

Strategic Plan 2008-2012



Mid-Term Review

31 July 2010

Vice-Chancellor's Foreword

In the fast-changing context of higher education, it pays to be both ambitious and adaptable, to have the vision to plan for the future but also to be nimble in responding to new initiatives and policies. When Brunel launched its Strategic Plan in January 2008, we were awaiting the outcome of the Research Assessment Exercise. Our investment in dozens of new research staff and the development of imaginative collaborative research networks were rewarded with outstanding results and a 54.5% increase in research funding from HEFCE.

However, the criteria for the next assessment exercise, which falls at the very end of this Plan's cycle, have changed. The Research Excellence Framework will place far greater emphasis on the impact of universities' activities on the wider world, and once again we are aiming to be ahead of the curve.

Brunel's outward-looking ethos is already enshrined in our Vision, our Mission and our Strategic Plan. During the first 30 months of the current Plan, we won funding for our second EPSRC Centre for Innovative Manufacturing in Liquid Metal Engineering: the first was MATCH. We also launched the prestigious think-tank, the Magna Carta Institute, grew our research student numbers by 12% and began another recruitment drive for almost 40 new research staff. We are ranked 12th in the UK for downloads of our research papers from the BURA repository, and this database has now been enhanced by BRAD, which searches the most widely-used journals for citations of those research papers.

We have continued to make a heavy investment in the campus: the 1,228-room Isambard complex, the Antonin Artaud performing arts building, and a revamped Heinz Wolff building are some of the fruits of that investment and will be followed by a flagship building at the campus's Eastern Gateway by the end of life of this Plan.

We have launched an environmental policy that addresses our commitment to sustainability in everything from energy use to Fairtrade produce to transport planning.

Our reputation as a centre of excellence for sport has translated into a central role in the forthcoming 2012 Olympics, when the University expects to host a major national team in preparation for both the Olympic and Paralympic Games.

Our life-long commitment to equipping students and graduates with employability skills is central to our prestigious sandwich courses, and will be enhanced by a programme of internships funded by HEFCE. We have established a centre for Brunel Volunteers and have won plaudits for our careers and disability services.

There are, of course, many new challenges ahead that will continue to test our nimble footwork. The Browne Report and the new Government's Comprehensive Spending Review will change the funding landscape for all universities, but our sound financial position and long-standing engagement with business and industry will allow us to plan with flexibility and confidence.

Chris Jenks
Vice-Chancellor

Executive Summary

Introduction

The mid-term review of Brunel University's Strategic Plan examines the University's progress to date in achieving its five strategic imperatives and looks forward to the end of the current Plan to identify the University's priorities to 2012 and beyond. The review confirms the university's positive and significant progress in relation to the ambitious objectives and outward-looking ethos of the Strategic Plan. It acknowledges that the University will need to continue to be agile and flexible in the light of HE reforms, but that its sound financial position and long-standing engagement with business and industry enables the institution to plan ahead with flexibility and confidence.

Background

Brunel University's Strategic Plan was published in 2008 and looked forward to 2012. The University's mission - "To advance knowledge and understanding and provide society with confident, talented and versatile graduates" – and its vision; "to be a world-class creative community that is inspired to work, think and learn together to meet the challenges of the future" and is underpinned by five strategic imperatives:

- Encourage and support a vibrant research community
- Enhance the student experience
- Compete globally
- Enhance our enterprise culture
- Provide an enabling environment

The Plan sought to build on the progress made under the previous plan (2002-2007) and to ensure that a research-intensive culture permeated all of the University's activities.

Achievements to date

Brunel's outstanding success in the 2008 Research Assessment Exercise, which brought with it a significant 53% rise in the University's share of mainstream QR allocation to £12.7 million, was the culmination of significant investment and effort by the University. Since 2008 the University has continued to attract high levels of research funding, including the award of a second prestigious EPSRC Centre for Innovative Manufacturing, and its continued investment in the appointment of new senior academic staff secures its position as a research-intensive institution that provides a strong foundation for future achievement.

The University has continued to make efforts to identify and implement ways to better serve its students. These have included the implementation of revised degree regulations that are sector-leading in their robustness and clarity. A comprehensive review of the timetabling process aimed to make the timetable accessible to students earlier in the academic year. A space utilisation project clarified the usage of centrally timetabled space, with the aim of ensuring that the University's estate is appropriately utilised.

The University has achieved its recruitment targets for international students and has seen a related increase in income from tuition fees.

Successful bids to HEFCE have resulted in funding for activities designed to enable the University to respond to the current economic challenges faced by businesses, employees and graduates, in particular small and medium sized science, technology and engineering (STEM) companies. The University also received funding to run graduate and undergraduate internship schemes that are

important for skills development, and which will therefore be developed further in the second half of the Plan's lifecycle.

Brunel's knowledge transfer activities have continued to grow, including the formalisation of the strategic relationship with TWI to establish a research centre (the Brunel Innovation Centre) located at TWI's Cambridge site. Additionally, the University has undertaken substantive activity with local businesses during 2009-10 and launched the West London Innovation Network, with West London Business. The University continues to encourage its staff to participate in knowledge transfer, through the Knowledge Transfer Leave scheme that is designed to encourage the two-way transfer of knowledge between Brunel and its user communities. In recognition of its enterprise achievements, the University was short-listed for a THE award for Entrepreneurial University of the year in 2010.

