



Dear Colleague,

We are now in the final months of our BU2018 strategic plan, which will take us through to the end of July. We will launch our new strategic plan – BU2025 – in March and start work on detailed implementation, to ensure a smooth transition, making this an exciting time to be at BU. This is also a time of important change in the sector, giving us some challenges and also some fantastic opportunities.

#### External context

The New Year has brought us a new Minister of State for Universities, Science, Research and Innovation, Sam Gyimah. The split reporting line for this role continues, with the Minister reporting to Greg Clark at the Department for Business, Energy and Industrial Strategy (BEIS) and to the new Secretary of State for Education, Damian Hinds. The main item that is in the new Minister's in-tray is the promised review of funding for tertiary education, but the scope and timing of that review have still to be confirmed.

In the meantime, the Office for Students came into being on 1<sup>st</sup> January and they will be working on their response to the consultations about the regulatory framework that closed on 22<sup>nd</sup> December 2017. All universities will need to re-apply for registration under the new framework in the spring, and new conditions and reporting obligations will apply from the summer.

Brexit discussions are continuing, although less publicly than in December. There is on-going speculation about whether international students will continue to be included in immigration numbers - the Migration Advisory Committee consultation on the impact of international students on the economy and the sector closes at the end of the month.

We continue to engage in policy issues to represent BU's perspective. If you are interested in following these issues more closely, e-mail [policy@bournemouth.ac.uk](mailto:policy@bournemouth.ac.uk).

#### BU2018

We have 6 more months to complete our BU2018 strategic plan and deliver the objectives that we set out. We included information about our progress in the [BU2025 consultation materials](#) - so please take a look if you are not familiar with this and make sure that you are taking action to address any outstanding objectives or meet targets in your own area.

We have made fantastic progress towards achieving what was an ambitious plan – amongst the feedback on the BU2025 proposal were a number of comments about how challenging this plan seemed in 2012, and yet how much we have achieved. Fusion and co-creation are two things that staff highlighted as having become part of “the way things are done” at BU.

One area on which we have made substantial progress is inclusivity – for example, the

proportion of female professors at BU has increased from 19% in 2012 to 35% in 2017, and we obtained our Athena Swan Bronze award in 2015. Our commitment to equality and diversity remains an area of focus in BU2025.

We have also continued our work on sustainability, demonstrated by our ECOcampus platinum award in 2016, building on the Gold award we have held since 2011. I would like to encourage you to get involved in the [Green Rewards scheme](#). The scheme rewards you for taking positive actions for the environment and your health and wellbeing, and so far over 550 staff have signed up, which is a great start.

Our campus has also changed substantially since 2012 – most recently with the opening of the new bus hub. We expect the new link road to open shortly – these two changes will transform the experience of arriving at Talbot and make a substantial difference to the traffic. You will have noticed that work is getting underway on both the Poole and the Bournemouth gateway buildings. There are a number of other important developments in Lansdowne, such as the redevelopment of 21 Lansdowne Road, which will improve the environment. [Find out more](#) about the 6 ways your campus will change in 2018.

Thank you to everyone for your support and efforts to get us to this point – I look forward to us concluding the academic year having achieved nearly all our BU2018 objectives.

### BU2025

While we focus across BU on delivering the BU2018 plan, we are continuing to work on getting the BU2025 plan ready, as it will take effect in August. Thank you to the many staff who contributed to the consultation. We have reviewed the (extensive) feedback and are working on a final version of the plan for launch in March. We published on 19<sup>th</sup> December 2017 some interim responses to feedback, and have now prepared a more complete response to your questions and comments, which is available [here](#). Alongside this, we are considering some changes to the plan, and the updated draft version [is available here](#).

Some staff have commented on the level of change in the sector, and asked whether this is a good time to embark on an ambitious new strategy – and whether we will be able to respond to the changes and challenges that will arise, not just in the short term but over the 7 years of the plan. Of course, we expect that we will need to adapt our detailed plans – and we have built actions into the plan to ensure that we are flexible. We expect to adapt the pace and timing of our investment plans according to our performance and outlook, and we will be reviewing how we operate in a number of ways, including structures, staffing and processes, not just in 2018 but throughout the plan period. I realise that change can be challenging, and we will continue to work to ensure that change is managed effectively. But we believe that it is important to set out a strategy for BU that we believe in and that will enable us to differentiate ourselves. This will give us a sense of purpose and direction whatever happens in the sector.

One of the questions asked in the consultation was whether we would listen to the feedback and take action as a result of it. I hope that the detailed response document demonstrates that we have listened, and that we are making changes to the plan to respond to it. We have had a lot of positive feedback about the way that we have engaged staff, students and stakeholders through this process, and we have included a new draft action in the plan about on-going engagement with staff on progress and next steps. Another example is that we intend to include references to authenticity and transparency in several places in the plan.

We will continue to work on the plan, which will be considered by the Board in February and launched in March – in the meantime, please take time to read it and start to think about what

you will do differently to live our values, fulfil our purpose and achieve our BU2025 vision.

Best wishes,

John Vinney  
**Vice-Chancellor**

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