



Championing practice based education

Dr Sonal Minocha
Executive Dean,
University of Bedfordshire
(January 2012-May 2014)



Taking

GLOBAL BUSINESS EDUCATION



Some Facts and Figures



140 full-time staff and a further 60 Visiting Professors, Scholars and Fellows

7000 students - circa 5000 on campus
- circa 2000 overseas

3200 UG, 1700 PG, 120 PGR

60% of Research in Business & Management is 'recognised internationally' in 2008 Research Assessment

UBBS Dashboard Last Three Years

2010 – 2011			
2011 – 2012			
2012 – 2013			
National & Regional articles	1	Commercial Income	0
Guardian ranking data	113	Industry/Community Partnerships	3
Good Degrees	57%	Students in workplace progs	0
NSS Overall Satisfaction	79%	3* & 4* refereed publications	35
NSS Teaching	78%	Research Income	£30K
Students with PAT	60%	Staff working with Collab. partners	10%
Courses reviewed in past 2 yrs	25%	Staff with international experience	10%
Students studying off Campus	29%	Student FTE	5339
TNE Revenue £'000's	£1.8	Staff FTE	159



UBBS Dashboard Next Three Years

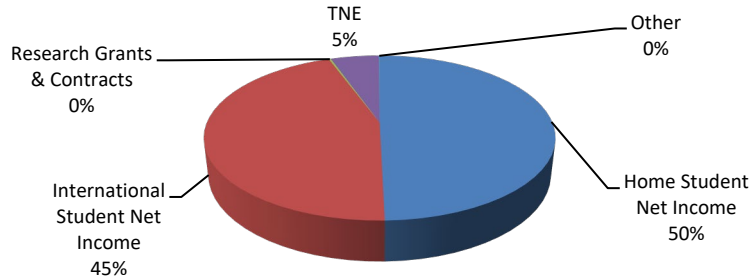
2013 – 2014			
2014 – 2015			
2015 – 2016			
National & Regional articles	30	Commercial Income	150K
Guardian ranking data	85	Industry/Community Partnerships	30
Good Degrees	60%	Students in workplace progs	50
NSS Overall Satisfaction	85%	3* & 4* refereed publications	50
NSS Teaching	85%	Research Income	£100K
Students with PAT	100%	Staff working with Collab. partners	25%
Courses reviewed in past 2 yrs	100%	Staff with international experience	25%
Students studying off Campus	31%	Student FTE	5545
TNE Revenue £'000's	£3.1	Staff FTE	170



