



bucks
new university



Impact 2022

Strategic Plan: Buckinghamshire New University

Foreword

Impact 2022 will realise the vision for Bucks to be a University with sector-leading impact, renowned for an education that is flexible, built around the needs of its students, and vocationally-based, ensuring their career success.

Impact 2022 builds on our mission to transform lives through inspiring, employment- and profession-focused education, enabling people positively to impact society and their future. It calls for us to assess the value of our work through the University's impact on students, staff, stakeholders, communities and strategic partners.

Our vision is for Buckinghamshire New University to become a University that is highly connected, permeable, student- and customer-focused, business-oriented, strategically aligned, impactful and aligned to strategic partners.

We will develop our position as an innovative, teaching-oriented University, delivering sector-leading and life-changing educational and employment outcomes for our students. Our education will be flexible, inclusive, enquiry-based and employer-informed, and designed around the needs of our students. We will deliver research and innovation that impacts and enhances lives and society and underpins our educational offer. We will be an outwardly-focused institution, entrepreneurial in spirit, meeting our ethical and social responsibilities, expanding our reach through working together with learners, employers, the public, and strategic partners. We will reach out to all our communities, cementing our position as Buckinghamshire's University, and building on our civic engagement within the county, London and the South-East. We will be a learning organisation, enabling our staff to flourish, build their expertise and professional practice, and continuously excel and improve our organisational effectiveness. We will be financially strong ensuring our sustainability through realising efficiencies, growth, expansion, and investment. Above all, we will be a vibrant, inclusive community that inspires learning, develops potential, widens participation and ambitiously transforms lives.

We aim for our students and staff to love being at the University, proud of an organisation that helps them to grow, to develop and to make a real difference. We will become a University that is financially strong, built on growing student numbers and developing additional sources of revenue.

We will have an excellent reputation for student experience and outcomes, our delivery as a strategic partner, and our role in building skills in our communities.

Our core priority, education, will be underpinned by clear value propositions. We will provide an education that works for all regardless of background or circumstance; provides students with skills for life, able to meet the global challenges of the 21st Century; and is ethical and sustainable, from a University that always meets its social responsibilities, to students, to staff, and to society.

The strategic plan contains a nested hierarchy of aligned and coherent strategies.

- Two core strategies – Education; and Research and Knowledge Exchange.
- Four strategies for cross-cutting themes – Social Responsibility and Reputation; Customer Service; One University; and Commercial.
- Four strategies for the underpinning resource base – Digital; People; Financial; and Estate.

Professor Nick Braisby
Vice-Chancellor



Impact 2022

By 2022 we aim for the University to have



Grown Bucks student numbers to 7,000-7,500 FTE.



Raised overall student satisfaction above 85% and other satisfaction scores above benchmark.



Improved retention and highly skilled employment indicators above benchmark.



Improved our reputation to 80th or better in aggregate across league tables.



Achieved TEF Gold.



Achieved a recurrent annual surplus of 7-10%.



Managed staff costs prudently to no more than 50% of income.



Ensured liquidity is in excess of 150 days.

Education

The University aims to develop sector-leading impact, becoming renowned for an education that is flexible and practice-based, built around the needs of its students and ensuring their career success.

Aims

We will develop an education that

- works for all regardless of background or circumstance, and is the foundation of an excellent student experience;
- is inclusive and enquiry-based, informed by research, arousing curiosity and helping students build answers to deeply rooted questions;
- harnesses the best of digital technology;
- is informed by employers, providing students with skills for life, enabling them to meet the global challenges of the 21st Century; and
- is ethical and sustainable, from a University that always meets its social responsibilities, to students, to staff, and to society.

Priorities

We will ensure that

- there is a core, Bucks curriculum enabling all our students to reach their full potential and providing them with globally-relevant skills for life;
- students have genuine choice in their curriculum and in the pace and place of learning, enhanced through digitally enabled delivery;
- we work in partnership with employers, providing students with meaningful industry-engaged opportunities to develop their work readiness and core competencies, attitudes and behaviours through placements and work experience;
- the academic year is reviewed and reformed to ensure curricula are delivered flexibly, effectively and efficiently;
- students are engaged as active co-participants in their education;
- students are supported in developing the skills they need to succeed;
- all programmes engage with industry liaison boards to inform the currency of the portfolio;
- there is a strong culture of recognition and reward for excellence in staff teaching and support;
- there is an effective and strategic approach to high-quality partnerships, including the extension of the University's reach in the form of trans-national education; and
- we produce interdisciplinary courses through collaborative working across schools.







