We aim to make a truly transformative contribution to the lives of our students, staff and the people of our region and to make a very positive impact in society more broadly.

Over the last 10 years the University has grown greatly in scope and scale. Quality has never been so good. More graduates than ever before have earned good degrees and gone on to sustained professional and personal success. The University's contribution to our City, the region and society has been transformative. Hopes have been realised. Plans have turned into achievements. Research has illuminated the path to successful change. New buildings and fresh opportunities have been created. Innovation has produced real development. Inclusion has produced true participation.

Central to the University's success have been the purposeful, creative and sustained partnerships we have enjoyed with many other vibrant organisations – locally, regionally, nationally and internationally. Enduring values, fresh thinking, sustainability and common purpose have been at the heart of these shared achievements.

This plan has been prepared in the realisation that the University's successful and sustainable growth has created new hopes and expectations: hopes and expectations that, in concert with our partners, we will do all we can to meet.

This plan has greatly benefited from a process of extensive consultation with partners and friends of the University as well as with students, staff, Fellows and governors. We are very grateful for the many thoughtful, creative, insightful comments and suggestions that have been made.

We hope that this plan and the University's subsequent work will meet and exceed the expectations of all who have contributed.

The University is deeply committed to providing outstanding higher education, scholarship and research. We will continue to inspire, to include and to innovate. We look forward to working with you as we confront the challenges of the future and create a better society.

Professor David Green, Vice Chancellor and Chief Executive.

Julian Pallett, Pro Chancellor and Chair of The Board of Governors.
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VALUES


WE ARE COMMITTED TO DEVELOPING, PROMOTING AND CHERISHING VALUES OF INTELLECTUAL OPENNESS, HONESTY AND LOVE OF LEARNING.

Our work is inspired by a commitment to human equality and dignity, democracy and mutual respect. We aim for equal opportunity and real inclusion in all our activities. We promote sustainable development and active community engagement. We have an important role in generating and applying knowledge for public benefit. We believe that every individual matters and aim to help all our students, staff and partners make the most of their own rich potential as well as to benefit from the practical rewards and prosperity which stem from higher education and learning.

These values continue to guide the University’s priorities, vision and mission, finding expression in a culture of friendliness, creativity, imagination, dynamism and effectiveness.

MISSION

- To be an outstanding university at which to be a student
- To motivate and empower our students, graduates and staff to make a first rate contribution to society
- To inspire our students to reach their full potential, through excellent, innovative teaching, scholarship and research
- To foster and disseminate independent and distinctive scholarship and research, to achieve major, beneficial, social impact
- To be an outstanding university at which to be a member of staff
- To make a transformational contribution to the positive development of the cultural, social and economic life of the City of Worcester and our wider region
- To stand out as a visionary and inclusive university that challenges and overcomes barriers to participation in higher education

UNIVERSITY VALUES

- Intellectual openness, honesty and love of learning
- Human equality and dignity
- Democracy and mutual respect
- Educational and social inclusion
- Environmental sustainability and social responsibility
- Ethical and professional behaviour
- Active engagement and partnership
We believe that every individual matters and aim to help all our students, staff and partners make the most of their own rich potential.
APPROACHING £150M OF INVESTMENT HAS SEEN THE OPENING OF MANY OUTSTANDING FACILITIES.

UNIVERSITY DEVELOPMENTS 2007-2012

1. The Hive Library
2. Riverside building
3. Worcester Arena
4. City Campus
5. Charles Darwin Laboratories
6. New halls of Residence
7. Peirson Study and Guidance Centre
8. The Garage

St John's Campus

5. Charles Darwin Labs
7. Peirson Building

University Park in development since 2012 – 1 mile west

8. The Garage

The Hive Library
1. The Hive Library
   opened 2012
2. Riverside Building
   opened 2011
3. Worcester Arena
   opened 2013
4. City Campus
   opened 2010
5. Charles Darwin Laboratories
6. New Halls of Residence
7. Peirson Study and Guidance Centre
8. The Garage
   opened 2009
ABOUT THE UNIVERSITY OF WORCESTER

THE UNIVERSITY OF WORCESTER HAS EMERGED AS A ‘UNIVERSITY OF CHOICE’ FOR STUDENTS AND STAFF, AS WELL AS PARTNERS IN EDUCATION, BUSINESS AND INDUSTRY.

SINCE BEING AWARDED FULL UNIVERSITY TITLE IN 2005, WORCESTER HAS ENJOYED SUSTAINED GROWTH IN STUDENT APPLICATIONS AND NUMBERS AND SIGNIFICANT IMPROVEMENTS IN STUDENT COMPLETION AND ACHIEVEMENT.

From 2005 to 2012 applications grew from 5,000 per annum to over 13,000 per annum – the largest, sustained rate of growth at any UK university.

Through visionary leadership and planning and with emphatic support from staff, partners and students, the University has entered a new period of development and growth that will build on its reputation as a leading and inclusive provider of higher education. At a time when institutions are expected to respond to greater demands from fee-paying students and to engage more closely with their local communities and employers, the University has invested significantly in new facilities which both enhance the learning experience and provide vital physical renewal and regeneration in Worcester.

