

## The Opportunity

A new Academic Registrar and Director of Student Experience is sought to contribute to the continued development of this distinctively modern, applied and student focused University.

Staffordshire University delivers progressive, high quality and inclusive Higher Education for people from across Staffordshire, the region, the UK and the rest of the world. It is passionate about transforming the lives of the individuals and communities it serves.

With over 20,000 students and an annual turnover in excess of £120m, Staffordshire University leads the sector on access, partnerships and flexible provision. In addition to large campuses in Stoke-on-Trent – where it is a key partner in the regeneration of the city – and Stafford, the University has a significant international footprint, with over 7,000 students studying on the University's courses overseas. Over 1,700 staff are employed and there are six academic faculties and schools, with outstanding strengths in Law, Psychology, Forensic Science and Technology.

Professor Michael Gunn has recently been appointed as Vice Chancellor and Chief Executive with effect from January 2011, to lead the University into its next stage of development.



## The Challenge

Staffordshire University has a clear sense of its identity as a skills-based teaching-led institution and plays to these strengths. It boasts innovative approaches to learning and offers highly flexible and relevant provision, including two-year fast-track degree programmes. Students and their needs remain at the very heart of the University, which scores well in student experience rankings.

The University is committed to welcoming non-traditional students to Higher Education, and is known for its inclusion and diversity agenda and for being open and accessible. 98.6% of the University's UK students come from state schools or colleges, and over a quarter from low participation neighbourhoods. 23% are from minority backgrounds, and 57% are aged over 21.

In tune with the needs of local communities, the University has a strong local profile. It plays a key role in a wide range of local partnerships, working particularly closely with FE colleges and NHS trusts in the region. It is a key engine for economic growth; the University Quarter, Stoke development programme (Uni-Q), a £300m development, is currently the most significant live regeneration project underway in the region.

Surveys consistently show Staffordshire University as a good place to work and study. The employees of the University are hardworking, committed, loyal, supportive and friendly. The University has a low staff turnover. The University is proud of its high professional standards, its flexible and adaptable working practices and its open, friendly atmosphere, each of which encourages diversity, respect and equality for every individual it works with.

## Key Strategic Aims

The following key strategic aims have been developed and form the core of the current University Plan which runs until 2012:

### *The Academic Experience*

- ✓ To deliver a portfolio which: Is attractive in a broad range of academic areas and meets student expectations; Has the agility and adaptability to attract a wider mix of part-time, flexible and distance learners; Equips graduates to make a positive impact in their professional lives;
- ✓ To deliver innovative, inclusive and effective learning and teaching, assessment and delivery;

### *The Campus Experience*

- ✓ To create a recognised centre of intellectual enquiry and public engagement, that is both international and diverse, green and sustainable;
- ✓ To meet the residential accommodation and catering service needs of students in the most effective manner possible;

### *Financial Plan*

- ✓ To produce a financial plan supporting the University Plan priorities; student recruitment and business growth; and research, enterprise, and knowledge transfer;

### *Investment Plan*

- ✓ To revitalise the Stoke Campus and develop the University Quarter Programme;
- ✓ To develop and deliver a redevelopment plan for the Stafford Campus;
- ✓ To strengthen the University presence at Lichfield;
- ✓ To develop an investment plan for the University base at The Royal Shrewsbury Hospital;
- ✓ To develop and invest in a portfolio for the future to grow a greater mix of part-time, flexible and distance learners and meet the needs of employers;
- ✓ Invest in the University's knowledge base;
- ✓ Invest in staff;
- ✓ Ensure that the University is recognised for its contribution to individuals and communities;

### *Flexibility*

- ✓ To increase the numbers of students studying on a flexible basis;
- ✓ To introduce greater flexibility and efficiency in working practices and use of space to meet changing business needs;
- ✓ To work in creative ways with partners locally, nationally and internationally.

Planning is already underway for the new University Plan for the period 2012-2017, which will explain our strategic direction and priorities for the next five years.



## Governance and Management

The Chancellor of Staffordshire University is the Honourable Lord Morris of Handsworth OJ. The Chair of the Board of Governors is Stephen Burgin, UK Country President, Alstom. The Board of Governors consists currently of 10 Independent Governors drawn from a range of backgrounds, including business, legal, communications, HE, public service, and local government (up to 12 can be appointed) and 9 co-opted members, including the Vice-Chancellor, other staff and student representatives. The Board has six committees: Audit; Employment and Finance; Estates; Nominations and Governance; Remuneration, Academic Standards and Quality.