Research and Knowledge Exchange

Research and knowledge exchange activities will enrich our inclusive, learning community. They will help us reach out to the public, to our communities, and to our key strategic partners. They will help us to innovate and continually improve our enquiry-based education.

Aims

We will develop a culture of research and knowledge exchange that

- underpins our innovative and enquiry-based education;
- is organised around impact, to maximise benefit for the users of our research;
- is inclusive, encouraging contributions from all our staff and students;
- builds our reputation and reinforces our pre-eminence within key disciplines;
- positions the University to attain research degree awarding powers; and
- enriches the University's intellectual life, securing the engagement of our communities and strategic partners.



Priorities

We will ensure that

- our research plays a role in stimulating enquiry and helping students build answers to deeply rooted questions in all our educational programmes;
- our applied research activity is organised around the needs of users of research, in impact centres that build excellence aligned to key areas of distinction and strength;
- our impactful research strengthens strategic relationships with key partners through collaboration and knowledge exchange;
- our research impact is built into our curriculum;
- our performance in REF 2021 successfully builds our reputation, for example through subject league table performance;
- we construct and follow a roadmap to deliver research degree awarding powers;
- we grow our postgraduate, doctoral and postdoctoral community;
- the professoriate plays a leading role in the intellectual life of the University and in building public and community engagement;
- students in all discipline areas have meaningful opportunities to continue their education at taught postgraduate and doctoral level;
- students engage with their programmes as researchers; and
- staff are encouraged and incentivised to engage in knowledge exchange activity, including consultancy, on behalf of the University.



Social Responsibility and Reputation

We aim to be a University that always meets its social responsibilities and is able to deliver successfully for those that engage with us for the services we provide. We will set and achieve high standards, celebrate and promote our successes, and be self-critical where we need to improve further.



Priorities

We will ensure that

- the University articulates and delivers against its mission as a civic University, engaging with communities across the county of Buckinghamshire and elsewhere;
- the University engages effectively with business, actively contributing to the local and national industrial strategies, and economic growth within the region, including the Oxford-Cambridge ARC;
- the University sets and meets sector-leading standards in relation to environmental impact, informed by the national priority to move to net zero by 2050;
- we prudently commit a proportion of our resources to supporting volunteering and philanthropic giving;
- our investment and procurement policies fully reflect our prioritisation of social responsibility and value for money;
- the University builds on its reputation for widening participation through an active programme of work to reduce and eliminate inequalities;
- students and staff are encouraged to engage with our communities and supported through time release schemes; in all areas of the University, reputational indices are used to set high standards and manage performance; and
- we have in place effective communication and marketing strategies to celebrate and promote our successes.

Aims

We will develop an approach to our social responsibilities and reputation that

- meets the highest standards in relation to our environment, including energy, waste and travel;
- ensures we honour our commitments through philanthropic and community-based work;
- ensures we continually develop the benefits of studying and working at the University, and supports the well-being of our students and staff;
- builds our brand; and
- treats reputational indices such as league table position or net promoter score as vital key performance indicators.

Customer Service

Key to our success will be identifying, understanding and responding to our customers, ensuring that our services are continually adapted to meet their needs. We will always question what we could have done to improve customer satisfaction, and will ask for and act on feedback on our performance.

