



UNIVERSITY OF  
WOLVERHAMPTON

A collage of diverse students from the University of Wolverhampton. The collage is divided into two main sections by a diagonal line. The upper section shows a group of students in a classroom or library setting, including a man in a yellow shirt, a woman with blonde hair, a man in a graduation cap and gown, and a man with glasses. The lower section shows a group of students in a lab or office setting, including a man in a white lab coat, a woman wearing a hijab and glasses, and a woman with dark hair. The background of the collage is a mix of light and dark tones, with yellow and blue accents.

# Vision 2030

Inclusive. Innovative. Impactful.



The University of Opportunity

# Our Vision

**To transform the leadership and workforce of our Place through inclusive student success and world-class research.**

”  
JUST AS CASTLES PROVIDED  
THE SOURCE OF STRENGTH FOR  
MIEVIAL TOWNS, AND FACTORIES  
PROVIDED PROSPERITY IN THE  
INDUSTRIAL AGE, UNIVERSITIES ARE  
THE SOURCE OF STRENGTH IN THE  
KNOWLEDGE-BASED ECONOMY  
IN THE 21<sup>ST</sup> CENTURY.  
”

DEARING, 2002



# Our Purpose

To develop People and Place



Through our pillars of Inclusive Student Success and Place we will cement our position as the University of Opportunity delivering higher education at the point of need and believing in those who believe in themselves by offering them an opportunity to excel.

## Pillar One: Inclusive Student Success



Our priority is the success of all those who wish to study with us. Building on the progress made in our previous Strategic Plan in improving outcomes and satisfaction levels for our students, our focus for the next decade is to ensure greater inclusivity and ensure equity of outcome. This commitment will ensure that we focus on who is participating and how they achieve.

We are committed to removing barriers to ensure that all can participate and achieve their potential. We will develop

our approach guided by the social model of outcome, adapting the way we work to suit individual needs, adding value to their experience and ensuring they become successful ambassadors for the University of Wolverhampton.

With the ability to study at their own pace our students will learn in a manner that suits their circumstances and preferences. Technology will enhance learning with lectures online and available at a student's time of choosing, supplemented by a choice of

virtual communication and e-learning resources and more traditional in-depth face-to-face learning methods such as seminar, workshop and laboratory activities.

We are the University of Opportunity, and we will create flexible and personalised learning and progression routes into, through and out of university in a manner which transforms the places we serve.

## Pillar Two: Place

**We believe that universities are about transforming society by ensuring the needs of their Place and people are at the heart of what they do. As the University of Opportunity our Place informs the courses we teach, the research we invest in and the skills we equip people with.**

Our strategy in Health illustrates our commitment to Place. We work in partnership to ensure healthcare education is delivered in the communities in which our students will work as qualified professionals. We offer healthcare education at multiple locations, helping the region to become self-sufficient in health professionals.

Our research supports local initiatives such as the STORK Programme, where we work in collaboration with neonatal units at local hospital trusts, public health directorates and the Lullaby Trust to help decrease infant mortality by developing training and behavioural interventions guided by the best scientific evidence. This commitment to delivering education, skills and research in partnership with the communities we serve is at the heart of our Strategy.





# Our Provision

**We will shape our academic provision in three ways:**

- **We will work in partnership to invest in the economic needs and skills demands of our Place.**
- **We will invest in the new industries promoting entrepreneurship and enterprise skills.**
- **We will invest where there is demand for traditional university subjects with developments in the arts, the sciences and the technologies.**

## Springfield Campus

Our new Springfield Campus is an example of how the development of our academic provision is shaped in all three ways.

The site of the former Springfield brewery is being transformed into Europe's largest specialist construction and built environment campus, bringing together businesses and the education sector to maximise impact on the economy.

Springfield Campus, an exemplar of Place shaping, has been developed by bringing together a range of private and public partners to deliver a programme that will maximise the impact on the economy.

It will be the catalyst for economic and social regeneration based around the needs of its Place and create employment, where there is industry demand, whilst also delivering the technical and professional experts required by industry.

Working closely with a range of national and local partners and complementing the City of Wolverhampton Council's plans for the adjacent canalside development, Springfield has already begun to realise its ambition of driving excellence in education, supporting business growth and leading innovation through research.