The St John’s Campus has benefited from very extensive refurbishment and modernisation as well as the construction of new science laboratories, sports facilities and Halls of Residence.

Redundant buildings near the St John’s Campus have been purchased and transformed into specialist teaching facilities for art, sport and performance, as well as for general teaching.

The University’s new Riverside Campus includes a 2,000 capacity indoor sports arena. An exciting new University and community resource, it is the country’s first specifically created sports facility to cater for the needs of wheelchair athletes.

In the centre of Worcester, on the site of previously derelict buildings, the University’s City Campus has come to life. The fully restored and modernised historic buildings of the former Worcester Royal Infirmary, high quality student residences, and immediately adjacent The Hive, which contains Britain’s first fully integrated university and public library, have created an exciting new cultural and learning quarter in the heart of Worcester, which will grow over the lifetime of this Strategic Plan.

Timely development has been possible due to effective, strategic financial management, which has enabled substantial growth in the University’s revenues. Since 2005, the University’s annual earnings have increased rapidly, more than doubling from £32 million to £70 million in 2012. Equally important, the University has earned a good surplus in every year since gaining full University title. By 2012, the University employed over 1,000 people and through the overall spend of the University, its staff and students, contributed more than £250 million to the region’s economy.

As well as growing and evolving physically and financially, the University of Worcester has added new courses, subject areas and study options, designed to cater for the demands and needs of today’s students and employers. It will continue to monitor and respond to the market and to add more programmes over the period of this Strategic Plan.

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Strategic Plan 2013-2018

www.worcester.ac.uk

Founded in 1946, the University of Worcester is now one of the UK's fastest growing universities.

UNIVERSITY INCOME DOUBLES IN 6 YEARS

<table>
<thead>
<tr>
<th>Year</th>
<th>£'000</th>
</tr>
</thead>
<tbody>
<tr>
<td>2004-05</td>
<td>29,463</td>
</tr>
<tr>
<td>2005-06</td>
<td>32,143</td>
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<td>2006-07</td>
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<td>2010-11</td>
<td>67,006</td>
</tr>
<tr>
<td>2011-12</td>
<td>70,817</td>
</tr>
</tbody>
</table>

Since being awarded full university title in 2005, Worcester has enjoyed sustained growth in student applications and numbers and significant improvements in student completion and achievement. From 2005 to 2012 applications grew from 5,000 per annum to over 13,000 per annum – the largest, sustained rate of growth at any UK university. Through visionary leadership and planning and with emphatic support from staff, partners and students, the University has entered a new period of development and growth that will build on its reputation as a leading and inclusive provider of higher education. At a time when institutions are expected to respond to greater demands from fee-paying students and to engage more closely with their local communities and employers, the University has invested significantly in new facilities which both enhance the learning experience and provide vital physical renewal and regeneration in Worcester.
A growing range of degree courses are offered which lead to professional registration.
Today, the University enjoys an outstanding reputation for the quality of its teacher education and is one of the largest, as well as the best, UK providers in this field. From the 1970s onwards, the range of higher education provided was significantly extended and diversified. The combination of diversity and quality created the opportunity for the College to make a successful application for Taught Degree Awarding Powers, which were conferred on the institution by the Privy Council in 1997. University College status followed in 1999. An application to the Privy Council for full University status was successful, at the first attempt, in 2005. In turn, full University status created new opportunities for research and to educate research students on a more extensive scale. This underpinned the University’s successful application to the Privy Council for Research Degree Awarding Powers, which were conferred in 2010. The University now offers undergraduate and postgraduate courses across a wide range of subject areas. It is a major national centre for initial teacher training, continuing professional development and for educating people to work with children and young people. Over 500 schools work in partnership with the University. The University is also very highly regarded for its innovative, high quality work in both early years’ education and in perinatal education. In 2011, Worcester was chosen as the NCT’s (National Childbirth Trust) University partner.

In Health, a growing range of degree courses are offered which lead to professional registration, including in nursing, midwifery and para-medicine. All are highly rated by the Nursing and Midwifery Council and other relevant professional bodies and benefit from a strong network of partnerships with Hospital and Health Trusts and organisations, as well as the relevant professional and chartered bodies. There is a strong group of psychologists providing extensive educational and research opportunities. The University’s Association for Dementia Studies has established an international reputation for its educational and research work.

In recent years the University has invested in facilities for teaching and research in courses in the biological and environmental sciences. The University hosts a number of successful scientific research groups, including the National Pollen and Aerobiology Research Unit, whose work provides essential data and information for the country’s pollen forecast and has extensive applications in human health as well as in agriculture and industry.

The University’s Worcester Business School has been housed since 2010 in the historic buildings which form the core of the University’s City Campus. A wide range of undergraduate and postgraduate Business courses are provided, often in partnership with commerce and industry. There are opportunities for professional accreditation as well as a diverse range of employment opportunities.

