THE YEAR AHEAD

OXFORD BROOKES UNIVERSITY
This academic year marks a period of change at Brookes as we begin to fully implement our new Strategy 2020 and plan carefully for the future in light of the national funding context.

This publication, therefore, aims to give staff an overview of the key areas of focus including how we plan to enhance the student experience, further develop world-class research, continue our commitment to the local and wider community and provide high quality sector-leading services.

There’s an update on moving to the new faculty arrangements and staff are invited to a series of campus presentations in October and early November when the important milestones in this process will be discussed in more detail.

In this publication you can also read how work is progressing on the campus redevelopment and for more information you can visit the new display area in Buckley Building entrance.

A few highlights of 2009/10, celebrating just some of our achievements, are also illustrated on the back pages.

www.brookes.ac.uk/2020
DEAR COLLEAGUE,

If you have had a holiday, welcome back and I hope you enjoyed a restful break and are ready for the new semester.

It will be a few weeks before we get further details on the Government’s efficiency agenda and it will take longer before we know the impact it will have on us and our students. Despite this uncertainty, I am extremely positive about Brookes’ future. Applications are at an all time high and we are in strong financial health. If we maintain our ambition and focus on our core priorities, we will certainly build on our growing reputation.

In the last year we made some important decisions to help us do this, most importantly we agreed a new strategy to take us to 2020.

It puts the delivery of an outstanding student experience, the further development of world-class research, a positive commitment to our wider community and the provision of sector-leading services at the heart of our plan for the next ten years.

But these aims will not be achieved without Brookes making some important changes of our own. So, this year, we will see the start of the shadow operation of our new faculty arrangements, ahead of their full launch in 2011.

The new structure will strengthen our organisational management, will assure academic values are at the core of our work and will improve our excellent teaching and research.

This year we will also finally see major work start on our new library and teaching building. This development is long overdue and while the work will at times cause some inconvenience we should not lose sight of the immeasurable improvements it will bring to staff and students in the years to come.

All this means that the next academic year is extremely important. We will have to deal with changes while we continue to ensure that our current students get the benefit of the highest quality teaching and research.

On my part I am committed to doing my best to keep you informed and, where possible, consulted. Some of the steps we have already taken or agreed are included in this publication but I’d also encourage you to attend the next set of campus briefings that are advertised on the back page.

The Universities Minister David Willetts recently applauded Brookes for its distinctive contribution. But it is only through the work of our students and particularly our staff that we achieve this, and I thank you for your continued commitment and hard work.

Warm regards,

Professor Janet Beer
Vice-Chancellor
THE BACKGROUND

Developing a new university strategy for the next 10 years has been an evolutionary process. Two years ago, a green paper was published and following focus groups, an online survey and campus presentations, a white paper was finalised for further reflection and feedback in a number of different discussion forums.

In March 2010, the university governors approved the new strategy which includes four key strategic goals. These centre on providing the very best student experience, focusing on our future research potential, our commitment to the local and wider community, and delivering high quality sector-leading services.

To underpin the university plan, specific strategies are being developed to support each of the core goals.

NEXT STEPS

- Four new faculties are being created to strengthen our teaching and research activity and to bring new key areas of interest together.
- New key performance indicators are in the process of being developed so that we can measure our success.
- Academic and support strategies and structures will evolve to reflect and ensure alignment with the new university strategy.

TEN YEARS AHEAD

John Henry Brookes’ ethos that ‘a goal of all formal education should be to graduate students to lead lives of consequence,’ is embedded in the Strategy 2020.

This can be seen in our commitment to lead the intellectual, social and economic development of the communities we serve through teaching, research and creativity that achieve the highest standards.

The Strategy 2020 aims to provide a framework for the whole university that will benefit Brookes and the communities we serve in the years to come.