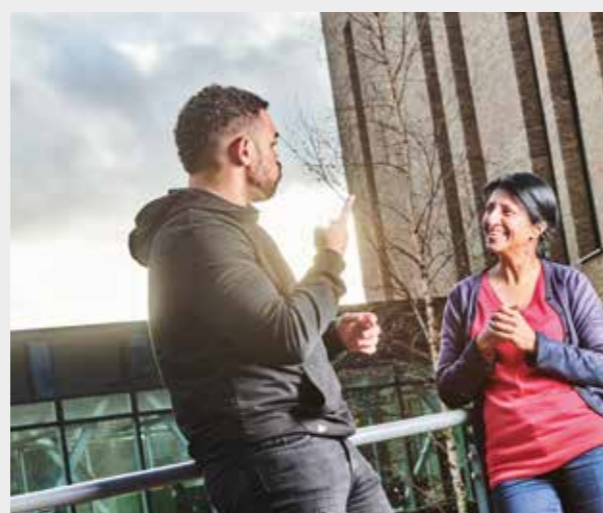
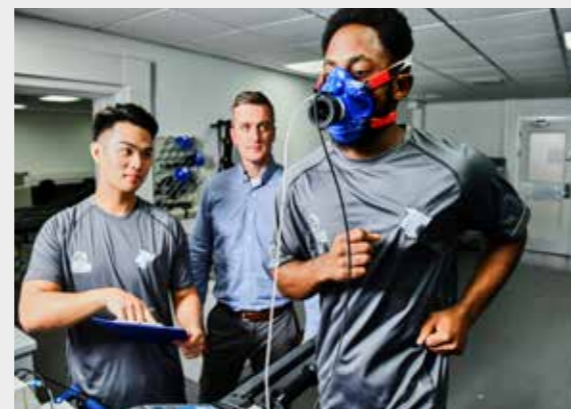


**The UK's first university- ambulance trust developed in partnership with the West Midlands Ambulance Service to deliver collaborative projects, sharing clinical expertise, joint curriculum development and staff exchanges provides a further example of how we develop our provision. The partnership will complement the new Emergency Management and Resilience Centre at Telford Campus which will focus on emergency planning, disaster management, resilience and response at a local, regional, national and international level.**

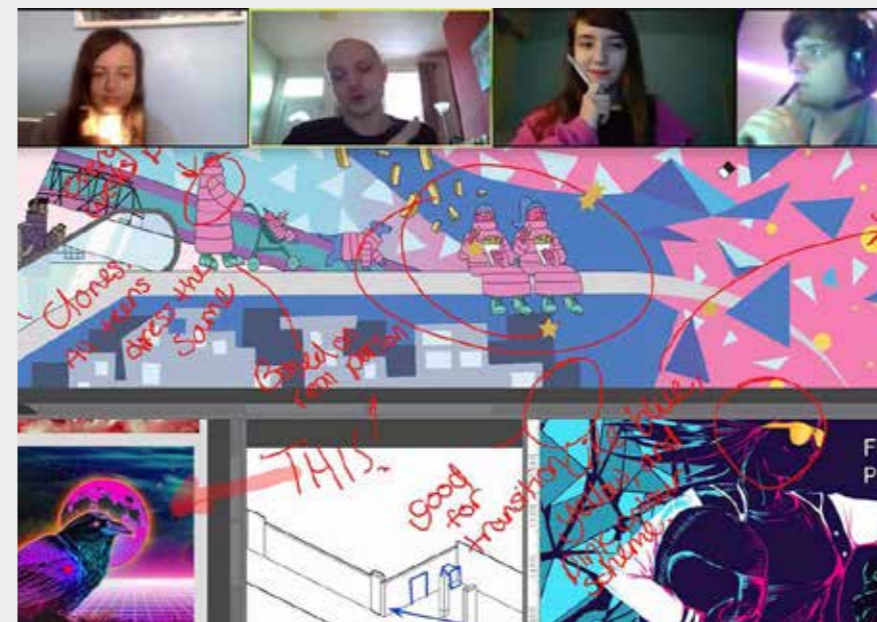
# Our Ambition

To deliver the success of our people and our Place, our ambition is that by 2030:

- All our students and staff achieve their potential
- All our students and staff believe they belong
- We welcome all who want to benefit from Higher Education
- We provide higher education at the Place of need
- We raise and enable the ambition of our Place
- Our students and alumni transform our region
- Our research changes society and economy
- Our staff and students have flexible and supported access to services
- We are recognised as a leader in the exchange and transfer of knowledge
- We are recognised as a leading international University
- We are nationally recognised for our holistic approach to sustainability.







# Our Goals

## What will success look like?

By 2030 we will have....

- Embedded our role as the University of Opportunity, offering access and supporting success to all those who can benefit
- A personalised approach to learning centred around the student
- Become recognised as a driving force for inclusivity
- Embedded co-creation at the heart of all we do
- Clearly defined subject and research identities to which our staff, students and alumni belong
- Ensured that all our students have the experience and employability skills to enable them to be global citizens
- A curriculum, portfolio and delivery model that reflects the economic and societal needs of our area
- Courses that are blended and accessed according to individual preference
- A staff profile reflective of the communities we serve
- Significantly developed our research capacity, culture and success
- Research that drives innovation and challenges the norm
- Delivered research that has clear societal benefits
- Become a key partner for industry and professional collaboration
- A network of science and innovation parks
- Global networks that support the delivery of our Vision and enhance our reputation
- Partners of choice for our UK and International stakeholders
- Become carbon neutral
- Embedded processes of recover and reuse with the aim of achieving zero waste
- Embedded a culture of efficiency and excellence ensuring financial stability and investment opportunities.