Demonstrating its commitment to staff development, the University developed the ASPIRE leadership development programme and launched an enhanced staff development website. All staff were consulted in developing a needs driven staff development programme. Additionally, a comprehensive review of the Postgraduate Certificate in Learning and Teaching in Higher Education resulted in the development and implementation in September 2009 of a new programme of professional development of academic practice (PDAP). The University also reintroduced the popular STAR Awards programme to reward staff who have made exceptional contributions to the community.

Since 2008, the University has continued to invest in its estate, initiating a 10-year programme of planned works, repairing and refurbishing building work to ensure that the campus is a welcoming and practical place for staff and students to live and work. The construction of the Eastern Gateway building (due to be opened by Easter 2012) has been designed to complete the University's entrance at Kingston Lane, and to provide much needed teaching and office space as well as additional social space for students.

Looking forward

Just as in 2008, when the Strategic Plan was published, it is essential that the University continues to maintain a sustainable financial position, develop a clear and distinctive brand for the University and recruit and retain talented and innovative staff. The University recognises that the results from the National Student Survey and its performance in national league tables have been disappointing. A key priority is to address these issues and to ensure that students are satisfied with the services they receive. Working within the five strategic imperatives, the University's priority activities going forward include:

- Ensure that the University replicates its success in the RAE by preparing for the Research Excellence Framework (REF); develop a PR and media campaign to promote quality research; strengthen research mentoring; recruit and retain leading researchers; enhance support for postgraduate students;
- Implement the revised Students' Plan and the new Learning and Teaching Strategy;
- Undertake a programme of initiatives across all Schools to work with staff to enhance the student experience, with an aim to significantly improve NSS results;
- Increase the international student population in Schools that have traditionally struggled to recruit international students; increase opportunities to students and/or staff to study abroad; develop relationships in priority and primary overseas markets; ensure that the

quality of international collaborations is maintained; increase the University's international reputation;

- Incorporate an additional objective to the Strategic Plan which relates to expanding enterprise and knowledge transfer activities; continue to develop sustainable long-term corporate partnerships; increase collaborative and contract research income to £10 million pa; widen staff engagement with knowledge transfer
- Ensure that the University maximises the opportunities for participation in the 2012 Olympic and Paralympic games, and raises its profile as a result.
- Develop a mentoring programme for staff on the ASPIRE programme; support staff in successfully delivering in a difficult climate; develop a strategic approach to wellbeing; consider an award to recognise excellence in Learning, Teaching and Student Support; implement the new Performance and Development review process;
- Complete planned Estates projects including the opening of the Eastern Gateway Building by Easter 2012; continue efforts towards improving the University's environmental management, performance and sustainability;
- Ensure that the University remains financially secure and sustainable; participate in the TRAC (Transparent Approach to Costing) Development Group/HEFCE study of metrics.

Finally, the University still recognises that all its endeavours are built on its most valuable asset, its staff. Their development and wellbeing are central to Brunel's success.

Encourage and support a vibrant research community

Progress to date

Research-intensive

- Sustain and develop our strong and vibrant research community, ensuring that all staff are given appropriate opportunities and support to engage in research activities at the highest levels.
- Support and continue to develop a thriving research student population.
- Reward research excellence appropriately.
- Ensure the University's resources are used efficiently and effectively to support quality in areas of existing and potential research strength.
- Support staff to develop their research leadership potential.

The University's strategic focus on becoming research intensive was aided by outstanding success in the 2008 Research Assessment Exercise, bringing with it a significant rise (53%) in the University's mainstream QR allocation to £12.7 million. A major achievement was the award of a second prestigious EPSRC IMRC (Innovative Manufacturing Research Centre) in Liquid Metal Engineering (LiME) that now positions Brunel as one of only four UK universities to hold more than one such centre.

The formalisation of strategic relationships with TWI, by establishing the Brunel Innovation Centre at Cambridge, and PERA, as a member of rNET to maximise European collaborative projects, have enhanced the potential to attract increasing research income.

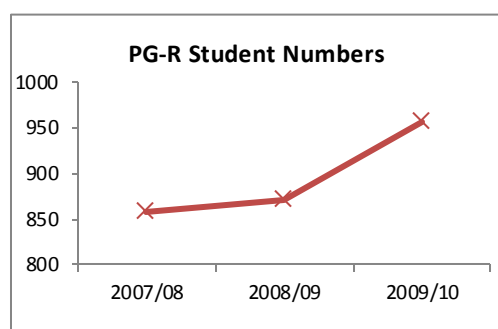


Figure 1 Source: SITS - Brunel University Student Population at December 1st

The University has seen a growth in its numbers of postgraduate research students, from 857 in 2007/08 to 957 in 2009/10.

