

HARPER ADAMS UNIVERSITY COLLEGE
Board of Governors

Corporate Planning Statement 2012/13 – Interim Progress Report

This paper provides a summary of progress made towards achieving the objectives in the Corporate Planning Statement 2012/13 (CPS), agreed by the Board at its meeting on 20 April 2012 following approval of the new Strategic Plan in February 2012. Members of the Board are asked to note progress to July 2012 and to identify issues on which they have any questions or concerns.

Members are asked to note that the CPS spans the period 2012/13 and therefore the report below is an interim report that identifies progress to date in advance of the CPS cycle for the coming academic year.

The table below presents a summary of the main objectives highlighted in the Corporate Planning Statement 2012/13 and an indication of progress to date. A 'traffic light' system has been used by the Board to help to identify progress. A five-stage system is used, indicating:

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| i) | Items where work has been completed |  |
| ii) | Items where work is on-going and progress is satisfactory |  |
| iii) | Items where work is on-going but progress is delayed or merits attention |  |
| iv) | Items that are not yet scheduled and; |  |
| v) | Items where work has yet to be conducted and is behind schedule |  |

Where a proposed minor change to the CPS approved in April 2012 is proposed for approval such requests are indicated in *italics*.

Area	Objective	Target date:	Led by:	Progress to July 2012	
Transition to new funding and operating environment for HE	Achieve growth in student numbers (UG and PGT) by meeting HEFCE contract targets and through new international initiatives (with full assessment of their impact on staffing and infrastructure requirements and on the broader student experience)	Meet Student Control Number for new first year undergraduates as set by HEFCE and complete the 'ground work' to establish new international links in China for Undergraduate and Postgraduate programmes. Target date: November 2012	Academic Registrar Director of International Policy Supported by: All staff	Detailed planning completed with admissions tutors to set admission targets and to understand Student Number Control (SNC) for 2012/13. Successful visit to China in Spring 2012 with Memorandum of Understanding signed with Huazhong Agricultural University.	
	Underpin academic strengths with the appointment/promotion of staff with a focus on teaching and the student experience and to balance growth in student numbers	Establish criteria that enable staff who demonstrate outstanding achievement in teaching and administration to be better recognised. Target date: January 2013	University College Secretary with Vice Principal Supported by: Heads of Academic Departments	Initial review of HE Academy Criteria for HE Fellowships has been undertaken to gain an insight into how key bodies within the HE sector measure and evaluate excellent teaching. Further work planned to develop a framework document. Appointment process for new staff is in hand for 2012, with Heads of Academic Departments being briefed on importance of seeking new staff offering evidence of high quality teaching experience when drafting person specification and/or ensuring that newly	
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				<p>appointed staff are aware of the need to undertake the HE Academy Accredited Programme focusing on teaching in HE</p> <p>Fifteen new teaching staff (14.5 FTEs) will have been appointed during the year across all academic Departments.</p>	
	<p>Map the student experience more closely (using LEAN techniques) to ensure that any potential gaps in academic or support areas are filled or strengthened</p>	<p>Complete the review of the use of teaching space. Appoint a new Academic Registrar who will progress this aim with his/her team during 2012/13. Target date: December 2012</p>	<p>Vice Principal; Academic Registrar Supported by: Appointed task force</p>	<p>Detailed discussion on use of teaching space and implementation of a revised timetable is in hand.</p> <p>Newly appointed Academic Registrar came into post on 1 June 2012.</p>	
	<p>Secure targeted allocation funding in the anticipated application round expected in late 2012</p>	<p>Complete the application process in accordance with HEFCE requirements. Target Date: September 2012</p>	<p>Principal Supported by: Principal's Team</p>	<p>The detailed application process has not been published at the time of writing, however it is understood that an initial HEFCE meeting will take place on 1 August 2012. Members will be updated at the meeting. In the meantime, preparations for the submission are in hand.</p>	
	<p>Better understand our competitors and their actions in the new funding environment</p>	<p>Engage in appropriate networks and ensure that market intelligence is gathered and acted upon in a timely manner Target date July 2013</p>	<p>Principal with Director of Marketing and Communications Supported by: All Staff</p>	<p>The Marketing and Communications Team is actively participating in Guild HE, CASE, HEERA and CIM higher education marketing networks. The team is also monitoring developments at other institutions via Facebook and Twitter feeds. Intelligence gathered is being fed to colleagues as appropriate or directly acted upon within the marketing team.</p>	
	<p>Maintain a high, and broad based PR profile during the transition period</p>	<p>Ensure that the University College's work is featured in industry press and HE press at least monthly. Target date: July 2013</p>	<p>Director of Marketing and Communications Supported by: All Staff</p>	<p>A strategic approach of 'selling in' more sector and industry focused pieces, particularly those with a research angle, has led to a significant increase in our profile in the national, HE and sector press. We have played an active role in working with Guild HE on national communication around the granting of university title. This work will be further enhanced in July with the launch of a regional TV advertising campaign raising the profile of both Harper Adams and the broader food security debate.</p>	