Aims

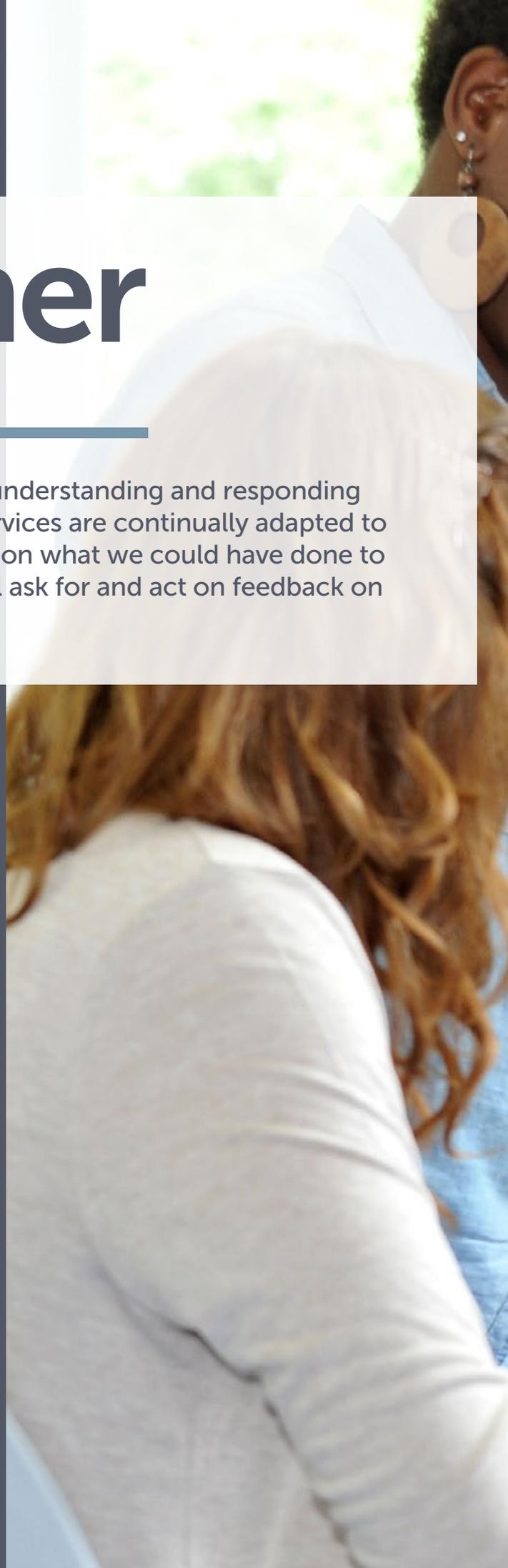
We will develop an approach to customer service that

- is personal, professional, friendly and efficient;
- is externally recognised and benchmarked;
- offers customers start-to-finish resolution;
- is built on intelligent analysis of the markets in which we operate;
- ensures we always seek, respond and adapt to feedback; and
- places the voice of our students and customers at the heart of our operations.