The University has continued to support the Research Leave Scheme, BRIEF Awards and Research Fellowships. Both the RSDO and the Graduate School have provided training and support for research staff and the latter has also added new posts for the mentoring and support of early career researchers and contract researchers. This support for academic staff has been recognised by Brunel being shortlisted for the THE Outstanding Research

Management Team 2010. The University has also continued to recruit leading researchers in areas of particular strength and has approved a recruitment programme for 35 new internationally outstanding senior academic appointments.

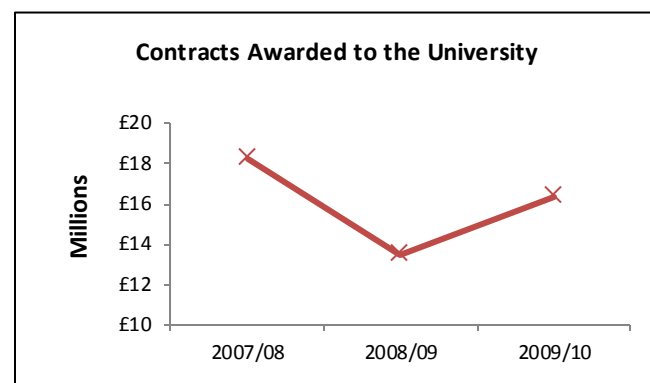


Figure 2 Source: RSDO Quarterly Report Q4 (01/05/2010 to 31/07/2010)

The University has continued to invest to support staff in securing external research funding with initiatives such as collaborations with TWI and PERA. Staff have also benefitted from one of the most generous rewards and incentives schemes in the sector, introduced in 2007, which provides financial incentives for successful research funding applications.

The University, despite a dip in 2008/09, saw an overall increase in research income, including European Commission funding. In addition the award from the EPSRC for the Centre for Innovative Manufacturing in LiME will have a significant effect on research grant income in future years.

Brunel has also invested in a university-wide publication database (BRAD) that was launched in 2009 and currently holds over 20,000 outputs. BRAD will enable focused research management and the identification of areas of strength and weakness. BRAD functionalities also allow a more effective and efficient cataloguing of research outputs and integration with the full-text research archive (BURA). These developments will play an important role in the preparation for the REF exercise in 2013/14.

Creative and collaborative

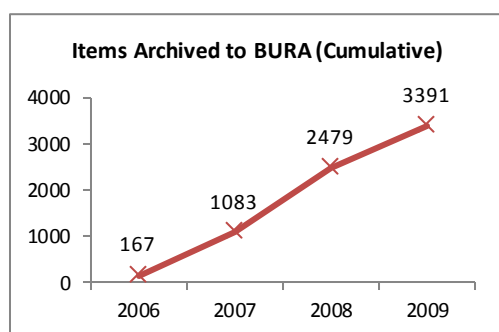
- Make collegiality, creativity and agility hallmarks of the Brunel research culture.
- Prioritise research that crosses traditional academic boundaries.
- Encourage emerging areas of research.

Brunel’s Collaborative Research Networks (CRNs) were formed to foster interdisciplinary research of the highest quality to address the major questions of our age. The first three, launched in October 2008, focused on the following areas: Ageing, Complexity and Energy and Environmental Sustainability. A further CRN in the Creative Industries was launched in October 2009. Each CRN has attracted a membership of between 40 and 80 academics. External profile building and engagement with end users is underway. For example the CRN in Ageing has established the Brunel Older Peoples’ Reference Group that comprises over 70 older people from the local community, and it has secured grants totalling £1 million through the “New Dynamics of Ageing” cross-research council programme. Members of the Energy and Environmental Sustainability CRN have secured a €4.4 million Framework 7 ICT Energy Project in the field of High Performance Computing Technology for Smart Distribution Network Operation. The collaborative project includes industrial partners IBM and EDF. A fifth CRN in manufacturing is planned for 2010.

Brunel has also established the Magna Carta Institute, an international think tank which brings together leading figures from the worlds of politics, law, business, the media and academia. It interacts with world-class research activities throughout the University, on projects that examine contemporary and highly significant political, economic and social themes.

Engaged with the world at large

- Raise awareness of Brunel research and disseminate, communicate and celebrate Brunel research both internally and externally.



The University’s commitment to improving the accessibility of Brunel research publications has continued through BURA, and via a number of initiatives including: the introduction of an Open Access mandate in January 2010; support for staff publishing in Open Access journals; and support and training for engagement activities through the newly established Heinz Wolff Public Engagement Fellowships.

Figure 3 Source: BURA

Future Developments

During the second half of this planning cycle, the University will continue to prepare its submission to the Research Excellence Framework. In order to ensure that the University's success in the 2008 RAE is replicated, research performance across the University is under constant review and a University strategy for the REF submission is under development. The inclusion of "impact" as a major criterion in the REF gives the University an opportunity to capitalise on its extensive research expertise. This expertise, combined with the applied and practice-based nature of research at Brunel, should allow the University to benefit from the emerging impact-driven agenda. Plans are already in place to coordinate activities with the marketing team to publicise the socio-economic impact of Brunel's research and enhance the University's branding. Further, the University intends to develop a PR and media campaign to promote research strengths and the significance of its research for local, national and international communities.