In the fields of Sport and Exercise Science, the University’s ability to combine high quality work in both coaching and sports science has led to FIBA Europe, the European governing body for basketball, designating the University as The FIBA European Centre for Basketball Research. The University has developed highly successful specialisation in disability sport, which is both innovative and inclusive. An inspiring Learning Through Sport programme for children in the region has attracted significant national interest and endorsement.

Strong features of the University’s provision in Humanities and Creative Arts include children’s illustration and literature, a diverse range of courses in digital media and film production, and undergraduate and postgraduate courses in Drama and Performance, as well as well-regarded courses in traditional subjects such as History, English and Sociology. There are good links with local arts and cultural organisations.
Direct state funding is being substantially withdrawn from universities in England. English higher education is being opened up to ‘for profit’ providers.

At the same time, the broader economic and social context is making the role of universities in society even more important. In difficult economic circumstances, universities’ ability to invest in physical capital and to create new human capital has become a major national concern. The changing underlying nature of the economy means that the proportion of jobs needing graduate qualifications is increasing rapidly whilst jobs requiring no qualifications are declining. Continuing structural change in the nature of the labour market will underpin growth in demand for degree-level and postgraduate education despite the government’s transfer of the bulk of the costs from society to the individual.
CONTEXT: POLITICAL, ECONOMIC AND SOCIAL

The role of universities in the 21st century extends far beyond the contribution made to the economy. Universities are engines of opportunity and personal transformation and play a very broad, constructive role in society. They make a crucial contribution to public benefit, through education and research, and by acting as agents for regeneration, growth, social cohesion and inclusion. Universities play a transformational role in the lives of people through widening access and inspirational learning and teaching; their contribution to the social and cultural lives of the communities that they serve has the potential to be profound. Universities play a central role in improving the health and well-being of people, through research and its application. They have a wide ranging, positive impact on the life chances of individuals and the prospects of the communities that they serve.

The changes that are taking place will require universities to articulate their purpose even more clearly, and to demonstrate fully their relevance and importance to individuals and organisations, including those who doubt the value of a more highly educated and engaged population. Successful universities will need to distinguish themselves in the market and be able to demonstrate that they are providing the first class education and career opportunities they promise. The University of Worcester has long recognised this and is responding to these challenges. Facing the future successfully requires a well-reasoned, institution-wide strategy, based on proper analysis of the context, challenges and opportunities. Sound vision, strong and enduring values, demanding but realistic ambitions, and wise choices are all required.

The University of Worcester has been strengthened by a period of sustained institutional success and ongoing investment in its development. This success has been based on making the right strategic choices, based on inclusive values and practice. The University has demonstrated strong leadership and agility in making successful strategic adjustments to adapt to the major economic, political and social changes that have occurred since 2008.

Major achievements:
- The successful creation of Britain’s first university and public library, symbolising our commitment to work that benefits both students and the wider community
- Winning many new student places, educational and research contracts thanks to our combination of sustained high quality, inclusion and innovative practice
- Increasing the University’s income by 50% from 2008 to 2012, thereby consolidating its financial position and forming a strong investment programme
- Retaining and extending the University’s commitment to working in partnership, with schools, further education colleges, healthcare providers, and national and international organisations

All of this means that the University of Worcester is well-placed to navigate the next five years, and to emerge an even more dynamic, resilient and valued institution; an institution of which staff, students, alumni, partners and the people of the city and region are proud.
RESPONDING TO THE NEW CONTEXT

The City Campus breathed new life into derelict historic buildings and is now home to the University's Business School.

The new context poses major new challenges. Meeting these challenges successfully will require some significant changes in the way that the university works.

Changes include:

- Even higher quality of education for the University’s students
- Sustained emphasis on the professionalism of the University’s staff, which will be a strong theme in the University’s distinctive offer
- A new strategy to develop a culture of participation and active citizenship
- A significant improvement in the quality and quantity of published scholarship and research
- A renewed strategy for partnerships with educational, business, arts, cultural and public service organisations to fulfil the University’s role as a key engine for opportunity, creativity, wealth creation and improved public services
- A revised financial strategy, with a greater emphasis on entrepreneurial and commercial activity, to assure the financial stability of the University, its independence and growth
- Further development of a vibrant campus with high quality facilities at the City, St John’s, Riverside and University Park sites
- A new strategy for international work, providing opportunities for staff and students to engage on a global level, supported by high quality international partnerships
- The further development of strategic work to consolidate the University’s reputation as a good employer and to be perceived as an outstanding university at which to work
- A reaffirmation of the University’s commitment to inclusive values and to equality and diversity

These are the concepts and principles that inform and underpin the University of Worcester Strategic Plan, 2013-2018.

HRH The Duke of Gloucester KG GCVO is the University’s founding Chancellor.
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We are a friendly community in which high quality teaching and good professional relationships between students and staff are very important.

The Worcester Arena is purpose-designed to include disability sport.

New teaching laboratories in the Charles Darwin Building.

Worcester is the University partner for the National Childbirth Trust (NCT).