To read the new strategy in full, visit www.brookes.ac.uk/2020

Brookes’ financial performance places us in the top 25% of universities. This puts us in a strong position despite the inevitable national changes ahead.
OUR AMBITIONS AT A GLANCE

ENHANCING THE STUDENT EXPERIENCE BY:

- Ensuring the curriculum is challenging, internationalised and relevant for the 21st century.
- Involving students in the design and review of the curriculum.
- Developing further opportunities for students to become more effectively involved in the life of the university.

INCREASING THE QUALITY OF OUR RESEARCH BY:

- Focusing and investing in the areas which are, or have the potential to be, world leading.
- Encouraging inter or multidisciplinary research groups.
- Promoting research around the broad themes of health and environment; cultures and communities; leadership and citizenship and global responsibility.

CONTINUING OUR COMMITMENT TO THE LOCAL AND WIDER COMMUNITY BY:

- Making Oxfordshire a better place to live, work and study through harnessing the creativity and knowledge of the university’s staff and students.
- Defining and prioritising relationships in areas where we can make a significant contribution.
- Making a positive impact on our local, national and international communities through our Corporate Responsibility Programme.

CREATING SECTOR-LEADING, HIGH QUALITY SERVICES FOR THE FUTURE BY:

- Investing in our facilities to develop outstanding learning and teaching space for our students and staff.
- Reviewing and improving our processes and procedures to ensure the very best cost-effective services.
- Exploring new ways of organising and delivering support.

£132 million library and teaching building to open by summer 2013

60% of externally assessed research to be world leading by 2020
MOVING TO 4 FACULTIES

THE BACKGROUND
Creating a new academic structure that will put four academic faculties in place for September 2011 is a key part of achieving our future plans for teaching and learning, research and wider external engagement.

Following discussions in schools and directorates on the proposed restructure earlier in the year, the details of which departments will be aligned to the faculties were finalised.

New deans/pro vice-chancellors were appointed over the summer and will be working with colleagues on moving to the faculty structure over the course of this academic year 2010/11.

NEXT STEPS
- During semester one, common management structures and definitions of departments will be discussed and agreed.
- Discussions will take place in the directorates on revision of support structures and service delivery.
- The annual strategic planning round in January/February will be based upon the new faculty structures.
- The faculties will be officially launched in September 2011.

4 NEW FACULTIES
Bringing departments with complementary strengths together will help to provide a strong platform for future improvement over the next period.

Among the objectives are to ensure that academic values and organisational principles are at the core of the university in addition to supporting more world-class research by providing better opportunities for interdisciplinary working, academic development and knowledge transfer.

Whilst drawing particular areas of work together, we can also look at the ways to best support our core business and improve communication both within and between academic departments and faculties.

This semester marks the start of the shadow operation of the new faculty arrangements ahead of their full launch in September 2011.
THE POTENTIAL OF 4 FACULTIES

**FACULTY OF BUSINESS**
Including all departments in the existing Business School and Publishing.

‘We’re already working on an ambitious repositioning strategy to achieve Triple Crown accreditation from the international business school community and to become a research-focused school. The faculty’s plans map closely onto the university’s 2020 Strategy, foregrounding student experience and excellence in research, whilst at the same time aggressively seeking partnerships and engagement with both domestic and international partners.’

Professor Chris Cooper  
Pro Vice-Chancellor/Dean of Faculty.  
Special university-wide responsibility for International.

**FACULTY OF HEALTH AND LIFE SCIENCES**
Bringing together disciplines in Health and Social Care, Life Sciences and the department of Psychology.

‘The disciplines and expertise within the new faculty will mean we’re better placed to facilitate multidisciplinary research projects. We will be able to promote research, outputs and successes far better than we can do individually and we will enhance support for research and research staff. In terms of the student experience, the new faculty will provide better access to a wider range of facilities for students. It will also open up opportunities for shared teaching and the development of new programmes that make the best use of the wider range of expertise available, particularly for postgraduate studies.’

June Girvin  
Pro Vice-Chancellor/Dean of Faculty.  
Special university-wide responsibility for Advancement (alumni and fundraising).
FACULTY OF HUMANITIES AND SOCIAL SCIENCES

Joining together departments in Humanities, Social Sciences and Law and Westminster Institute of Education.