The University plans to strengthen research mentoring and the peer review of grant applications in order to ensure that it continues to attract high levels of funding. The University will continue to identify major areas of potential through analysis of external factors and opportunities in policy, research funding, research development and commercialisation activity. The drive to recruit internationally leading academics will be accompanied by programmes to retain leading researchers in areas of strength and develop and support 'rising stars'.

Additionally, the University recognises the importance of providing enhanced support for research and skills training of postgraduate students and intends to establish a funding stream, from internal and external sources, to support the Isambard Studentships for outstanding candidates and for industrial scholarships.

Enhance the student experience

Progress to date

Focus on the needs of our students

- Undertake a rolling plan of systems and process reviews and re-design the service we provide based on our students' needs.
- Invest in extra-curricular activities to enhance our students' experience and strengthen the Brunel community.

The University has made good progress on initial reviews of systems and processes which have, for example, enabled the registration process to be streamlined, thus significantly reducing the time taken to register students. A comprehensive review of the timetabling process was undertaken, together with a space utilisation project to benchmark with Schools the usage of centrally timetabled space. Over the past 18 months, the University's Value for Money (VfM) programme has looked at performance against purpose and output to ensure that resources are targeted effectively. Resources released by the VfM programme have funded extended opening hours for the Library and other enhancements to services.

Schools have appointed individuals with a specific remit to co-ordinate their enhancement of the student experience, and have set up sub groups to provide a formal context to this activity. These initiatives have resulted in a range of activities such as School away days to the establishment of more formalised Student Experience Review Groups. Schools have encouraged students to become more involved in their learning process, and students are increasingly participating in curriculum development, delivery, and assessment (eg activity-based learning, student led seminars). This renewed commitment by staff to enhance the student experience should have a positive impact on future NSS scores.

The Brunel Volunteers centre was set up as part of Student Services in 2009 to coordinate volunteering activities and opportunities with a dedicated 'shop' space on the main concourse of the campus to encourage widespread participation. This has led to more students volunteering in the community than in previous years.

Develop distinctive graduates

- Deliver academic programmes that enable our students to learn effectively, and encourage critical thinking.
- Enable our students to gain high-level graduate skills by giving them the opportunity to adopt a research-led approach to independent learning.
- Engage with employers as a key part of our programmes.
- Ensure all our students can articulate how they meet the Brunel values by the time they graduate.

The University has completed revisions to its degree regulations, which could be regarded as sector-leading. Students therefore entered under new Senate Regulation 2 in September 2009 with a more robust and clear set of regulations. An important feature of that new Regulation is the ability to adjust the structure and assessment of different levels in a programme in order to optimise the organisation of the course structure and provide more relevant, interesting and integrated assessments for students that not only assess what the University values in graduates, but also better motivate students' learning.

In order to ensure that the academic and non-academic achievements of our students can be recognised and formally recorded in detail, a group has been convened to investigate the potential implementation of the Higher Education Achievement Record (HEAR).

The work undertaken by the Placement and Careers Centre was recognised in 2010 with a National Placement and Internship Award for Best University Placement or Careers Service. Nominations for the award were made by students and employers and the judges were hugely impressed with the university-wide scope of the Placement and Careers Centre's remit and the number and originality of the initiatives carried out by the team in promoting placements to students.

The Commercialisation Office has offered all Brunel students, especially those exhibiting in the annual Made In Brunel show, support in understanding the principles of intellectual property and the development of commercialised projects. A new 'Entrepreneur in Residence' position has been created that recruits a successful entrepreneur to provide advice and training in entrepreneurship principles and skills.

The University has improved communications with students, by providing updates on the outputs of the Strategic Plan such as the greater focus on non-academic aspects of student life, for example volunteering, and campus activities in the form of news coverage and the use of new media.

The Union of Brunel Students contributes to both IntraBrunel and Express magazine, and the new Brunel Community Flickr site encourages staff and students to submit their digital images of Brunel events and activities for sharing.

Future imperatives

Whilst the University has made significant progress in this area, the University recognises that there is still a long way to go in providing an excellent experience for its students. A refresh of the Students' Plan is underway and is due to be published by March 2011, and this, in conjunction with the Learning and Teaching strategy, will ensure that the University's strategic imperative of enhancing the student experience can be delivered effectively.

The Students' Plan remains a work in progress, but the dominant themes that are expected to emerge from it are: a renewed focus on 'graduateness' and employability; concentrating on how new, more flexible, regulations can be utilised to facilitate curriculum design; developing closer relationships between the UBS and Schools, and focusing on student engagement and communication in order to gain a clearer picture of student requirements; investigating how technology can be utilised to support both of these activities to ensure that staff and students are fully supported.

Compete globally

Progress to date

Collaborations and partnerships

- Diversify our global markets and income streams.
- Diversify partnerships to improve quality and volume of internationally recognised research.
- Increase our international reputation as measured by, for example, a place in the top 200 THES world university rankings.