WE WANT TO CHALLENGE AND STRETCH OURSELVES WHICH IS WHY WE HAVE SET AN AMBITIOUS VISION UNDEPINNED BY OUR VALUES AND DELIVERED VIA OUR STRATEGIES AND ENABLERS.



# Our Values

## We will:

- Behave respectfully and ethically in all that we do
- Be inclusive and fair in our interactions with each other and with our wider community
- Act professionally, transparently, confidently, collaboratively and challengingly when engaging with our communities locally and globally
- Listen and learn from others.



# Our Strategies

## Education and Students

### Vision

To transform the leadership and workforce of our Place through inclusive student success and world-class research, we will offer to all those who can benefit a higher education experience that equips them to make a significant contribution to their communities both as students and as graduates.

### Commitment

We will set the bar high for our expectations of our students; supporting them in all aspects of their university experience but challenging them to do their best for themselves and their communities.

For every student we will provide a programme-based, student-centred route-map to becoming a professional or expert through the development of knowledge, attitudes, skills and habits specific to that discipline. What will unify our programmes will be the fore-grounding of inclusivity, sustainability and well-being across our portfolio.

Specifically we will:

- Work in partnership based on excellence in teaching and support from staff and on responsibility for engagement in their learning from students
- Offer students choice about how and when they learn through offering a carousel delivery model with students choosing the mix of online and face-to-face learning that suits them throughout their programme;
- Offer students choice about how and when they are assessed
- Provide an individual programme of personal and professional development for each student
- Provide student-centred support that integrates the academic and non-academic to meet the needs of the individual
- Embed a scaffolded approach to employability in all undergraduate programmes and ensure that we have a distinct masters level employability offering for postgraduate students
- Recognise and reward excellence in teaching at programme level that is research based and practice led.
- Embed academically led and discipline specific approaches to well-being, sustainability, digital and community engagement within each programme.
- Match our students' ambition to the needs of the local economy
- Design interventions that enable our students to develop their capabilities to manage their own wellbeing during and after university

### Success Measures

We will know we have succeeded when:

- We are above sector benchmarks for participation of groups underrepresented in higher education
- We have removed all significant gaps in continuation and award
- We have removed all significant gaps in highly skilled employability
- Our student satisfaction scores are consistently above sector average for all groups of students

## Regional Engagement

### Vision

To support the economic, social, and cultural and inclusive growth of our region through the provision of skills based and employer led higher education.

### Commitment

As the University of Opportunity we are committed to delivering Higher Education that serves the needs of our region.

Specifically we will:

- Invest in the economic needs and skills demands of our Place
- Offer Higher Education at the point of need
- Refocus our curriculum to ensure it provides graduates with the skills employers want
- Have a major low-cost Adult Learning Programme
- Ensure our experience connect students with the community and business
- Have an outreach programme that is embedded as part of the school calendar
- Have a major volunteering programme
- Have 4 science and technology parks that focus on innovation and entrepreneurship
- Increase our start-up business support

### Success Measures

We will know we have succeeded when:

- Regional employers endorse our curriculum and consider our graduates their employees of choice
- The number of students studying with us via employer sponsored routes increases from 14% to 30%
- The Black Country is self-sufficient in Healthcare professionals
- 100 % of our students are gaining work experience as part of their course





## Research

### Vision

To address societal challenges and improve lives through world-class research.

### Commitment

We commit to increase the capacity for and quality of our research across our portfolio of subjects in science, technology, social sciences, arts and humanities. Specifically, we will:

- Engage in research that drives innovation and challenges the norm
- Produce research that benefits society and economy
- Have inclusive research assessment submissions and promotions and a collaborative research culture
- Have a nationally recognised Research Directorate that provides outstanding support to researchers
- Collaboratively develop our research capacity and share success with our stakeholders
- Have research facilities that are adjacent to learning facilities helping to create subject identity

### Success Measures

We will know we have succeeded when:

- We have doubled the number of research students
- We are consistently in Q1 for research satisfaction in PRES or similar
- Research income increases from 3% to 10% of total university income
- The majority of our research is rated as internationally excellent or higher
- We have interdisciplinary research collaborations with impact beyond academia
- All our Professors are practice-related
- We have developed research that adds value and improves outcomes for our communities

# Global Opportunities

## Vision

We are recognised as a leading national and international university known for our areas of academic excellence and our approach to Working in Partnership (WP) and Place agenda

## Commitment

As the University of Opportunity we welcome all who want to benefit from Higher Education and will expand on our commitment to Widening Participation (WP) to be much more in terms of

Working in Partnership  
Working in Place  
Working at Pace  
Working with Potential  
Working with People

Through our WP agenda we will aim to provide students access to our Higher Education awards that are delivered in Place, in flexible modes and styles of learning that allows our students to go on to be highly employable global graduates with awards that have been developed and delivered with our partners and stakeholders.