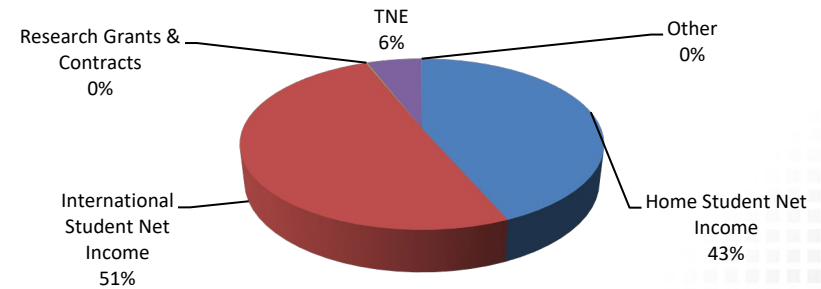


UBBS Financial Dashboard

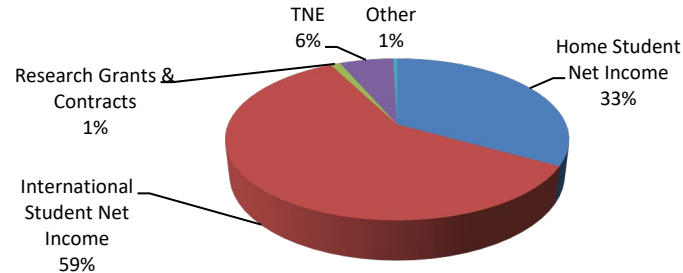
Total Income - 13/14 Budget



Total Income - 12/13 Actual

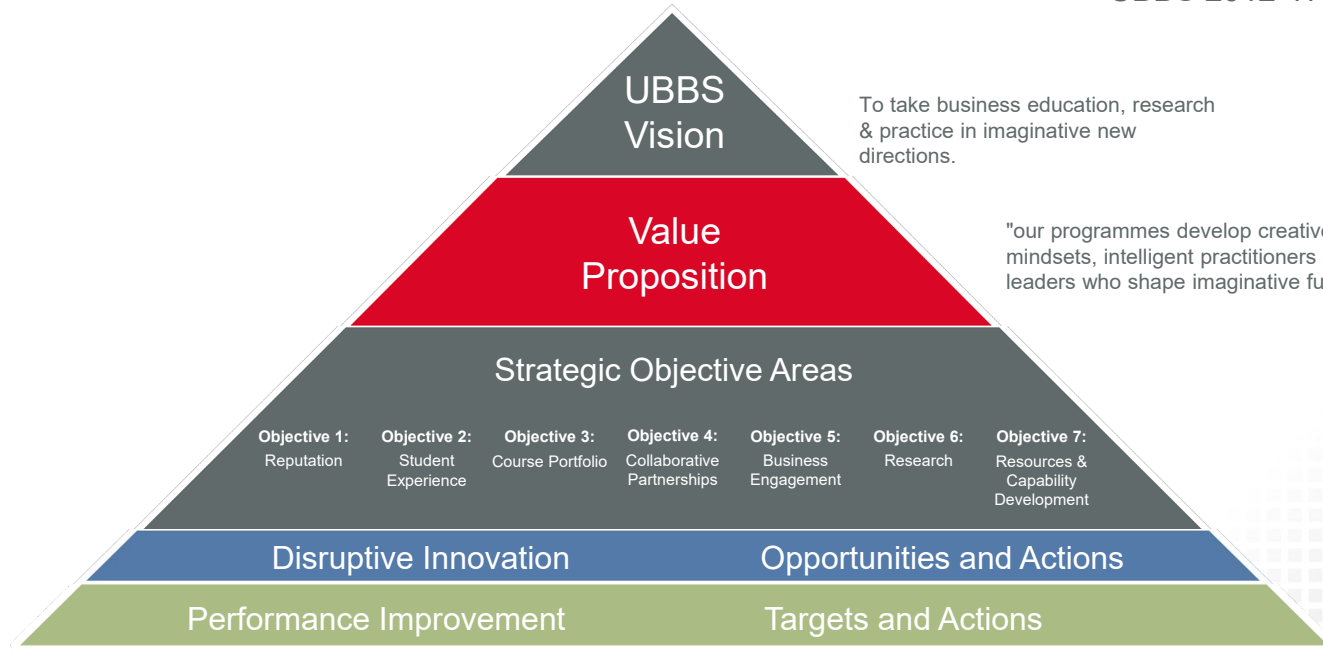


Total Income - 11/12 Actual



Vision, Value Proposition & Objectives:

UBBS 2012-17





UBBS – Reputation Challenge

(Objective 1)

To take business education, research and practice in imaginative new directions

Delivering distinctiveness and impact

		Reputation Future 2017	
		Brand Perception (High)	
		Corporate Endorsement	UBBS VALUE PROPOSITION
		Quality of partners	
		Professional Accreditation	
		Quality Accreditation	
Reputation Previously 2011/12	Reputation Current 2012/13		
Brand Perception (Low) SSR (Avg 33.1)	Brand Perception (Low) SSR (Avg 30.9)	SSR (Avg 28.1)	
Times	Times - 114	QS (World Top 500)	
Complete Uni Guide (116 for Bus, 90 Law, 87 English)	Complete Uni Guide (116 for Bus, 85 Law, 76 English)	Complete Uni Guide (Top 80 for Bus, Top 70 Law)	
Guardian (111 Bus, 59 Law)	Guardian (113 Bus 66 Law)	Guardian (Top 70-80 Bus, Top 40-50 Law)	
NSS (q22 76% BUS)	NSS (q22 79% BUS)	NSS (85%)	



UBBS Student Experience Challenge

(Objective 2)

- Delivering a superior, practice driven student experience
- Last Year:
 - Done brilliantly to keep this going despite very poor on the ground SSRs
- This year our focus is delivery of the NSS Action Plan-highlights being:
 - ✓ Teaching on my course
 - ✓ POT
 - ✓ PAT
 - ✓ Careers/Value Added-through Practice Weeks