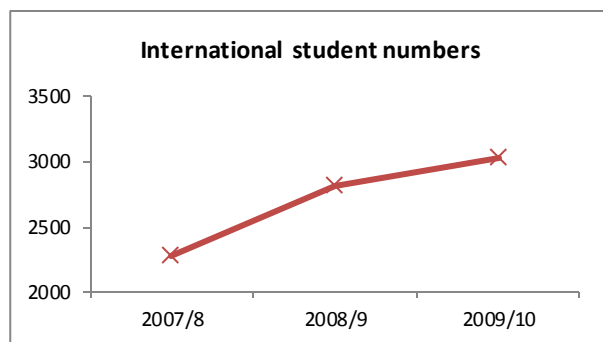


Figure 4 Source: SITS - Brunel University Student Population at December 1st

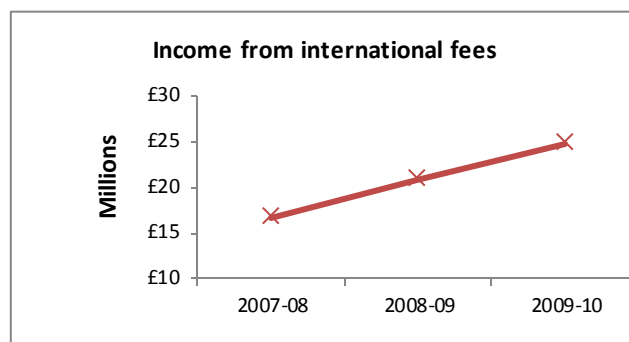


Figure 5 Source: Annual Accounts 2009-10, Period 13

Over the last two years, the University has diversified its global markets and income streams. There are currently students from over 110 different nationalities on campus, and the focus has been modified where necessary, depending on global and local circumstances. The income from international students' tuition fees increased to £20.8 million in 2008/09 and the University achieved its overall recruitment target. However, some Schools still struggle to recruit international students and the resultant higher concentration of international students in two schools has caused significant pressure points and may have contributed to the University's disappointing performance in the National Student Survey.

Procedures and protocols for initiating and approving collaborative links with other universities and academic partners have been clarified to ensure that appropriate standards and scrutiny are in place. Collaborations have been established in France, Malaysia, Columbia, China, India, Russia and Singapore.

Since the original intention to have this as an objective, the World Ranking League Table has seen an increase in popularity, which has resulted in significant reworking and re-launch, using new methodology, the impact of which has not seen any improvement in Brunel's position. However it remains a commitment going forward.

Develop global citizens

- Encourage students to travel and be exposed to the global community through study abroad programmes, international placements and internships.
- Embed within all our courses employability skills required by graduates who can operate effectively in the world arena.

The University has received funding from HEFCE (£190,000) to run graduate and undergraduate internship schemes with employers. In 2009-10, all 100 graduate and 30 undergraduate internship

places were filled, and an additional 17 undergraduate internships were funded by the University. For 2010-11, an additional 13 graduate internships will be funded by HEFCE.

The Placements and Careers Centre has also been working with Brunel International to develop internships and placements in key international markets, including opportunities to work with the Finance Ministry in Mauritius, INTEL in Malaysia and linking with alumni in China, India and Mauritius to increase networking opportunities for our students. Brunel has a number of PhD students undertaking research degrees at its partner site, Ahlia University, in Bahrain.

The University is working to consolidate its collaborative activity, and clarify the procedures for approvals of such links. It also continues to establish student exchange opportunities in the relevant priority markets and it is anticipated that greater emphasis will be placed on these activities in the future.

Over the life of the Strategic Plan to date, the portfolio of international languages taught at IPLC has increased from five to 10 and IPLC income has increased from £1 million to £2 million.

Future imperatives

A new Study Abroad Programme has been established that is due to recruit its first cohort of students in 2010/11. The Programme aims to increase the international population in Schools that have traditionally struggled to recruit international students. The University aims to increase Brunel students' opportunities for study abroad; to work towards more even distribution of international students across Schools; to develop further strategic partnerships; and to minimize the impact of immigration policy changes and the economic downturn.

During the second half of the planning period, the focus will be to continue to develop relationships in the University's priority and primary markets as appropriate. Teams across the University will continue to ensure that the quality of international collaborations is maintained, and that the entry quality of international students continues to improve.

The University remains committed to increasing its international reputation. However, the original aspiration of achieving a place in the top 200 THE world university rankings has been reconsidered following a change in the methodology for preparing these rankings, which makes it difficult to compare year-on-year performance.

Enhance our enterprise culture

Progress to date

Encourage stronger business awareness

- Develop the depth, breadth and diversity of our intellectual portfolio and ensure its effective exploitation
- Encourage the development of business awareness and social enterprise within our course portfolio

The University currently has a cumulative patent portfolio total of 25, with 12 active projects in the Commercialisation pipeline. The active portfolio includes projects involving cutting edge technology resulting from research activity at Brunel that have the potential to result in significant value-driven outcomes for the University. The University continues to share commercialisation activity with Westfocus and has benefitted from the sharing of best practice between member institutions, Westfocus' high regional profile and the access to third stream and seed-corn funds it has facilitated.