The University of Worcester seeks to repay that investment so that our students:

- Flourish and achieve their full potential
- Are challenged and encouraged to grow intellectually
- Acquire high level employability skills
- Become self-confident, active citizens who participate fully in society
- Graduate with a strong capacity for lifelong learning
- Participate fully in the University community
- Take part in fulfilling cultural, sporting and community activities
- Understand, appreciate and practise concepts of professionalism and apply these as graduates of the University
- Enjoy their time in higher education
- Become good ambassadors for the University

our courses and curricula will:

- Provide an education and experience that is outstanding in each field of study
- Allow our students to develop intellectually and personally
- Meet the diverse needs of students, employers and society in the 21st century
- Equip students to find graduate employment, gain professional advancement and/or start up new enterprises
- Enable students to undertake work related to their study, to develop their job seeking skills, to learn through community engagement and volunteering, and to recognise achievements through appropriate qualifications and awards

We will provide opportunities for students to:

- Engage actively in all aspects of University life
- Develop responsible, ethical and professional behaviours
- Engage actively with their own education
- Combine learning and earning

Going to university represents a major investment for students – intellectually, emotionally and financially.
THE UNIVERSITY OF WORCESTER’S MISSION

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GOING TO UNIVERSITY REPRESENTS A MAJOR INVESTMENT FOR STUDENTS – INTELLECTUALLY, EMOTIONALLY AND FINANCIALLY.

AN OUTSTANDING UNIVERSITY AT WHICH TO BE A STUDENT AND OF WHICH TO BE A GRADUATE.

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**A SELECTIVE AND INCLUSIVE UNIVERSITY**

The University of Worcester will:

- Provide outstanding support to individual students through academic tutoring and highly professional student services, to enable them to achieve the highest possible levels of attainment.
- Offer teaching, learning and recreational facilities that are first rate and conducive to high rates of retention, progression, achievement and student satisfaction.
- Work closely with the Students’ Union to ensure that it is well supported and well led, so that students have an articulate voice in the governance of the University, are well represented through the Student Academic Representative Scheme and are fully engaged members of the University community.

WE HAVE A STRONG TRADITION AND AN EXCELLENT REPUTATION AS AN INCLUSIVE, OPEN AND ACCESSIBLE UNIVERSITY.

We aim to select and admit highly motivated students who will benefit from the educational experience we offer, and who will go on to make a full contribution to society, inspired by commitment to the principles of social inclusion. We believe that opening up access to higher education is a fundamental university objective and is one of the key contributions that the University of Worcester makes to public benefit. This is even more important given the shift in responsibility for funding higher education from the state to the individual. We take a whole-institution approach, recognising that widening participation starts at a very early age.

Notable contributions include:

- Our work with the National Childbirth Trust to extend and improve ante-natal education.
- Our high quality education and training for early years’ professionals.
- Educating outstanding primary and secondary school teachers to provide first rate opportunities for children from all backgrounds and abilities to learn and aspire to high levels of achievement.
- The capacity to expand the innovative Learning Through Sport and Disability in Sport programmes now that the country’s first indoor arena specifically designed to cater for the needs of wheelchair athletes has been opened.
- An extensive mentoring programme to encourage secondary pupils to progress to higher education and the creation of The Hive to act as a great engine for widening children’s literary and cultural engagement.

Through our work we aim to open up opportunities to many people who would not otherwise have progressed educationally.

**We will:**

- Select and admit students on the basis of their ability to succeed, irrespective of their background.
- Accept and give equal consideration to applications from well-motivated students with appropriate qualifications, traditional and non-traditional, academic and vocational.
- Through our outreach work, raise aspirations and attainment amongst people with potential who have not previously considered higher education.
- Take into account contextual data in our selection processes.
- Ensure that our educational partnerships are based on the University’s inclusive values.
- Provide undergraduate, post-experience and continuing professional development courses that enable students to maintain a life-long engagement with higher education.
- Monitor the composition of our student body to ensure that it is representative and inclusive.
- Ensure that standards on entry are rigorous and that students admitted have the necessary levels of attainment and commitment to succeed.
- Provide an outstanding learning experience and student support designed for a diverse student body.
The University enjoys an excellent reputation for the quality of its teaching, including in those courses where there are regular independent inspections. This reputation is underpinned by a University culture which values students and seeks to foster inspirational teaching and passion for learning. We believe that high level scholarship and research are essential to the development of the curriculum and the improvement of pedagogical practice.

We will ensure that:

- Our staff have the necessary knowledge, skills, expertise and commitment to support inspirational teaching and learning
- Teaching is underpinned by active staff engagement with advanced scholarship, professional practice and research
- Newly appointed staff can demonstrate their teaching capability, enthusiasm for engaging with students, and a commitment to their continuing professional development as teachers and scholars
- Our students experience a university education that is intellectually challenging and motivating
- We are innovative in our approach to learning and teaching, working in partnership with students continuously to enhance the quality and effectiveness of learning
- Assessment methods are fit for purpose
- We make the best use of technology and e-learning to enhance the learning experience of our students
- We provide highly effective academic tutoring and support systems that improve rates of student retention, progression and achievement
- Curricula are relevant to the diverse needs of our students

AN OUTSTANDING EDUCATION
EXPERIENCE THROUGH INSPIRATIONAL
AND INNOVATIVE TEACHING
INFORMED BY HIGH QUALITY
SCHOLARSHIP AND RESEARCH

100 new academic scholarships were created in 2012 thanks to a generous gift from a leading Herefordshire entrepreneur and philanthropist.
Research, advanced scholarship and knowledge exchange are essential parts of the life and work of a modern university.