The Executive Team of the University is led by the Vice-Chancellor and Chief Executive, Professor Michael Gunn and comprises:

- ✓ Deputy Vice-Chancellor and Deputy Chief Executive
- ✓ Finance Director
- ✓ University Secretary
- ✓ Director of Human Resources
- ✓ Executive Pro Vice Chancellor

The Executive Team also forms part of a broader Senior Leadership Team, which also includes:

Dean, Faculty of Arts, Media and Design  
Dean, Business School  
Dean, Faculty of Computing, Engineering and Technology  
Dean, Faculty of Health  
Dean, Law School  
Dean, Faculty of Sciences  
Academic Registrar and Director of Student Experience  
Director of Academic Policy & Development  
Director of Enterprise and Commercial Development  
Director of Estates  
Director of Information Services  
Director of Marketing & Public Relations  
Director of Sales and Student Recruitment.



## Finances

Staffordshire University has a far-sighted yet prudent approach to strategic investment and financial management. In recent years the University has grown its income and moved from an operating deficit to a surplus: for the 2009/10 academic year income was £119 million, generating a surplus of approximately £3.7 million. In addition our balance sheet has strengthened, with net cash of £10.6 million at the year end. Our five year plan will continue to improve our financial position, growing our income and surplus to fund ambitious capital investment plans, notably University Quarter, and to ensure our future plans are financially sustainable.

## Academic Provision

The University has received a favourable report following its recent QAA institutional and collaborative audit during 2010. The report confirmed confidence in the soundness of the institution's current and likely future management of a) the academic standards of its awards, and b) the quality of the learning opportunities available to students.

In particular, positive feedback highlighted, for example:

- the way in which the University actively supports innovative and flexible delivery;
- the rigorous, strategic and detailed resource planning in support of curriculum development;
- the University's proactive and enthusiastic support for collaborative partner students in allowing wide access to its learning and support resources;
- the progressive approach to enable disabled students to participate effectively in their education.

The University provides an extensive range of courses at foundation, certificate, diploma, degree and postgraduate level.

The University has a proven track record for achieving excellence in teaching quality, developing innovative courses and for providing opportunities to study in challenging and exciting ways. It is committed to ensuring its courses have a strong employment focus, providing graduates with the knowledge and skills needed.

A pioneer of the two year fast-track degrees as part of HEFCE's Flexible Learning Pathfinder programme, the University has seen recruitment on to the fast-track awards grow significantly – from 26 in 2006 to now in excess of 200. Staffordshire University currently offers fast-track degrees in Accounting, Business, English, Geography, Law and Motor Sport Technology. These degrees represent an increasing part of the University's flexible learning offer.

The vocational relevance of its programmes is widely recognised, with, according to the Sunday Times, "more than 9 out of 10 graduates employed or engaged in further study within six months of graduation, and ranked just outside the top thirty nationally for the high proportion (76.1%) that land graduate-level jobs". In the Guardian 2010 University League Tables, Staffordshire University has risen from 67th place to 55th.



## Research And Advanced Scholarship

The University is committed to the further development of its strengths in applied research, advanced scholarship and knowledge exchange for the delivery of economic, commercial, environmental, cultural or social benefit and for the benefit of the student learning experience.

Within the new Workload Framework Agreement there is a clear expectation that all academic staff will be engaged in advanced scholarship and will use the 22 days identified for the pursuit of advanced scholarship as the basis for this activity. It is expected that all advanced scholarship will produce outputs that support and enhance the student experience and/or the reputation of the University. The focus of advanced scholarship should reflect priorities in the Faculty/School/Service or Applied Research Centre and thereby the strategic priorities set out in the University Plan.

To support this agenda, the University has recently replaced four research and enterprise institutes with 10 focussed Applied Research Centres (ARCs):

- Ageing and Mental Health
- Applied Business Research
- Culture
- Community and Regeneration
- Education Policy Research
- Energy Efficient Systems
- Environment, Sustainability and Regeneration
- Information Intelligence and Security Systems
- Media, Arts & Technology
- Mobile Fusion Centre
- Sports and Exercise

The key purpose of the ARCs is to develop the inter-relationship between applied research and innovation, enterprise and potential commercial exploitation by the creation and transfer of knowledge of high quality to public, private and voluntary sectors. The ARCs are also closely associated with the development and delivery of taught postgraduate programmes, professional doctorates and the training of MPhil/PhD students. ARCs have an important leadership role in the context of the advanced scholarship agenda and provide a focus for academic citizenship and public engagement.