Priorities

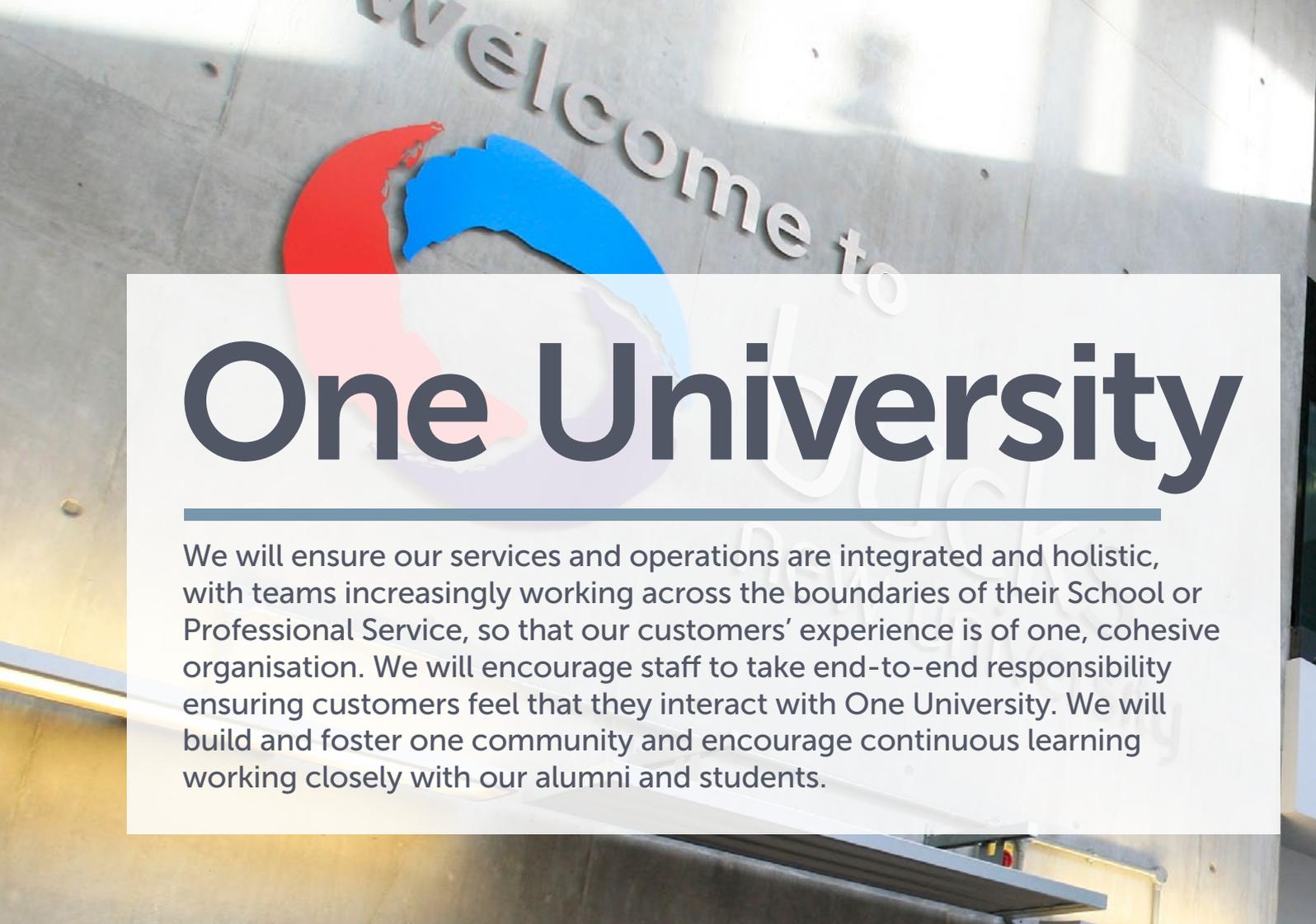
We will ensure that

- we develop a clear understanding across all areas of our activity of who our customers are;
- we utilise techniques of market segmentation and develop personas to develop insight into the needs of our different customers;
- we develop a model of customer service that is personal, professional, friendly, and built around our values;
- we embed a culture always of acting in response to feedback;
- we obtain external accreditation for our approach to customer service;
- we introduce innovative ways to gather customer views, including feedback button boxes and mystery shoppers; and
- the customer voice is heard at all levels of our operation.





Fton Street Subway Station
D, Dwn & Bklyn (5) A C U M 2 2 3
& Uptown/Bronx via Passageway 4 6
Enter with or buy MetroCard at all times or see agent across Broadway



One University

We will ensure our services and operations are integrated and holistic, with teams increasingly working across the boundaries of their School or Professional Service, so that our customers' experience is of one, cohesive organisation. We will encourage staff to take end-to-end responsibility ensuring customers feel that they interact with One University. We will build and foster one community and encourage continuous learning working closely with our alumni and students.

Aims

We will develop the model of One University that

- breaks down silos and ensures effective cross-team working;
- ensures all business and administrative processes are effective and efficient;
- encourages staff to take end-to-end responsibility;
- enhances cross-team and cross-site communications;
- uses digital technology to enable collaboration and cross team working;
- develops a single look and feel for all University buildings and campuses; and
- ensures all staff have exposure to the University and higher education sector.

Priorities

We will ensure that

- business processes are reviewed and revised, building on opportunities for new ways of working, and are implemented effectively and efficiently;
- all staff are facilitated to take shadowing or secondment opportunities in other units within the University;
- we introduce a learning and development programme to support cross-team working;
- staff are supported through the introduction and effective use of an intranet;
- cross-site communications are digitally enhanced;
- the look and feel of our estate is consistent, appropriately reflects our brand and values and incorporates space design principles that promote one team working and end to end responsibility; and
- all staff meaningfully engage with other universities or higher education providers to enrich their continued professional development.



Commercial

We will deliver greater and more sustainable financial returns from those activities with a commercial focus. We will ensure that business to business services and relationships enable the University to take advantage of commercial opportunities. We will ensure our commercial work is agile, responsive, and flexible, rooted in an accurate understanding of income and financial and opportunity costs.