Research and advanced scholarship includes original investigation in a particular discipline or disciplines, and applied, professional and practice-based research which reflects the University’s broad mission. Knowledge exchange is the application and exploration of research and scholarship activities in society, and includes within its scope innovation, enterprise and entrepreneurship. Research of a high standard already exists in many parts of the University and we will seek to continue and extend this work. Through the further promotion of a culture which values first rate scholarship and research, the University will seek to increase the range and quality of the contribution that it makes to society and the local economy.

We will ensure that:

- New academic staff have proven research capabilities and evident potential to make a valuable contribution to the University’s research and knowledge exchange work.
- All academic staff have in place a rolling four-year plan for the progressive development of their research, scholarship and knowledge exchange work.
- The volume and the proportion of our research activity that is recognised to be of national and/or international standing is increased.
- We secure increased funding for our research and knowledge exchange activities, including through work with existing and new partners.
- We are agile and responsive to those business, community, educational and health organisations within the region who seek our research and policy advice.
- We support all members of staff in their contribution to the advance and publication of scholarship and research.
- We continue to support those specialist areas that are already nationally and internationally recognised.

A POSITIVE IMPACT ON SOCIETY

The University has a duty to deliver public benefit and to make a positive impact on society. The University of Worcester is an engine of opportunity, creativity and economic prosperity. The University aims to be an exemplar of how an institution of higher education can organise its activities to deliver outstanding public benefit, and to maximise opportunities to impact positively on its community, and society generally. The Hive and the new Worcester Arena will make an outstanding contribution to this work. The potential of educational opportunity and inclusion at The Hive was realised in its first few weeks of opening: 5,720 new members joined the public library compared with 500 over the same period of the previous year – an eleven-fold increase. The Hive is helping realise the University’s vision for providing educational opportunity and inclusion. A higher than average proportion of our graduates progress to employment in the region, and contribute across a broad range of sectors, in health and education, sport and culture, business and voluntary organisations. Through our Earn As You Learn programme and our work with employers we will seek to make the knowledge and skills of our students and graduates even more widely available.
A MAjoR CoNTRIbUTIoN ThRoUGH RESEARCh AND KNoWLEDGE ExChANGE makes to society and the local economy. The range and quality of the contribution that it values first rate scholarship and research, the further promotion of a culture which many parts of the University and we will seek the research and scholarship activities in innovation, enterprise and entrepreneurship. Knowledge exchange is the application and exploration the University's broad mission. Knowledge and practice-based research which reflects original investigation in a particular discipline Research and advanced scholarship includes the life and work of a modern university. Knowledge exchange are essential parts of research, advanced scholarship and development of their research, scholarship and knowledge exchange work The University will:

- Adopt a transformative role in driving forward access to higher education and its many social benefits
- Consolidate existing, and establish new, partnerships with schools, academies, sixth form colleges, colleges of further education and other public, private and voluntary organisations
- Play a full part in the economic development of the region and the growth of the knowledge economy
- Undertake teaching, research and scholarship that improves society and reflects our long-standing commitment to social responsibility; is informed by and informs practice; influences and informs key policies on educational, social care and environmental issues
- Become even more accessible to the local community, offering more opportunities to experience and benefit from facilities like The Hive, the Worcester Arena, the Charles Hastings Medical Museum and the McClelland Health and Well-being Centre
- Reduce our carbon footprint and ensure that all our activities are informed by the highest standards of environmental sustainability; and contribute to sustainable development through the curriculum, our management and governance arrangements, and our interaction with the wider community
- Educate and develop our graduates to make a positive contribution to society
- Utilise our status as a major local employer to stimulate enterprise in the regional economy

www.worcester.ac.uk
In 2012 a record-breaking 2,000 children took part in the University’s annual storytelling event, one of the largest children’s literary festivals in the country.

Children flocked to see star author Dame Jacqueline Wilson at the University’s annual children’s festival in 2012.

Popular children’s author and former Children’s Laureate Michael Rosen opened the children’s library in 2012.

The Hive’s children’s library is one of the most innovative in the country.
Fulfilling the University’s Mission

A Professional University with Inclusive Values

Professionalism is at the heart of everything that we do. We are committed to the delivery of an inclusive education process that recognises ability and potential, and that will build the self-confidence and competence of our students.

Our graduates will be well prepared for the professional environments in which they will be working, and we will recruit and develop our staff to be professionally effective in whatever their role. We will embed professionalism, employability and career management skills in all our programmes of study so that graduates are well equipped for the job market.

Through our postgraduate and continuing professional development courses, we will provide opportunities for practitioners to develop further their professional knowledge, skills and expertise so that they make an enhanced contribution to their profession and to society. We will provide appropriate staff development opportunities to update and enhance the professional skills of our staff.