We will be an institution that will grow its areas of academic reputation through a bolder confidence in promoting what we do and celebrating the success of our alumni and academic community to our regional, national and international audiences.

## Success Measures

We will know we have succeeded when:

- We have global networks that support the delivery of our Vision and enhance our reputation
- We are a partner of choice for our UK and International education and industry stakeholders to grow our Degree Apprenticeships and Collaborative partnerships
- We grow from 27,000 to 40,000 learners of whom 25% will be international
- 60% of undergraduates are 18 when they enter
- We increase the number of residential students on our campuses as our national reach increases
- Postgraduate taught and research student numbers have doubled
- We have grown from 200 to 3,000 Distance Learners
- 50% of our academic areas have improved their national ranking by 25%
- We have multi entry points so we are recruiting and welcoming students throughout the academic year
- We have built on our halo areas of academic strength to further widen our national reach
- We have increased our international research collaborations





# Our Enablers

## Staff

The excellence, engagement and empowerment of our workforce are key to the achievement of our ambitious goals. Ensuring our staff have a strong sense of belonging, are recognised and accredited for their expertise with comprehensive development and continuous improvement programmes embedded, is our priority. We will create a flexible and supported working environment where staff can achieve their potential, embedding an agile working culture enabling flexibility and remote working, with the health and wellbeing of staff at the core and a profile reflective of the communities we serve.

## Students

The engagement of students and empowering them to be co-creators of their educational experiences will be critical to our success and the culture we will build. We are committed to working in partnership with our Students' Union to ensure that our students have a fulfilling experience during their time with us, have a strong sense of belonging, and are empowered to overcome any barriers they might face.

# Infrastructure

## Estate

The University's capital investment programme will continue to raise and enable the ambition of our Place, facilitate the delivery of higher education at the point of need, and ensure our estate remains at the forefront of facilities for teaching, learning and research. Designed and managed to limit our impact on the environment, the University will have three campuses and be supported by delivery through our strategic partners and via learning, entrepreneurship and innovation centres. Our collaborations will regenerate the region, providing world-class facilities and delivering new skills and opportunities for local people.

## Digital

We will continue to drive forward our Digital Strategy and invest in our IT infrastructure to ensure flexibility, resilience and capacity to support our academic vision and deliver a high quality student experience through technology-enhanced learning. Students will learn in a manner that suits their circumstances and preferences, with lectures online, supplemented by a choice of virtual communication and e-learning resources alongside more traditional in-depth face-to-face learning methods. Our support and administration services for students and staff will be flexible and enabled by the use of technology.







## Efficiency and excellence

### 1<sup>st</sup> class customer service

Our priority is the success of all those who wish to study with us. We seek to remove barriers to ensure that all can participate and achieve their potential, providing our students with a high-quality learning and teaching experience which exceeds their expectations and prepares them for rewarding lives and successful careers as global citizens. Co-designed with students, our Student Campus Project aims to reorient student service design. It will focus on the diverse needs of our students, offering flexible and supported access to services and creating an equitable and inclusive student experience across all campuses and courses, connecting students with practice, business and the community.

### Financial sustainability

We will deliver a financially stable and sustainable University by embedding a culture of efficiency and excellence. We will balance on-going growth in surplus on turnover and strong liquidity with a transformational investment programme to meet the economic needs and skills demands of our Place. We will invest in the new industries promoting entrepreneurship and enterprise skills, whilst supporting demand in traditional university subjects and investing in its people and infrastructure.

# Environmental Sustainability

We are proud of our long standing commitment to environmental sustainability, promoting the conservation and sustainable management of the environment and minimising the impact of our activities to bring about a continual improvement in performance. Our goal is to be nationally recognised for our holistic approach to sustainability, embedding it through the curriculum, becoming carbon neutral and maximising processes of recover and reuse with the aim of achieving zero waste.





## Partnerships

Our commitment to delivering education and skills in partnership with the communities we serve is at the heart of our Strategy. We believe that our University is about transforming society, locally and beyond, by ensuring the needs of our People and Place are at the heart of what we do. Our partnership approach will share knowledge and support the development of the skills and expertise required to shape the places in which we operate, reflected in the innovative and entrepreneurial curriculum, research, business support and delivery model we offer.



The University of Wolverhampton