Aims

We will develop a model of commercial services that

- develops a successful fund-raising and alumni capability, giving the University a key income stream;
- maximises student and business use of our technical, residential and leisure facilities, classroom and conference space and business incubation spaces;
- integrates and grows our business to business activities and reputation;
- brings together key account and relationship management functions; and
- makes a significant contribution to the University's annual surplus. Priorities



Priorities

We will ensure that

- the University develops a strategy for the sustainable delivery of its commercial activities;
- a commercial and business development directorate brings together existing and new services;
- there is a commercial orientation and culture across the University, emphasising new opportunities, return on investment, and customer service;
- all our staff have appropriate development to inform their commercial responsibilities and commercial acuity;
- there is an effective approach to marketing and promoting our commercial and business development initiatives;
- existing services and functions are reviewed to ensure they enhance our commercial activities; and
- we develop an active approach to fund-raising, development and alumni relations, to generate significant income streams, funding for capital projects, as well as reputational benefit.

Digital

We will shape our digital strategy around the need to prepare our students for a world of work rooted in the cutting-edge use of digital technology. We will develop our core infrastructure, promoting the functionality and behaviour needed to support the strategies of Impact 2022. The student and user experience will be at the heart of the digital strategy positioning the University to take full advantage of new technology, including shaping, improving and transforming our business processes.





Aims

We will develop an approach to the University's digital infrastructure and capabilities that

- inspires learning and teaching, reaching out to different kinds of student, and offering them flexibility and personalisation in their studies;
- effectively supports research and knowledge exchange;
- introduces efficiencies in ways of working;
- builds the capabilities of our people;
- supports and enhances the student and customer experience;
- enhances the resilience and functionality of the University's IT infrastructure;
- incorporates intelligent use of data and analytics; and
- enhances communication and interactivity.

Priorities

We will ensure that

- students benefit from lecture capture technology;
- there is an effective attendance monitoring system;
- we invest in and fully utilise a predictive analytics system;
- we develop a business intelligence capability;
- we introduce communication and collaboration technologies to enhance learning and teaching and cross-site and cross-team working;
- our digital capability meets the expectations of students;
- our staff and students benefit from high quality training and development to build their skills and capabilities;
- we fully support wireless-enabled working and bring your own device; and
- our on-site information technology and audio-visual and classroom facilities inspire learning, studying and working.

People

We will create a diverse workplace culture which prizes the high performance that will be key to our success and develops our people, their skills, attitudes and behaviours and ensures their alignment with strategic priorities. We will support our people putting in place structures and processes to promote well-being, reward and recognise our staff, and ensure they are supported to fulfil the expectations of their roles.

Aims

We will adopt an approach to our people that

- ensures our people identify with a strong framework of values;
- encourages and enables skill development;
- ensures all staff have a voice that will be heard;
- inspires institutional pride; and
- recognises exceptional performance to attract and retain people.

Priorities

We will ensure that

- the work of our people is aligned with the goals and priorities of Impact 2022 at all levels of the organisation;
- we develop a culture of intellectual endeavour, innovation and professional engagement for all staff;
- our people champion our values and use them to inform their approach to work;
- there is a behavioural framework in place to help our people translate values and strategic priorities into behaviours;
- the work of key governance and management committees is visible, understood and recognised;
- all staff in leadership positions are developed and encouraged to take greater levels of responsibility, demonstrating ownership and wider communication of organisational priorities;
- succession planning is in place at all levels of the organisation;
- all staff have a framework to help guide them in understanding the expectations for their roles, and have regular feedback mechanisms to embed their development;
- staff are fully engaged in the work of the organisation;
- the organisation works effectively with staff bodies including the trade unions to foster a culture of greater cooperation, trust and an aligned direction;
- we effectively support the well-being of our people; and
- we build on best practice within the sector to reward and recognise our people.





Financial

We will develop the financial capabilities, resources and infrastructure to ensure we can invest appropriately in our strategic priorities. We will generate annual surpluses, meet our ongoing need for capital investment, manage our financial affairs prudently, including controlling cost, and ensure that the money we have works hard for us and in a way that respects our social responsibilities.