A Highly Participative Community

We are an organisation where each and every person counts as an individual and is valued as an important member of our community. ‘Membership’ of the University is an important concept for us. We aim to engender in our students and staff a strong sense of loyalty and belonging, and a belief that their contributions to University life and activities within and outside the institution make a difference and are valued. This brings with it rights, responsibilities and privileges: the right to be heard, to respect; the responsibility to listen to and respect the views of others; and the privilege of belonging to a university with a reputation as a friendly place at which people are valued.

We will develop a culture of participation and active citizenship that values responsibility, inclusion and engagement, high standards, and hard work. We will offer a curriculum that promotes ethical and responsible behaviours and promotes an understanding of the values of sustainability, inclusion and mutual respect. We will create opportunities for our staff and students to give us their views and will respond to their feedback and suggestions.
PURPOSEFUL ENGAGEMENT WITH THE PEOPLE OF THE REGION

We will make the University an even more highly accessible resource for the broader community, particularly to children and young people. We aim to be a ‘partner of choice’ for educational, business, cultural and community organisations. Already many of our students undertake projects and placements in the region’s education, health, business and arts and cultural organisations. We will work with our partners to create more opportunities for more students in the future. We will increase the number of staff serving on boards and committees which manage and govern local, regional and national organisations, steering policy and providing advice. Working with the Students’ Union we will extend the range of student volunteering activities. We will continue to accept and discharge our responsibility to our immediate, local community in St John’s and St Clement’s Gate, promoting good neighbourhood policies, communication and community participation. We are already a major employer and will seek to increase the number of employment opportunities at the University and to help the region generate more wealth. We will maximise our impact as a major intellectual resource through our knowledge exchange programme, opening up information and resources to increase the number of beneficiaries.

Worcester’s Dr Ruth Jones was one of just 12 people across Europe in 2012 to have been named as a ‘Woman Inspiring Europe’. She was recognised for her work seeking to prevent domestic abuse and sexual violence.

WE SEEK TO MAKE AN OUTSTANDING CONTRIBUTION TO THE EDUCATIONAL, SOCIAL, ECONOMIC AND CULTURAL LIFE OF THE REGION. WE WILL ENSURE THAT THE UNIVERSITY’S CONTRIBUTION TO THE CITY OF WORCESTER AND THE COUNTIES OF HEREFORDSHIRE AND WORCESTERSHIRE IS HIGHLY VALUED AND A MATTER OF PRIDE FOR THE UNIVERSITY’S STAFF AND STUDENTS.
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AN INTERNATIONAL FOCUS

The University is already actively engaged internationally, operating through focused strategic partnerships and overseas recruitment (internationalisation abroad) and ensuring that the education of our students is enriched through experiences which have an international dimension (internationalisation at home).

The University will develop further an international perspective to the curriculum so that students:

- Understand the international, cultural, professional and academic contexts of their discipline
- Understand global issues and the requirement to participate in society as a global citizen
- Can work with others across different contexts, cultures and countries

We will expand the number of strategic partnerships we have with international organisations who share our ambitions, mission and values, to increase international recruitment and international exchange opportunities for students and staff. We will ensure that our international partnerships are mutually beneficial and are sustainable and that we are an innovative and reliable partner. We will seek to diversify our staff base to include well qualified staff from a range of cultures and backgrounds who will be capable of contributing to international developments through teaching, research and knowledge exchange.

The University of Minnesota Duluth junior year abroad programme sees a group of students from Duluth spending a year at Worcester studying alongside the University’s students.

We actively work with a range of partners to provide wider access to our programmes and to develop long-term teaching and research partnerships with universities throughout the world.
The University leads the way in disability sport, with a dedicated degree programme, as well as students and staff competing at the highest level.

Will Norman, University of Worcester staff member and two times paralympian.
CHAPTER 3

AREAS OF DISTINCTION

THE UNIVERSITY SEeks TO MAKE AN OUTSTANDING CONTRIBUTION IN A NUMBER OF AREAS, BUILDING ON EXISTING EXPERTISE AND BRINGING TOGETHER EDUCATORS AND LEARNERS FROM SUBJECTS AND DISCIPLINES ACROSS THE UNIVERSITY TO DEVELOP CURRICULA AND RESEARCH THAT ARE CUTTING EDGE AND TRANSFORMATIVE

CHILDREN AND YOUNG PEOPLE

The University enjoys a national and international reputation for the work that it does in educating and training students and practitioners to work with children and young people. In initial teacher education, sports coaching, drama, midwifery and child nursing, children’s literature and illustration, the University is already providing excellent and innovative courses at undergraduate and postgraduate level. There are a number of examples where programmes and partnerships are transforming the lives of children, young people and their families: the Institute of Education’s leadership of a Midlands and South West EYPS consortium, the Institute of Sport and Exercise Science’s Learning Through Sport initiative; the University’s partnership with the National Childbirth Trust; the learning through libraries programme focused on The Hive, to encourage enjoyment of reading and a love of learning. The University will build on this excellent record, ensuring that cross-disciplinary synergies are identified, developed and supported.