## Faculties and Schools

### *Arts, Media and Design*

The Faculty is one of the biggest in the University with approximately 3,600 students (FT 2,565; PT 1,053) studying on and off campus and 170 academic and professional support staff. It is a very diverse Faculty with provision in the following subject areas: Art & Design, Media and Journalism, Social Sciences, Humanities.

The quality of courses is evidenced in graduate employment and industry recognition; courses in Journalism, Youth and Community work and Film Production are accredited by professional bodies. The Faculty pioneered postgraduate distance learning courses and has students in over 60 countries.

The Faculty works with a number of national providers, regional colleges and industry partners. Its commitment to community engagement is evidenced by the activities of the Creative Communities Unit as one of the main University agents and drivers for civic engagement, which contributes positively towards the ongoing regeneration of Stoke-on-Trent. The Faculty has two Applied Research Centres: I-ACT (Institute for Applied Creative Thinking) and C-MAT (Centre for Media & Arts and Technology), which is shared with the Faculty of Computing, Engineering and Technology.

### *Business School*

The Business School, with a total of some 3,600 students (FT 1,723; PT 1,928), provides a distinctive approach and an international reach. The portfolio is extensive with substantial undergraduate and postgraduate activities. The School has 110 academic and professional support staff.

It is organised around six academic groups:

- Enterprise, innovation and sustainability
- Financial and operational performance
- Organisational behaviour, leadership and change
- Strategy, economics and international business
- Education
- Management, marketing and services.





The School's enterprise activity is sizeable and growing. The School works successfully with businesses and the professions on corporate programmes in both the public and private sector. Getting close to business is at the heart of what the School does.

Partnership work is extensive in the UK and internationally. The School has 1,129 students in Staffordshire University Regional Federation (SURF) and non SURF partners and 3,500 students studying with 13 partners overseas. Research activity is growing. The School has two ARCs (Applied Business and Education Policy) and is actively engaging and enticing more staff to participate in applied research activities.

### *Computing, Engineering and Technology*

The Faculty comprises three programme areas: Computing provision at Stafford, Applied Technology (including Engineering, Mathematics, and Teacher Training in Design, Technology and IT), and Entertainment Technology (including Music Technology, Film Technology, Computer Games Design and FX). The Faculty has some 5,000 students (FT 3,766; PT 1,257) and 232 academic and professional support staff.

Whilst most courses are delivered in a traditional style and on campus, there is a growing provision which caters to the needs of work-based learners and partnerships with employers. The Faculty also has a strong overseas partnership network delivering awards through franchise agreements to over 7000 students.

The Faculty engenders excellence in innovation, with a broad approach to advanced scholarship work funded externally and through work with employers, as well as more traditional research. The Faculty has about 70 research students and returned the two best units of assessments in the Research Assessment Exercise (RAE 2008).



## *Health*

The Faculty delivers applied and practice-based research and is a key education provider across the fields of health, social care and physical activity. The Faculty works in partnership with the NHS and many other organisations, including local authorities, sport and physical activity focused organisations, and the voluntary and independent sector.

The provision is delivered from Stoke, Stafford, Lichfield, Shrewsbury and Telford, making the Faculty well placed to support local learning across wide geographical areas as well as e-learning. The Faculty has a total of 3,800 students (FT 1,739; PT 2,074) and 176 academic and professional support staff.

Research and enterprise activity is integrated with the programme areas and there are 3 research centres, each with a specific focus, which are actively engaged with research, consultancy and education relevant to its area of expertise.

Programme areas:

- Lifelong Learning
- Pre-Qualifying Health Professions
- Social Work and Advice Studies
- Sport and Exercise

Research Centres:

- Ageing and Mental Health
- Practice and Service Improvement
- Sport, Health and Exercise

## *Law*

With a long-standing experience of delivering Law primarily leading to qualification in the legal professions, the Law School offers Qualifying Law degrees (LL.Bs), including a two-year fast track route; the Common Professional Examination (CPE); Legal Practice Course (LPC) and a suite of LL.M programmes. More recently, the following have been added to the portfolio: a foundation year in Law, an LL.B in Sri Lanka, and a range of flexible and part-time routes. The School has some 1,080 students (FT 670; PT 410) and 48 academic and professional support staff.



