Dear Colleague,

This is a great time of year to reflect on what we have achieved and to look forward to the future. 2018 has marked the end of one phase of our strategic plan and the start of the next one, as well as being an important year for the sector and for the UK.

2018

This has been a busy year across BU. One highlight in 2018 was our biggest graduation week ever, with 9 ceremonies, our wonderful honorary graduates and fellows. We are preparing to say goodbye to Lord Phillips after 10 years as our Chancellor. Lord Phillips has been a great supporter of BU and we will miss his enthusiasm, including at graduation, when he has always been one of the first of the platform party to join the graduates in the Purbeck Hall, and one of the last to leave.

I hope many of you will be able to join us at Talbot campus on Monday 17th December at 3pm for some festive celebrations when we will also be saying thank you to all staff for your hard work on BU2018. Read our published review of 2012-2018 here and a summary of our progress against our BU2018 KPIs and targets here.

BU2025

With my UET colleagues, I have been meeting staff from across BU at our regular open
meetings, and meetings with faculty and professional service staff. These meetings have
given us the opportunity to discuss what BU2025 means for staff, what progress we are
making, and to answer questions. It has been great to hear from staff that you value the
continuity between BU2018 and BU2025, the continued focus on Fusion, the fact that we are
making more of our values, and the emphasis in BU2025 on impact and outcomes.

It is interesting when you look at the frequency of the words that are used in BU2025. Of
course staff, students and teams are the three biggest words.

I am proud of the way that we are making sure that Fusion is relevant and inclusive for staff
from across BU. You can read some of your case studies here and there are more to follow
soon.

I am also proud of the focus on impact and outcomes. The BU2025 outcomes describe what
BU will be like in 2025 and describe why we are taking the action we have set out. These are
supported by our KPI framework, which now includes qualitative as well as quantitative data
and is benchmarked. This will help us to take a much broader outlook when reviewing our
progress. When you are looking at the implementation plan, I encourage you to look at the
BU2025 outcomes that are listed for each action.

One area where we can all make an impact is the environment. I was delighted that we have
recently completed the audit for EcoCampus and have retained our certification to
ISO14001:2015. One thing all staff can do is sign up for Green Rewards – in September we
announced the winners of the last competition – well done to Finance and Performance.

We have made great progress already on BU2025. The implementation plan was very
ambitious, and included a large number of reviews. In fact, when we looked at the words in
the implementation plan, "review" was the biggest. Thank you to all who have been involved
in these important activities, which are key to making the changes we want to see across BU.

This is a 7 year plan and we can't do everything at once. It is fantastic that, although we only
launched the plan in July, great progress is already being made on some of the most
significant reviews in the plan:

- Our Fusion Learning approach ensures the education of our students is enriched through
  our unique fusion of education, research and professional practice. This will support the
growth of learning through enquiry, and provide more opportunities for engagement in
research and professional practice. Colleagues across our faculties and professional services are developing the actions outlined in the BU2025 implementation plan and will provide further updates on progress in due course.

- We have made progress in setting up the support arrangements and other structures that will support our ambitions around research. Engagement with practice and industry is a key part of both of these initiatives, and we are also making progress on our plans for external engagement, which will be reviewed by the University Leadership Team in the New Year.

- To help us deliver these changes, we have looked at our deliberative structures, simplifying the structure of the Senate committees and setting up new and revised committees at Faculty level which will help to ensure that our activity is aligned to BU2025. We have also changed the University Leadership Team (ULT) – delegating more decision making power and involving a wider group and inviting guests in meetings much more regularly. You can read more about these changes here. These changes are about alignment and focus, but they also support more engagement in decision making with staff from across BU.

We have updated the BU2025 implementation plan to reflect the progress already made and you can see the latest version on the intranet here.

Our values

One of the most important changes we made for BU2025 was to introduce inclusivity as one of our values. This was in response to your feedback that this was already a strength at BU and one that you wanted to see highlighted. A highlight for me this year has been to see our Media Production department receive a Bronze Athena Swan award and the submission for our next Bronze institutional award. Congratulations to everyone involved in both of these, I look forward to other awards in the future and to taking more action across BU to ensure that we have an inclusive environment in which all can thrive.

We are starting to bring our values to life more widely in our activity across BU – it was fantastic to hold the eighth VC staff awards recently and congratulate winners in categories that reflected our values and our purpose at BU. This year, we saw many more teams nominated and so we had our biggest set of winners yet.

Looking forward to 2019

In 2019 we expect to complete building works on the two new gateway buildings, which are changing the landscape at Talbot and Lansdowne. The fantastic learning and research space provided by these facilities will make a huge contribution to our learning environment at BU. You can read more about our plans here.

In January we will welcome Kate Adie as our new Chancellor.

I wish you all a Happy Christmas, a restful break (when we get there) and a Happy New Year.

Best wishes,

John Vinney
Vice-Chancellor