Portfolio Turnaround

(Objective 3)

- Education + Experience = UOB Employability
- Experience as a driver of our degrees so employability is an outcome
- Last year:
 - ✓ launched UG and PG Reviews
 - ✓ Approved a number of new pathways
- This Year:
 - ✓ Complete UG Review and Approvals
 - ✓ Complete PG Review and Approvals
 - ✓ Embed practitioner advisors and Profs of Practice





Collaborative Activity

(Objective 4)

- A partner of choice regionally and internationally
- Working with partners who share our vision for innovative practice based management education
- Last Year:
 - ✓ Validated three new partners
- This Year:
 - ✓ Launch and induct the new partners
 - ✓ Raise the bar on our operations
 - ✓ Build a team around TNE





Business & Community engagement

(Objective 5)

- Building a business school for business. Connecting people and organisations both regionally and internationally.
- Last Year:
 - ✓ Several new conversations started
 - ✓ Practice weeks a low risk vehicle
- This Year:
 - ✓ Have at least 30 new business engagements via Practice weeks
 - ✓ Have 1 new corporate partner





Research and Scholarship

(Objective 6)

- High quality applied research, scholarship and consultancy that delivers impact
- Last Year:
 - ✓ Confident REF submission across the 3 UOA's
- This Year:
 - ✓ Research strategy beyond the REF

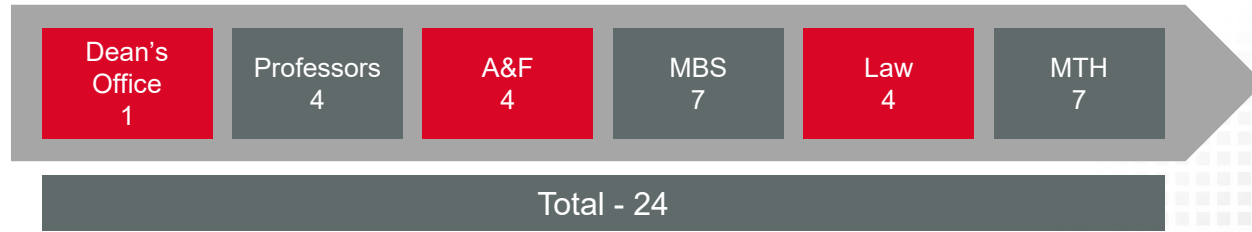




Capacity and Capability Building

(Objective 7)

- Last Year:
 - ✓ Starters- 41 (2012-2013)
 - ✓ Leavers- 29 (2012-2013)
 - ✓ A New Exec Team!
- Next Year:
 - ✓ Further vacancies to fill in UBBS:





Conclusion

- Last 18 months:
 - ☑ Not perfect but we have progressed ‘despite’ an ‘on the ground’ capacity and capability challenge
- Next 12 months:
 - ☑ We are ready to build our reputation beyond being a (past) cash cow for the University

**“Imagination
is the beginning
of creation”**

George Bernard Shaw





Times Business School
of the Year in 2016/17!



We imagined...
We changed...
We created...



University of
Bedfordshire

Business School



Appendices





The story thus far-last 18 months

- Setting vision and direction of travel
- Profile raising-e.g-launch of Leadership Futures
- Student Experience-e.g-Practice Weeks
- Portfolio Turnaround-e.g-UG and PG Review
- Research-REF preparations
- Collaborative partnerships-three new partnerships
- B Engagement-a number of new conversations
- Capacity Building-recruit an Exec Team and middle level management

We
imagined...
We
changed...
We
created...





Where to from here?-Next 18 months

- Student Experience-e.g-embed practice as a driving feature through gaining accreditation for practice weeks
- Portfolio Turnaround-e.g-complete UG and PG Review and launch new distinctive courses
- Research-Develop a 'beyond the REF' research proposition
- Collaborative partnerships-improve operational capacity and seek like minded partners for 14/15
- Business Engagement-develop 'in company' provision
- Capability building-develop capability on quality & standards

Times Business School of the year in 2016/17!

We
We
We
**Imagine
change
create**

