it's developing personally adaptive robotic systems to support independent living for the elderly, or creating sensitive and high-speed methods of detecting changes in patient health, UWE Bristol is collaborating with health organisations, industry, government agencies and charities to transform lives.



Tom Sparey

Key enabler 1 People: performance and development

A culture of high performance and constructive challenge.

We achieve this by:

- establishing clear roles, objectives and behaviours that are aligned to our core purpose and strategy
- building individual, team and organisational capability and capacity to deliver our strategy, by enhancing skills and knowledge throughout the University
- communicating and leading in a way that empowers our people to achieve their potential and fosters engagement, innovation and creativity
- being agile, focusing on continuous improvement and quality, and ready and willing to make the necessary changes in approach to help us achieve our goals.



Key enabler 2 Place: resources, estate and infrastructure

A strong and confident financial position, a robust approach to strategic management, and a sustainable learning environment where our people can flourish.

We achieve this by:

- taking a clear and transparent approach to strategic management that allows us to prioritise, be accountable, take responsibility, and reward people for their contribution, while encouraging the innovation and agility that is essential to achieving our ambition
- operating in a sustainable way, and being respected and recognised for our management standards across our strategic and financial planning, health and safety, equality and diversity, and sustainability measures
- creating a learning environment that is flexible, open and digitally connected, which supports innovation and the shared generation of ideas and solutions across all our campuses
- encouraging sustainable and healthy behaviours that underpin all that we do.



“What I like about working here is that we’re all about preparing people for life after university. We have a strong practice-based and professional focus. We offer people a strong set of connections that can create opportunities for them. We offer a good environment for preparing people to go on to do good things for themselves and for society.”

Ray McDowell
Head of Department of
Business and Management

Strategy Implementation:



How we are doing so far: 2013–2016

As we move confidently along our Strategy 2020 path, we have made strong progress across many areas since 2013, with programmes focusing on developing and enhancing our learning and research, our campus environments, our people and how we work.



Prioritising practice-oriented learning

As a key part of our strategy, we have placed further emphasis on bringing practice-oriented learning to the fore across the University, and enhanced it in courses where it wasn't already a central focus. We now offer placement opportunities to all students who wish to take them up.

Our Strategy 2020 consolidates and builds on UWE Bristol's position as a university that champions new ways of thinking and working. It's a plan that's ensuring we continue to evolve and set the pace for change, in line with the needs of our students, our staff and the wider economy.



Our new City Campus

Through our close partnerships with M Shed, Spike Island, Watershed and the Arnolfini, our new vibrant City Campus is now open – giving students studying creative and cultural subjects the chance to get involved in the work of some of the city's most prominent creative spaces.

"City Campus makes learning modern, radical and inventive...It takes the campus into our city; it makes the city our campus."

Professor Alex Gilkison

Pro Vice-Chancellor and Executive Dean
Faculty of Arts, Creative Industries
and Education



Practice-based spaces

We have invested in state-of-the-art equipment and resources, to enhance the way learning happens across UWE Bristol – from nursing simulation suites to multi-media broadcast studios, where students can apply their knowledge and embed their skills in realistic workplace settings and scenarios.

A new Students' Union building

We opened a new purpose-built, energy-efficient Students' Union building in 2015 – to create an inspiring new space, with meeting rooms, an engagement area for students to liaise with SU staff and representatives, performance space, a bar, café, shop and terraces with outdoor seating.



University Enterprise Zone

As one of only four UK universities selected to develop a University Enterprise Zone, we've been working with the Local Enterprise Partnership on the new development. Opening in 2016, this inspiring new enterprise space will promote collaboration between higher education and industry, and serve as a hatchery and grow-on area for businesses specialising in robotics, health technology, biosciences and biomedicine.

Improving the way we work

We have drilled down into different aspects of our student and staff experience to make improvements and harness new technology to help us become more responsive. Teams spanning multiple faculties and functions have helped unpick systems and processes where they are not functioning as well as they could be, to improve the way things work right across the University.



New student accommodation

Our work to add 1,200 more student rooms to Frenchay Campus is well underway, with over 400 more rooms completed in 2014, and another 561 planned for 2017 – helping us to meet the increased demand for on-site first-year accommodation.

New learning environments

A new world-class facility for our Faculty of Business and Law is under construction and will offer an innovative way of studying and working – with new social and learning spaces to allow students, staff and business people to work together more closely, and make valuable new connections.