Aims

We will develop an approach to the University's finances that

- prioritises the generation of recurrent annual surpluses;
- enables the University to fund ambitions for development and investment;
- develops detailed cost models to inform business decisions;
- ensures the University's costs are effectively managed; and
- delivers financial freedom and resilience by reducing reliance on government funding; and
- looks to best practice in the sector.

Priorities

We will ensure that

- the University meets budget forecasts in relation to the generation of annual surpluses;
- the University develops a strategic approach to capital investment, including acquisitions, informed by robust benefits analysis;
- detailed activity costings are in place, supported, and used to inform business decisions;
- there is a long-term plan for investment and development, one that reflects our prioritisation of social responsibility;
- our financial analysis drives forward business opportunities, benefits realisation, income and returns on investment;
- our financial analysis is used effectively to improve the financial performance of all units;
- all staff are aware of, are aligned to and own financial performance targets;
- we consistently adopt and use financial key performance indicators to manage our activity; and
- we adopt the best practice in the sector for commercial and financial operation.



Estate

We will ensure our whole estate conveys a coherent and appropriate look and feel for the University, one that reflects our strategic vision, mission and values. We will refurbish and redevelop our campuses to ensure they support learning, enhance the University community, providing a sense of destination and arrival, and contribute to minimising our impact on the environment.

Aims

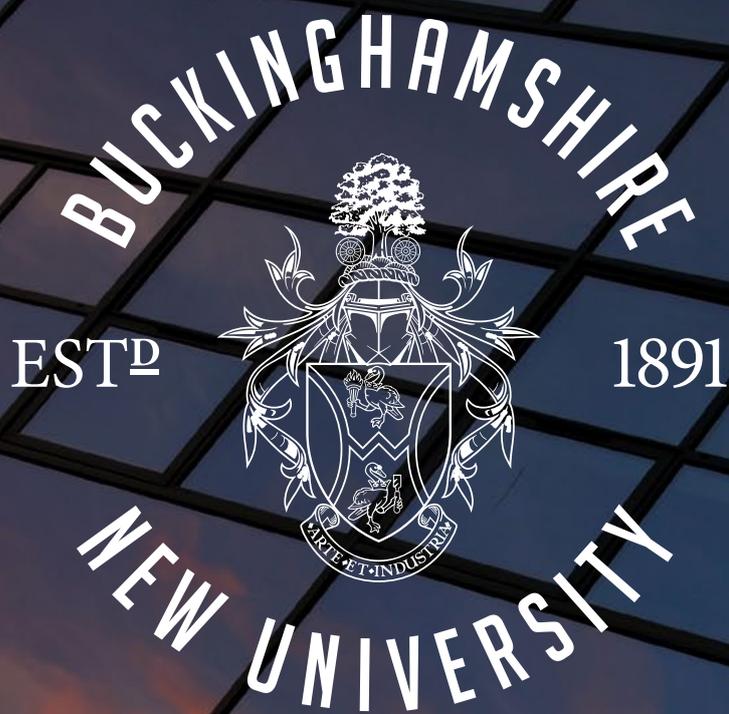
We will adopt an approach to our estate that

- emphasises permeability, connection and coherence, and the relationship with our local communities and strategic partners;
- encourages a sense of destination for those visiting our campuses;
- encourages positive feelings about being present on the University's campuses;
- reflects the similarities and differences between the main and satellite campuses; and
- ensures key student- and customer-facing facilities are welcoming, attractive and appropriately located.

Priorities

We will ensure that

- there is a current estates master plan, informed by our strategic priorities, and designed to meet the future needs of our learners, staff, communities and strategic partners;
- different buildings and spaces feel part of One University, their coherence enhanced by the use of one look and feel, everywhere;
- entrances to the University and our campuses' connections to the immediate environment convey a strong and welcoming impression;
- where possible, our estates become an iconic focal point of their local towns;
- ageing parts of our estate are refurbished and redeveloped;
- we review our approach to social learning, and adopt the highest standards in relation to our learning and teaching spaces;
- new spaces are created including those that support subject-specific learning resources, and ones that support our entire learning community
- we introduce zoning to ensure that Schools have a 'home space';
- the estate is made more attractive through the provision of additional outdoor, green spaces; and
- we use the estate to celebrate the successes of our students, staff and alumni.



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