



BISHOP
GROSSETESTE
UNIVERSITY

BISHOP GROSSETESTE UNIVERSITY, LINCOLN **STRATEGY** **2019-2025**

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WELCOME

We are delighted to present a new Strategy for Bishop Grosseteste University (BGU) for 2019 to 2025. It is the product of extensive consultation within the University as well as feedback from external stakeholders from various industry sectors. We are extremely grateful to everyone who has participated.

Throughout the discussions about our future, a recurrent theme has been the sense of community that is part of BGU, and we are keen to retain and enhance this distinctive feature of who we are. More widely, we are also committed to making a full and positive contribution to our neighbourhood, to Lincoln as a 'learning city', and to the skills and knowledge economy of Greater Lincolnshire and the East Midlands.

The Strategy is a 'living' document and is intended to be uncomplicated and accessible. It sets out what we will do during the next six years. Beneath it sits a business plan that captures how we will do it. In planning our future, we want to recognise and highlight some of the important successes of the last planning period, and we include some voices that help to bring the Strategy to life.

We have an outstanding team of talented and dedicated staff, a diverse, engaged and eager population of students, and active and supportive alumni. Together, we are proud to be committed to the next stage of our journey.

Bob Walder

Mr Bob Walder, Chair of Council

Rev S. Neil

Rev Canon Professor Peter Neil,
Vice-Chancellor

Mr Alan Foster

Mr Alan Foster, President of the Bishop
Grosseteste Students' Union

TEF Gold

150 YEARS OF TEACHING EXCELLENCE

Our history as experts in developing the skills of teachers is still relevant today. We have been judged to be Gold standard by the Teaching Excellence Framework (TEF) - the highest possible rating. Students also benefit from the Centre for Enhancement in Learning and Teaching (CELT), personalised learning and support, and industry-recognised student support.



INTRODUCTION

Higher Education in the United Kingdom is vibrant, dynamic and facing unprecedented challenges. At BGU we aim to deliver growth and development through a commitment to excellence, creativity and innovation in our learning and teaching, research and knowledge exchange. We seek to bring benefits to individuals, enable businesses

to flourish, and to make a positive difference to society and the economy. Our new strategy builds on and celebrates a long and rich history. It provides a blueprint for a modern university with an exciting, prosperous and sustainable future, based on continuity, growth, diversification and continuous improvement.



CONTEXT



Bishop Grosseteste University has been delivering education in uphill Lincoln since 1862 and was awarded university title in 2012. Between 2014 and 2019 we had an ambitious strategy for growth. The changing external environment meant that some of the targets that were set were not achieved, but there were some important successes. They included:

- A 27% increase in the number of taught programmes
- The number of research outputs, the number of active researchers and the total research income more than trebled
- High-quality bespoke support to over 1,100 businesses in Greater Lincolnshire
- An additional 12 programmes with collaborative partners and 2 new partnerships with Further Education Colleges

- A 4-fold increase in international student recruitment, international staff mobility and international income
- Overall, 89% of staff agree that 'BGU is a good place to work'
- An award-winning project to extend and modernise Constance Stewart Hall, and the addition of the renovated St Hugh's building as a home for the Lincolnshire Open Research and Innovation Centre (LORIC)

In planning for our future, BGU remains fully committed to the Cathedrals Group of Universities and to the Colleges and Universities of the Anglican Communion. We are also informed by the Industrial Strategy and the priority sectors of the Greater Lincolnshire Local Enterprise Partnership, as well as the TEF, the Research Excellence Framework and the Knowledge Exchange Framework.

VALUES, PURPOSE AND AMBITION



Our values

Inspired by our Anglican foundation, we will continue to live the values of respect, integrity, courage, excellence, resilience and inclusion.

Our purpose

By valuing all of our people and through ethical and enduring partnership working, we deliver individualised and creative support and transformation to our learning and business communities.

Our ambition

Shaped by our heritage and led dynamically into our future, by 2025 BGU will be a mature, confident, sustainable and accessible university.



“The chaplaincy is an extraordinary feature of the university which maintains and sustains spiritual and cultural values which make our work at BGU the embodiment of inclusive Christian values that have universal appeal to the whole of the university.”
(School of Teacher Development, 2018)



OUR PRIORITIES

Throughout our history we have delivered programmes of study with a commitment to increasing access and widening participation. Our Strategy is deliberately aligned to the requirements of the Access and Participation Plan for the independent regulator of higher education in England, the Office for Students. Our planning horizon is until 2025.