A major development was the formalisation of the strategic relationship with TWI to establish the Brunel Innovation Centre at TWI's Cambridge site. The BIC's objective is to develop a joint research capability in guided wave technologies that will address major, industrially driven research challenges in the energy and advanced engineering sectors. During its first year of operation (2009-10) it has won EU funding awards totalling €2 million.

The University has invested in new posts in business development and corporate relations management that have significantly expanded its engagement with business and industry. These developments have led to substantive activities with major corporates and a significant expansion of business partnerships. Additionally, the West London Innovation Network was launched with West London Business in a scheme intended to raise the profile of the University with West London business communities. Four events have been held so far, attracting 225 businesses and other stakeholders. The University also has partnerships with Insider Secrets, Gateway Asia and Park Royal Partnership networks and has been part of five events attended by 255 businesses.

A successful bid has been made to HEFCE's Economic Challenge Investment Fund (ECIF), resulting in the award to Brunel of £0.5M matched funding and this funding will support activities that will enable the University to respond to the current economic challenges faced by businesses, employees and graduates, in particular small and medium sized science, technology and engineering (STEM) companies.

In the first half of the planning period the University established the Knowledge Transfer Leave Scheme to encourage the two-way transfer and flow of knowledge between Brunel and its user communities. The Scheme covers both periods of academic leave for staff and secondments into Brunel by individuals from non-academic organisations. The University has received nine applications for Knowledge Transfer secondment since its launch, seven of which have been granted. Additionally, since January 2009, £84,355 has been awarded to seven applicants for the Knowledge Transfer Secondment Scheme, which invites higher level professionals with relevant experience and skills from the University's non-academic user communities to carry out an agreed programme of knowledge transfer activities as a temporary secondee at Brunel.

Expand enterprise and knowledge transfer activities

- Develop an infrastructure and stewardship that supports staff, encourages enterprise, and fosters a shared responsibility for income generation.
- Invest selectively in areas and initiatives that offer sustainability and greater return on investment.

The Higher Education Innovation Fund (HEIF) has supported the University's knowledge transfer activities, activity in the Collaborative Research Networks, corporate relations and business development, commercialisation and employer engagement. Funding was also obtained from external sources, primarily the Research Councils, the Technology Strategy Board, the European Commission, industry, the RDAs and business angels, alumni, High Net Worth individuals and other sources of private equity.

Brunel was awarded a major CPD contract by an international supplier of welding and cutting products, to design and lead a programme that would facilitate a strategic shift in the mindset of their middle management from being product-centric to customer-focused.

In order to maximise the impact of the London 2012 Olympic and Paralympic games, the University has undertaken a consultation process with staff and students, and an outline plan for 2012 programmes is being implemented. This work concentrates on sports facilities and services, academic research and teaching, community development, external relations and industry links. The University has been in discussion with a number of Olympic teams about using our facilities and services. Brunel hosted the Racers Track Club from Kingston, Jamaica (including Usain Bolt) in July/August 2009, allowing the University to demonstrate its ability to host major teams in the run-up to the Olympics. The 2012 International Convention on Science, Education and Medicine in Sport (ICSEMIS) will be staged in Glasgow by a Brunel Consortium. The brand, image and website for Brunel University 2012 Programmes was developed by October 2009..

The University's success in enhancing its enterprise culture is reflected in two business awards in 2010; a Global Business Excellence Award for outstanding R and D collaborations and a Crème de la Crème Business Award for HE-business Partnerships, and Brunel was shortlisted for the 2010 THE Entrepreneurial University of the Year Award.

Future imperatives

The University is adding a third bullet point to the sub-section of the Strategic Plan which relates to expanding enterprise and knowledge transfer activities:

- *Engage proactively with industry and the public sector to increase the number and range of knowledge transfer collaborations, and to develop sustainable partnerships*

This addition underlines the University's determination to continue the proactive development of sustainable long-term corporate partnerships and to nurture and grow collaborative research networks in key areas such as design and media, healthcare and ageing. The University aims to increase its collaborative and contract research income to £10 million pa and its commercialisation revenues to £0.5million pa. It is hoped that the University will see the benefits from the greater impact and influence of our research in new products, services and policy initiatives. Further, the University aims to widen staff engagement with knowledge transfer activities, with a target of 25% of academic staff participating by the end of the Strategic Plan period.

The University's Brunel 2012 Programme activity will focus on positioning Brunel as a top UK university for sport, undertaking Olympic and Paralympic related research and conferences.

Additionally the programme will strengthen current business and generate new business, as well as strengthening links to our local community.

Provide an enabling environment

Progress to date

Staff contribution, retention and development are valued:

- Assess and address the skills and development needs of all our staff
- Continue to broaden and embed leadership and team working skills
- Attract, develop and retain high quality staff
- Build on our commitment to equality of opportunity for all and ensure that this is evident in all that we do.

The University recognises that its most valuable asset is its staff and that none of the successes over the past several years would have been possible without their hard work and dedication. The University has therefore concentrated on ensuring that staff development and wellbeing remain a priority.