HUMAN HEALTH AND WELL-BEING

The University has an outstanding reputation for the quality of its provision in nursing and midwifery. It is also the home of the highly regarded and high-profile National Pollen and Aerobiology Research Unit, which is housed in state-of-the-art laboratory facilities.

The Association for Dementia Studies is nationally renowned for the research that it undertakes to improve the care of people with dementia and related conditions. The Institute of Sport and Exercise Science is nationally and internationally recognised for specialising in Disability in Sport. The McClelland health and Well-being Centre, based on the City Campus, is a key resource for the community and works in partnership with the health sector in rehabilitation and therapeutic programmes for people recovering from heart disease and strokes, for people with dementia and cancer sufferers.

The new Worcester Arena has been constructed as an exemplar of a facility that is designed to be used by people with disabilities and will be the national centre for England Wheelchair Basketball. Developments at University Park will have a strong focus on health and well-being. The University will work with the health and commercial sectors to provide facilities that will support education, training and research aimed at improving the care and well-being of the people of our region.

Student nurses at the University of Worcester are the most satisfied in the country, according to the 2012 National Student Survey; the degree nursing programme scored a full 100% satisfaction rating.
ARTS, CULTURE AND HERITAGE

The University plays an important role in contributing to the cultural life of the region, both as a provider of education and also as a supporter and partner of organisations that seek to enrich the lives of local people. The Hive, Europe’s first fully integrated university and public library, provides exciting opportunities to widen public access to its collection and facilities, increase engagement between the University and people in the region, and to raise educational levels and aspirations. The creation of a Learning and Cultural Quarter in the City Centre has been a long-term ambition, shared by the University and its partners.

The opportunities for broadening the scope of this ambition will be developed, through the University’s work in partnership with Worcester Cathedral, the Worcester Porcelain Museum, the Charles Hastings Trust, local museums, art galleries and theatres, drawing on the expertise that exists across the University, including in Fine Art, History, Drama, and Archaeology and Heritage Studies. The University will seek to develop a vibrant public programme of activities, and will identify and develop areas of research and enquiry that will enrich the cultural life of the region, and conserve and celebrate its heritage.

ECONOMIC, SOCIAL AND ENVIRONMENTAL SUSTAINABILITY

The University seeks to promote principles of sustainability in their broadest sense. Through our teaching, research and knowledge exchange activities we will promote sustainable communities, services, businesses and use of physical resources. We will foster a culture that values sustainability in arts and culture and promotes social enterprise in the region.

We take our environmental responsibilities extremely seriously, as evidenced by our first class achievement in the People and Planet’s Green League Table, as an HEA Green Academy participant, and as the first English university to achieve EcoCampus Platinum status.

We have sought the highest environmental standards in our capital developments. Sustainability is about the relationship of people with their environment, having particular cognisance for the most disadvantaged in society. We will continue to work in partnership with organisations in the wider region to bring the benefits of a university to all.
The Garage, a former industrial building, has been transformed into an art and design studio.

Lord Sebastian Coe, CH, KBE Chairman of the London Organising Committee for the Olympic Games visited the University to encourage volunteering for the 2012 Games and participation in sport.

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In 2012, Worcester won one of only eight national contracts to educate and train Early Years Professionals in England.
The Riverside building is an outstanding new student facility. It received the Architect’s Journal Retrofit Award 2012.

The University has consistently demonstrated that it manages income from public and private sources in a responsible, efficient and imaginative way. The new higher education environment will require the University to utilise the resources available to it wisely and well, ensuring maximum effectiveness, efficiency and value for money. If we are to achieve the ambitious aims of this strategic plan, we will need to:

Maximising resources

Secure the financial health of the University

We will continue to:

• Grow the University’s annual earnings significantly in the lifetime of this Strategic Plan
• Further diversify the University’s sources of income
• Achieve value for money in all the University’s activities, including through shared service arrangements where appropriate
• Strengthen the University’s endowment and development work

Make the most of the University’s most important resource: the people who work here

The University of Worcester aims to be an outstanding university for all its staff, as well as for its students. Each member of staff has an important role to play in helping the University achieve the objectives in this Strategic Plan. In return, the University is committed to supporting its staff in accordance with the values of the plan.

We will:

• Celebrate and reward excellent individual and team performance through remuneration schemes that are transparent, accessible and fair
• Support staff to achieve the highest possible levels of professional attainment
• Use annual performance and development appraisals to enhance effectiveness
• Provide a working environment in which people are included and respected and where health and well-being are assured
• Work in partnership with staff to ensure that organisational changes are widely understood and well managed
• Enhance equality and diversity policies and adopt best practice
• Work positively with staff and their representatives, to address concerns and wherever possible to achieve mutually agreed solutions and actions
• Seek to be an ‘Employer of Choice’ for good candidates
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ENHANCE THE UNIVERSITY’S REPUTATION AS A WELL-GOVERNED AND WELL LED UNIVERSITY