‘The formation of the new Faculty of Humanities and Social Sciences brings together a strong concentration of academic disciplines and colleagues who have excellent records in research, knowledge transfer and professional practice, who deliver a high quality and attractive portfolio of academic and professional programmes. Faculty disciplines provide the collective insights needed to address key national and international challenges, understand our increasingly complex societies, and advance international understanding and global citizenship.’

Professor Derek Elsom  
Pro Vice-Chancellor/Dean of Faculty.  
Special university-wide responsibility for Employer Engagement.

FACULTY OF TECHNOLOGY, DESIGN AND ENVIRONMENT

Building on the synergies between Technology, Built Environment and the Department of Arts.

‘The creation of the new faculty builds on the existing links between its constituent departments and will facilitate closer co-operation. This should better enable the university to deliver its 2020 Strategy by realising the potential for further research collaborations, sharing best practice on enhancing the student experience and contributing to the university’s regional agendas. My priority for the next few months is starting the process of bringing the new faculty together and creating the environment in which we can ensure our potential is reached.’

Mars Street  
Acting Pro Vice-Chancellor/Dean of Faculty.
OUR CAMPUSES
Creating outstanding teaching and learning space for generations to come

THE BACKGROUND
Creating new facilities that match our reputation for offering some of the very best teaching in the UK is crucial to the future of the university. Over the last two years, the university has designed a flagship building to transform the Headington campus, Gipsy Lane site. It will include world-class educational facilities, replacing a jumble of worn-out buildings dating back to the 1950s.

The process has involved working closely with the local community. Significant changes were made to the original designs to address our neighbours’ concerns whilst staying true to our vision of developing a building of outstanding quality. In June 2010, Oxford City Council officially granted planning permission and enabling work for the new library and teaching building is well underway.

NEXT STEPS
- The demolition of Lloyd Building started over the summer and debris from the demolition will be crushed and re-used in the construction of the new building.
- To make way for the new building’s foundations, utility services in the central courtyard are being moved out of the way.
- Necessary infrastructure work to update our drainage, water, gas and electrical supplies is ongoing.
- Work on the foundations for the new library and teaching building is due to begin in early 2011.

A NEW LIBRARY AND TEACHING BUILDING
Forming the centrepiece of the Gipsy Lane site, the new building will provide inspirational teaching and learning space for students and staff. It will combine the library, teaching spaces, IT resources, lecture halls and social learning areas with other support services such as volunteering, student welfare and careers advice suites. It is hoped the building will also become a community resource and local landmark with a piazza and art exhibition space open to all.

‘These new facilities are vital to the continued success of the university. Whilst there will be some disruption during the building process, I’m sure this will be far outweighed by the long-term benefits.’

Paul Large, Registrar

Exhibition - 12 – 2pm, 14 October 2010, Boardroom 1, Gipsy Lane. Come along and find out how the new building will create inspiring spaces for teaching and learning.

80% of the 24,400 m² of floor space will be teaching and learning facilities

Watch a fly-through video of the new building www.brookes.ac.uk/spacetothink
GIPSY LANE – ESSENTIAL WORKS

We know new facilities are essential to provide an accessible, world-class, learning environment suitable for modern teaching.

However, it’s understandable that staff and students may have concerns about the disruption in this period and every effort is being made to minimise the impact of the works.

You can help in a number of ways too, for instance, by keeping up to date on the building works on the space to think website and if necessary changing the venue for meetings and teaching. Avoid block room bookings when possible and cancel unneeded rooms.

Subscribe to the weekly update email at www.brookes.ac.uk/spacetothinkupdates to keep up to date with work at Gipsy Lane.

Email spacetothink@brookes.ac.uk if you have any comments.

www.brookes.ac.uk/spacetothink for all campus redevelopment news.
HARCOURT HILL

We plan to replace almost 350 student residential rooms on the north-west side of the campus with higher quality space.