The Legal Practice Course was one of the few to secure the Solicitors Regulation Authority rating of 'Excellent' and was recently awarded the top new rating of 'Commendable Practice' for all six of the areas reviewed.

Staff, many legally qualified, ensure delivery of cutting edge, skills-based programmes, bolstered by strong legal research. Links with regional legal professions are extensive, with over seventy firms acting as mentors to students. The School also hosts a wide range of practitioner specialist interest groups.

### *Sciences*

The Faculty of Sciences delivers a strong and diverse portfolio of awards across the disciplines of Biological Sciences, Forensic and Crime Sciences, Geography, Clinical Psychology, Early Childhood Studies, Psychology and Counselling. It offers conventional and accelerated undergraduate degrees; face-to-face, blended and wholly distance-learning postgraduate awards to global students; the University's most successful foundation degree with local colleges; a range of professional training and work-based learning courses. The Faculty is proud of its reputation for delivering high quality, innovative and flexible awards resulting in excellent student satisfaction and retention. It has approximately 2,700 students (FT 1,400; PT 1,300) and 127 academic and professional support staff.

Awards are underpinned by scholarship, consultancy and research. This includes an international reputation for Psychology research, an Applied Research Centre in Environment, Regeneration and Sustainability and a lead role in the University's Regeneration Hub. The Faculty has industry links including with Anglia Water, local and national police forces and prison services, and NHS trusts. The Faculty's new Science and Technology Centre will further enable us to lead locally and regionally in the promotion of science.



## Partnerships and Business Evolution

The University has a number of business partnerships with both public and private organisations including a long standing relationship with the NHS and at any given time has more than 700 students enrolled on pre registration courses in Nursing, Midwifery and Operating Department Practice. The University is one of four higher education institutions in the region to be commissioned to offer paramedic training on behalf of West Midlands Ambulance Service NHS Trust.

The University is engaged in a number of business partnerships in both the public and private sectors as part of its '*For Business*' programme, which is part of a HEFCE pilot. Activities include consultancy, work-based learning awards, continuing professional development, applied research centres and knowledge transfer activities. The University prides itself on its flexible and responsive way of working, the latest thinking it shares with its partners, and its practical applied approach.

Through the Staffordshire University Regional Federation, the University also works with partner colleges to deliver a range of higher education awards. Around 3,000 students are currently enrolled on approximately 80 courses and the partnership has prompted many colleges to develop their own higher education facilities.

A bespoke £520,000 HE centre was opened as part of the Newcastle College Campus during 2010.



## The Estate

Staffordshire University has a distributed network of provision. It has two main campuses – one on the outskirts of the county town of Stafford and the other 16 miles away in Stoke-on-Trent – both of which house modern halls of residence, on-campus sports centres and student union venues.

### *Stafford*

In recent years, the Stafford campus has benefited from significant investment in new technologies, with an emphasis on Film, Music and Computer Games Technology, and facilities include an industry standard high definition television centre and RARE motion caption studio. The Stafford site is home to Computing, Engineering, Technology and Health-related courses.

### *Stoke-on-Trent*

Developments at Stoke are dominated by a £300m drive to transform the area surrounding Staffordshire University into an attractive and thriving University Quarter – the largest collaborative project of its kind in the UK. The plans incorporate new state of the art science facilities, due for completion in 2011, which will support the University's strengths in Forensics, Biology and Psychology and which will also be shared with the City of Stoke-on-Trent Sixth Form College which has relocated to a new site adjacent to the University. Other planned developments include a Knowledge Hub and the 'Media Place'.

The Stoke campus is also home to the Law School, the Business School, the Faculty of Arts, Media and Design and courses in Sport and Exercise.

### *Lichfield*

A third Staffordshire campus at Lichfield, South Staffordshire is home to an integrated further and higher education centre – the first of its kind in the UK – which houses 26 business start up units as well as offering a wide range of further and higher education awards.

All campuses boast their own business villages which are designed to help enterprising students and graduates to start up their own businesses while accessing the wealth of specialist support and expertise which exists at the University.



A creative village is also situated on the Stoke campus which offers artists and design graduates creative workshop areas on flexible terms.

### *Overseas*

With over a quarter of students studying for qualifications either awarded or quality assured by Staffordshire University outside the UK, the University is building itself a global reputation. Around 7,000 students are studying at partner institutions across Europe and beyond including China and India and the University now has dedicated admissions offices in Oman, Sri Lanka, Singapore and Macedonia.