An enhanced staff development website has been launched and all staff have been consulted to inform the development of a needs driven programme. Work has started on building a greater understanding of the University's staffing profile and how this has changed over the last five years, both at the University and benchmarked against national data. In the second half of the planning period, this data will enable more strategic decisions on staffing needs. The ASPIRE Leadership Development programme was launched, with 37 members of staff selected for the first cohort in 2010. The popularity of the programme indicates that a similar number will form the 2011 cohort.

As a result of the Strategic Plan consultation workshops, the University reintroduced the Special Thanks and Recognition (STAR) scheme to reward staff who had made extra efforts beyond the normal call of duty to help make the University a better place. Any member of staff is eligible for nomination by staff or students, and 65 individuals have since received an award.

The University undertook a comprehensive review of the Postgraduate Certificate in Learning and Teaching in Higher Education, which was compulsory for probationary lecturers. The review concluded that the PGCert should be replaced by a programme of professional development of academic practice (PDAP). The new programme was successfully implemented in September 2009 and is nationally recognised as satisfying the requirements for accreditation by the HEA (Higher Education Academy). A series of Advanced Academic Practice Workshops, aimed at experienced academic staff, was also established. Fifty members of staff made up the initial PDAP cohort, with an additional 10 due to start the programme in January 2011. It is anticipated that between 50 and 80 members of staff will participate in the programme annually.

The appraisal process for academic staff has been redesigned to integrate career planning, more effective follow-up, and an emphasis on ensuring effective provision of individual development needs. The criteria for academic promotion have been revised to better support the objectives of the Strategic Plan, incorporating themes of: Research and Knowledge Transfer; Learning, Teaching and Student Support; and Collegiality and Management. Additionally, the contract review process for research staff on fixed term contracts has been established in line with recommendations made in the national research concordat.

Significant progress has been made on delivery action plans across a range of diversity issues and the Equality Impact Assessment process has been developed and embedded to ensure it is consistently applied in policy development.

The University played an active part in the national working group on Managing Academic Workloads which reported in 2010, and the University has begun to take forward and exploit its results.

Future imperatives

A number of new initiatives have been initiated and they will be reviewed for effectiveness and enhanced accordingly. Mentoring programmes for staff on the Aspire programme are planned. The development of a comprehensive and effective mentoring programme across the University presents a challenge but one which has significant potential benefits. Given the future tightened financial outlook for universities generally, a staff development priority will be to provide support for staff in successfully delivering within a difficult climate (eg increased emphasis on financial/budget/management training).

A strategic approach to wellbeing, with properly co-ordinated activity, has not been achieved in the first half of the planning period, despite the initiation of a "First Steps to Fitness" programme, but this is a key priority for the future, as staff feedback indicated this as a neglected area at Brunel.

An award to recognise excellence in Learning, Teaching and Student Support is under consideration for implementation in 2010/11. A pilot project regarding a new approach to Performance and Development Review has recently been successfully concluded. This review process will be implemented in the central service departments in 2010/11.

Working Environment

- Optimise investment in the infrastructure
- Construction of the Eastern Gateway ‘flagship’ building and development of follow-on new build programme.
- Delivery of Stock Condition Works programme to eliminate backlog maintenance and drive down the per cubic metre cost of maintenance.

The University has re-established the Estates Management Committee to oversee the work of the estates, and a new design and project management team has been formed as part of the restructure of Estates. An illustrative 10-year programme of works to the University’s estate has been developed, which includes refurbishment and repair works to several buildings. Considerable enhancements have been delivered to the infrastructure on campus through new-build and stock condition works, all of which serve to improve the facilities and approval was granted by Council for the construction of the Eastern Gateway Building in 2009. This is under construction and is expected to open in late Spring 2012.

A second data centre has been commissioned which underpins the resilience of a number of important student facing IT services. Behind the scenes the renewal of server systems, operating systems and applications has progressed steadily, to keep student and academic IT facilities as up-to-date as possible. An additional link into the Joint Academic Network has increased the capacity of data traffic to and from the Internet. Other network advances include greater wireless connectivity, more study bedroom network facilities (now about 5,000 connections), and greater accommodation of mobile internet-centric devices.

Significant progress has been achieved on the virtualisation project, which aims to reduce the energy burden of IT systems on the University by the use of virtualisation and related technologies without compromising service delivery. At present, 65% of the University’s server fleet is virtualised. The project will lead to considerable savings in power costs and inventory value.

The campus environment

- Use existing space more efficiently and create new social areas.
- Work with the University’s Environment Strategy Group to inform decisions on future campus developments and our environmental priorities.

The University has ensured that more space is available for social use, including the Quad and the use of the IAC for the Freshers’ Fayre in 2010. The new Amenities Centre at the IKB complex now houses the Muslim Prayer Rooms in addition to other social space pending the design and construction of a new Multi-Faith Centre, which has been agreed in principle by Council. The Sports Pavilion refurbishment will be completed to make it DDA compliant and will include a room for social and teaching use. The opening of the Antonin Artaud Building and the refurbished Heinz Wolff Building are testaments to the commitment within Brunel to develop a world-class campus for our students. The Antonin Artaud building’s main rehearsal space has been enhanced to provide a full performance capability and arts teaching space, seating some 350 students across all schools. The new Eastern Gateway Building will provide a modern home for the Business School and an additional large-scale lecture theatre. Moreover, once the additional capacity of Eastern Gateway is available, collocation of Schools will be improved. Finally, enhancement of the Bannerman Building to provide 24-hour access to the library, with increased IT provision, has benefitted our students.