This accommodation will be more environmentally sustainable and efficient to run too, making use of a ‘green roof’ to minimise surface run-off as well as rainwater capture for use as waste water. It will use a combined heat and power system to save on energy use.

WHEATLEY CAMPUS

Improving the access to Wheatley Campus and reducing the number of journeys through the village has been under discussion with South Oxfordshire District Council and the parish councils in recent years.

We hope to hold an exhibition later this semester to display plans for a new access route to the campus more directly from the A40 and principles of any possible future redevelopment.

A display area about the Gipsy Lane redevelopment can be seen in the entrance of Buckley Building. It includes a model of the library and teaching building, and a series of new campaign trees which help explain our vision to develop world-class learning space.
THE YEAR AHEAD

LOOKING BACK
A few highlights of 2009/10

OCTOBER
The Centre for Sport unveils a huge refurbishment of its gym and climbing wall.

NOVEMBER
The Higher Education Funding Council awards Brookes funding to take the lead on a communications project on ‘distinctiveness’ in universities.

DECEMBER
Kate Clanchy, a fellow on the MA in Creative Writing, wins the BBC National Short Story Award.

APRIL
Liberal Democrat leader, Nick Clegg, visits Brookes during the general election campaign for a question and answer session with students.

MAY
Former Secretary of State for Education, Estelle Morris, is guest speaker in the third Oxford Education Debate hosted by Brookes and the National Education Trust.

JUNE
Universities Minister, David Willetts, praises the distinctive contribution that HE institutions like Brookes make in a wide-ranging speech at the university.
JANUARY
Plans for a Centre for Rowing campaign to raise £1 million get underway after the University Boat Club - one of the UK’s five elite feeder squads for the Olympic team - wins permission to build a new boat house.

FEBRUARY
A new report highlighting Brookes’ economic and wider contribution shows how the university contributes over £1 million to the UK economy every day.

MARCH
Revised plans for the new library and teaching building at Gipsy Lane Site are presented to the City Council and given the go-ahead.

JULY
Primary school teacher training is judged to be outstanding by Ofsted.

AUGUST
Two Police Community Support Officers, Rachel Cooper and David Hession, prepare to start working at Brookes to support students and encourage good community relations.

SEPTEMBER
Oxford Brookes is named the UK’s best modern university for the tenth year in a row in the Sunday Times University Guide 2011 and shortlisted for university of the year.
**STAFF CAMPUS PRESENTATIONS**

The Vice-Chancellor, Professor Janet Beer, and the Senior Management Team will be presenting an update on the Strategy 2020, re-organisation and campus redevelopment in a series of sessions in Semester One.

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<tr>
<th>Location</th>
<th>Date and Time</th>
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<td><strong>Harcourt Hill Campus</strong></td>
<td>Tuesday 12 October: 12.30 – 1.30pm</td>
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<td><strong>Headington Campus</strong></td>
<td>Tuesday 2 November: 12.00 – 1.00pm</td>
<td>Main Lecture Theatre</td>
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<td><strong>Gipsy Lane site</strong></td>
<td>Tuesday 2 November: 12.00 – 1.00pm</td>
<td>Main Lecture Theatre</td>
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<td><strong>Marston Road site</strong></td>
<td>Monday 1 November: 12.30 – 1.30pm</td>
<td>MR1/09</td>
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<td><strong>Wheatley Campus</strong></td>
<td>Wednesday 3 November: 12.00 – 1.00pm</td>
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One of the presentations will be filmed and available to watch online for those staff who are unable to attend – [www.brookes.ac.uk/2020](http://www.brookes.ac.uk/2020)

For news updates from across the university visit [https://www2.brookes.ac.uk/onstream](https://www2.brookes.ac.uk/onstream)

*Onstream* news stories are published every two weeks during semester and monthly during vacation. Announcements, events, recommendations, people and unimart items can be uploaded by staff and they will appear live on the website.

From Semester One, you will be able to post comments in response to *Onstream* news stories so look out for this new feature.