We will:
• Develop in our staff an appreciation of, and capacity for, inspirational leadership
• build the University’s capacity for excellent and effective leadership by developing high calibre internal candidates who will be able to compete for senior positions in open competition with external candidates
• Review continuously our internal management and governance structures to ensure that they are effective and streamlined
• Ensure that the University’s corporate and academic governance structures are highly effective, that the board of Governors and Academic board are able to discharge their primary responsibilities, and that we continue to enjoy high levels of stakeholder confidence
• Communicate internally and, where appropriate, externally University plans for, and achievements in, developing the University

INVEST PURPOSEFULLY IN THE UNIVERSITY’S FACILITIES, ENSURING THAT THEY ARE FIRST RATE, INNOVATIVE, INCLUSIVE AND FIT FOR PURPOSE

We will:
• Provide appropriate facilities to support the University’s objectives to remain an innovative and popular institution with strong local business and community links
• Maintain St John’s as a modern and attractive campus
• Develop the concept of the Learning and Cultural Quarter between St John’s and the city, including further development of the City Campus itself
• Through a commercial partnership, develop University Park as a dynamic and attractive adjunct to the existing sites
• Work in partnership with staff and students to develop facilities that support excellent research, learning, and teaching
• Continue to develop truly inclusive facilities and be environmentally sustainable

BE ENVIRONMENTALLY SUSTAINABLE AND REDUCE OUR CARBON FOOTPRINT

We will:
• Seek to retain and enhance our national reputation in environmental sustainability
• Develop, maintain and monitor the University’s carbon management plan to meet the HEFCE targets for a significant reduction in carbon emissions by 2020 and onwards to 2050
• Ensure that new and refurbished buildings meet the highest standards of sustainability
• Employ sustainable procurement policies and practices, using local suppliers wherever possible
• Encourage staff and students to improve their environmental impact through appropriate education and training, and by rewarding and celebrating achievements
• Seek to be recognised as a centre of learning for environmental, economic, social and cultural sustainability

Our friendly community, excellent teaching and first rate facilities make Worcester an outstanding university at which to be a student.

Worcester was England’s first university to be awarded EcoCampus Platinum for the entire organisation.
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The board will use the following measures and will receive reports at least annually during the life of the Strategic Plan, which will be published and disseminated through the University’s website. These measures are indicative and are grouped around a number of themes – the board will keep the appropriateness of the measures under review, and may adjust existing and add new measures as appropriate.

**AN OUTSTANDING UNIVERSITY AT WHICH TO BE A STUDENT**
- Student feedback including the results of the National Student Survey and HEFCE Performance Indicators on access, retention and employment
- Applications to study at the University
- Student achievement and, in particular, progression rates and the number of good degrees awarded
- Outcomes of external inspections and reports by the Quality Assurance Agency, professional and regulatory bodies
- Number of work placement, employment and volunteering opportunities available to students

**AN INCLUSIVE AND SELECTIVE UNIVERSITY**
- Progress against milestones and targets in the University’s Access Agreement
- Qualifications on entry
- Progress against milestones and targets in the University’s Single Equalities Scheme

**AN INTERNATIONAL FOCUS**
- Number of international students
- Number of international partnerships
- Number and take-up of exchange opportunities for students and staff

**FINANCIAL HEALTH**
- Growth in income
- Percentage annual surplus
- Cash reserves

**A MAJOR CONTRIBUTION THROUGH RESEARCH AND KNOWLEDGE EXCHANGE**
- Performance in the 2014 Research Excellence Framework
- Proportion of staff actively engaged in research
- Number and quality of outputs including publications, contributions to conferences, etc.
- Income from research and consultancy

**A POSITIVE CONTRIBUTION TO SOCIETY**
- Number and quality of partnerships with external organisations
- Public reputation of the University as measured by media coverage
- Community engagement with the University as measured by community use of University facilities
- Number of the University’s graduates who progress to employment in the region
- Level of community engagement through volunteering activities of the University’s staff and students
- Achievement against objectives in the University’s environment and sustainability strategies
- Successful contribution to the physical development and regeneration of Worcester
### Measuring and Monitoring Progress

The University’s Board of Governors has a primary responsibility to monitor the University’s achievement against the Strategic Plan.

The Board will use the following measures and will receive reports at least annually during the life of the Strategic Plan, which will be published and disseminated through the University’s website. These measures are indicative and are grouped around a number of themes – the Board will keep the appropriateness of the measures under review, and may adjust existing and add new measures as appropriate.

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SUPPORTING STRATEGIES

This strategic plan provides a framework for the university’s development. More detailed supporting strategies for the development of the university’s work in particular areas exist and these will be revised and adopted in the context of the new strategic plan and, where appropriate, new ones will be developed. Supporting strategies include:

- Learning, Teaching and Assessment Strategy
- Research and Knowledge Transfer Strategy
- Widening Participation Strategy
- Development and Estates Strategy
- Human Resources Strategy
- Single Equalities Scheme
- Financial Strategy
- Environmental Strategy
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94% of our graduates find employment within six months of graduation, 69% of them within the region.
“A fast-growing university that is well loved by students. Worcester is going places.”

The Sunday Times Good University Guide