As a modern university, we will deliver a differentiated and comprehensive BGU experience to all our stakeholders. We have two sets of overlapping and linked academic activities –

- Learning, teaching and students' experiences
- Research and knowledge exchange

There are two sets of enablers –

- Collaboration and partnerships
- A connected infrastructure



LEARNING, TEACHING AND STUDENTS' EXPERIENCES



Building on our outstanding record for student progression, achievement and employability, in order to enhance BGU's reputation for excellence, we will:

- Provide a student-focused and enabling approach that focuses on individual needs
- Extend opportunities through more flexible modes of delivery
- Simplify and modernise our credit framework
- Embed enquiry-led and research-engaged programmes with students as active partners in learning
- Introduce imaginative multi- and inter-disciplinary programmes
- Develop programmes attractive to international markets
- Enrich the excellent support provided by CELT
- Create a significant new additional portfolio offer

Recognising the demographic characteristics of student recruitment, in order to diversify the student population, we will:

- Increase the proportion of under-represented students
- Raise the number of part-time and work-based learners
- Improve the proportion of international students



"I saw an advert for BGU online and when I clicked on it I knew it was where I wanted to go. BGU were really supportive and helpful – they say that you get a feeling when you find the right place, and I knew straight away it was BGU."

(Holly, Early Childhood Studies, 2018)

RESEARCH AND KNOWLEDGE EXCHANGE

Continuing our progress towards Research Degree Awarding Powers, in order to grow our reputation for the delivery of high quality research with impact, we will:

- Increase in the volume and quality of published outputs
- Extend the public impact of our research, incorporating local, national and global contexts
- Enhance our research environment through Research and Knowledge Exchange Units that reflect our expertise
- Grow our postgraduate research community

Developing our well-established knowledge exchange activities within BG Futures, and building on the successes of the LORIC and Business Inspiration projects, we will

- Provide an externally-facing and supportive response to the complex knowledge needs and challenges across the East Midlands and more widely
- Develop dynamic and diverse relationships and partnerships engaging a range of economic, social and cultural sectors, and involving the breadth of our subject mix

ACCESSIBLE EXPERTISE

We are dedicated to widening access, participation and inclusion in Higher Education. We benefit our business and learning communities by our presence and investments as well as by encouraging knowledge exchange and research partnerships across Greater Lincolnshire. Through our flagship research and innovation centre, LORIC, we are part of the fabric that makes Lincoln unique.



Our business is in its start-up phase and it had no knowledge at all, prior to the support received from BGU, of what training and business advice was available to us. BGU's support has opened our eyes to all sorts of opportunities for the business to rapidly grow.”
(Director, Raceway Cart Centre, Blyton, Gainsborough, 2019)



COLLABORATION AND PARTNERSHIPS

By continuing to nurture mutually beneficial, collaborative and bespoke partnership arrangements, we will:

- Pursue a strategic and sustainable corporate alliance to ensure our long-term resilience
- Secure a wider variety of partners from different compatible sectors
- Develop a reputation as the preferred provider of mentoring for collaborating partners

Through our continuing internationalisation of the University, we will:

- Create international opportunities for all students
- Develop and embed new trans-national education programmes and tri-country partnerships



INFRASTRUCTURE



With an explicit commitment to workforce development and enhancement, to become an employer of choice, we will:

- Prioritise staff health and wellbeing
- Embrace diversity and cultivate inclusion
- Enable career progression

Supporting the delivery of what we do through our estate, we will:

- Provide a fit-for-purpose and a welcoming environment for all of our people
- Enhance and extend the main campus
- Commit to the sustainability of the environment

By embedding a properly integrated business information platform with our information and communications technology services, we will:

- Enhance our capability for dynamic horizon-scanning and business analytics
- Develop a transparent workload allocation model linked to staff performance / development arrangements
- Create seamless but secure access to applications and services

Together these priorities will enable us to ensure that the BGU brand is established and recognised regionally, nationally and internationally.

DELIVERING THE STRATEGY

The priorities set out above will be 'owned' by the academic faculty, centres and units as well as by the professional services departments. We will monitor our 'high level' progress through our formal committee structure by using measures of performance:

- Growth of income
- Increased productivity of research outputs
- Increased student satisfaction
- Maintained student continuation and achievement
- Improved environmental sustainability
- Diversified student population and staff base
- Increased staff satisfaction
- Increased community engagement

SUPPORTIVE CAMPUS COMMUNITY

As a campus university we have so much to offer our students on site. As a result we have some of the happiest students with a consistently high satisfaction levels in the National Student Survey. Our students are never more than a few minutes away from fun, friends and support.



"BGU's uniqueness stems from the individual attention a student can expect from staff. The committed staff add value to the course and the student experience."
(Chief External Examiner, 2017-18)





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OUTSTANDING EMPLOYABILITY

We are consistently one of the top universities for employability with 97% of our students in work or further study within 6 months of graduating. Our Careers Service, BG Futures, is dedicated to working with students to make them more employable – ensuring that our students have all of the graduate attributes they need to make their next steps.



@BGULincoln