A pilot composting unit for food waste was installed in the Hamilton Building and has been expanded to include all catering outlets including More Foodhall, Student Union, Pronto, Rococo and Bar Zest. The University has run a Student Switch Off campaign – an inter-hall energy saving

campaign – and an Every Can Counts campaign – to encourage the recycling of aluminium cans. Additionally, some bottled drinking water units have been removed and converted to mains drinking water units. A new tendered general waste service has seen an increase in recycling from 27% to approximately 60%. The University's Carbon Management Plan sets out two milestones for scope 1 and 2 – 20% reduction in 2012/13 and 35% reduction in 2017/18, from the 2005/06 baseline, in order to meet its target of 48% reduction in 2020/21. The Sustainable Procurement Policy has been revised to include sustainability aspects for food and IT procurement. The Sustainable IT statement has been approved to promote sustainable IT practices on campus. Recent initiatives funded by the Government's Revolving Green Fund have seen the installation of voltage optimisation equipment in a number of residences to reduce electrical consumption.

Future imperatives

The remainder of the planning period will be used to complete a number of Estates projects, including the completion of the Eastern Gateway building by Easter 2012, the optimisation of the estate with the creation of additional flat floor teaching space and the refurbishment of the Hamilton Centre.

The University will continue to identify areas requiring improvement and endeavour to enhance its environmental management and performance. Environmental Strategy Group has looked at benefits of joining one of the three Environmental Management Systems – EcoCampus, IEMA Acorn Scheme, and ISO14001 and a decision to implement one of the EMS will be made shortly. Environmental Strategy Group is currently exploring the use of an artesian well and rainwater and the feasibility of developing a campus allotment. A trial of binless offices has been planned to reduce waste and improve recycling on campus.

Sustainability

- Growth through the generation of significant additional income over the life of this Plan.
- Innovative solutions to maximise the benefits of commercialisation.
- Development of a robust, reliable and responsive management reporting, planning and forecasting process.
- Ensuring the primary risks affecting the University's financial sustainability are understood and monitored.

The University has been successful in its aim to generate additional income and is currently in a strong financial position relative to the sector. There has been an increase in student numbers as well as in demand for student places, and growth in income from additional student accommodation units. There has also been significant growth in QR income, research grants and commercial contracts. At the same time, cost controls and a series of Value for Money reviews have helped to reduce expenditure in a number of areas. The University has increased both its operating surplus and its reserves, which are at a level of 98% of income, one of the highest reported in the sector.

The University has continued to prioritise activity designed to commercialise the output of academic and student research through its Commercialisation Office. During the first half of the Plan's cycle the Office has developed processes and business models that are innovative within the sector. The models are designed to deliver value for users of Brunel technology and other customers and stakeholders. The Office has also engaged with the investment community to seek additional funding for early stage ventures.

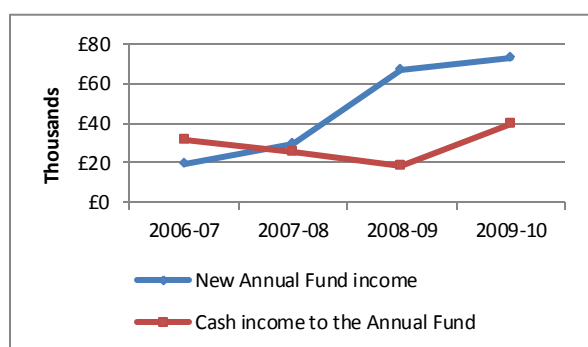


Figure 4 Source: Development and External Relations

In order to maximise donations to the University, the Annual Fund has been revitalised with, for example, a successful telephone fundraising appeal, a new solicitation and stewardship strategy and the recognition of past contributions to the University. The upward income trend indicated in the Annual Fund graph is also set to increase in 2010-11. New systems to co-ordinate more effectively the Alumni

Relations contacts with potential donors and leads. This in turn resulted in more transparency

about the use of funds and enabled much stronger messages to be fed back to donors.

A broad framework plan for determining the University's student population was presented to SPARC and Senate in November 2009. This framework was driven by the key principles of: becoming a 'selecting' rather than a 'recruiting' institution; maintaining a student population of 15,000 within the tolerance of +/- 3% within the current mix of academic activities; having a balance in the numbers of Home/EU and international students, with the optimum international population being in the region of 18% to 20% of the total; and growing postgraduate student numbers gradually from 25% to 33% of the total population.

Future imperatives

The University continues to plan carefully to ensure its financial sustainability for the remainder of the Strategic Plan period to 2012 and beyond. The University's participation in the TRAC Development Group/HEFCE study of metrics for sustainability, a pilot project managed by HEFCE, will provide examples of best practice across the sector which can potentially be implemented in the future.