Enhance the role of Harper Adams as a critical contributor to applied research and as a leading source of the next generation of those working in the agri-food chain and the rural economy as the UK addresses the challenge of global food security	Underpin academic strengths by appointing academic staff with demonstrated research abilities, in necessary through targeted campaigns, including in renewable energy production to match those we have in other areas of our work	Successfully appoint to the Chairs in Food and Soil and Water Management. Progress (as funds permit) appointment of new academic staff with expertise in renewable energy Target date: April 2013	Vice Principal Supported by: Heads of relevant Academic Departments	The advertisement for the Chairs has been placed and applications considered. The Chair in Entomology has been filled. A Chair in Food is to be re-advertised by July 2012. Applications for the Chair in Soil and Water are currently being evaluated.	■
	Develop closer sector specific links with key areas of the agri-food chain and/or other professional groups	Establish a new scholarship programme with the Pig Industry Target date: April 2013	Principal and University College Secretary Supported by: Relevant staff	One BPEX Company has agreed to 'lead the way' with two new scholarships. A meeting with BPEX AIG is scheduled for September 2012. Discussions about a scholarship programme have also been progressed with another division of AHDB.	■
	Engage with EE transitional fund and thereafter create a CPD programme that can be used to argue for a future allocation of HEIF funding	Manage transitional funding phase and establish new programmes that are mainly employer funded Target date: July 2013	Director of International Policy (replacing the Vice Principal) ; Director of Finance and Academic Registrar Supported by: Carwyn Ellis and other academic Staff	A very positive final report was presented to HEFCE on the success of the ReedNet Programme. HEFCE has agreed that a single tranche of £1.27m continuation funding will be provided in 2012/13 and subsequently has indicated that it intends to award £1m transitional funding (subject to final confirmation at the end of June 2012) for 2012/13. This award recognises the strength of provision that has been developed and the support required to bridge the gap between the funding available to employers under ReedNet and the need for employers to pay full cost fees for Workforce Development (new title) from 2013/14 onwards	■
	Use the NCPF and Soil and Water Management initiatives as platforms for growing interdisciplinary research (within HAUC and with external partners)	Follow up the launch of the NCPF by holding workshop/seminar at Harper Adams and inaugural lecture in London Target date: July 2012	Principal/Vice Principal and Head of Engineering Supported by: Relevant Academic Staff principally Engineering, Animals, Crops	NCPF Launch was successful. Attention has since been focused on the Agricultural Engineering report. The first workshop is planned for October 2012	■
	Identify key staff who can act as advocates for/commentators on agri-food and rural sector developments	Marketing and Communications to work with Heads of Academic Departments to identify, support and	Director of Marketing and Communications Supported by: Heads of Academic Departments	The Marketing & Communications Manager has begun work on the development of a directory of experts with an intention of making this available to the media.	■

		train appropriate staff as required. Target date: December 2012			
Internationalise our academic activities so that our global reach is extended and strengthened	Secure a further UG partnership (International Agricultural Marketing and Supply Chain Management) in China (2+2) for start at Harper Adams in 2015/16 Note this is a proposed revision from 2014 to take account of partner institution requirements	Complete new partner approval process. Target Date: July 2012	Academic Registrar and Director of International Policy Supported by: Relevant staff	New partnerships are being progressed following the successful visit to CAU and Huazhong in Spring 2012. The Partner Approval stage has been completed for Huazhong. The Director of International Policy has subsequently met with staff in Huazhong to progress the documentation required for submission to the Chinese Ministry of Education	
	Secure a joint Masters degree in Agricultural Engineering with CAU and create links with existing Chinese University Partners to encourage student progression to other Harper Adams MSc Programmes	Principal to visit China with Director of International Policy to finalise arrangements Target date: June 2012	Principal and Director of International Policy Supported by: Engineering Department staff	The Principal's visit took place in April and was followed by a reciprocal visit by CAU leaders to Harper Adams in May 2012. A Joint International Engineering Masters degree is being developed for an anticipated start in 2013/14. Harper Adams will welcome MSc students from Inner Mongolia Agriculture University in 2012/13.	
	Investigate and secure joint PGT provision in Brazil and partnership/recruitment opportunities in Canada and in sub-Saharan Africa	Vice Principal to participate in UUK Mission and follow up on Brazilian links. Target date: June 2012	Vice Principal Supported by: Director of International Policy and relevant staff	The Vice Principal took part in UUK Mission to Brazil and the Principal was invited to participate in a Ministerial visit to Turkey. A very positive visit by the Director of the HE International Unit took place on 28 June 2012 who has agreed to progress an application for the University College to become a member of the Brazilian Science Without Borders programme.	
	Grow the links recently established with Missouri, Cornell and Aarhus	First students from Harper Adams to start their studies at Cornell and Missouri in autumn 2012 Target date: September 2012	Director of International Policy and University College Secretary Supported by: Dr Mitch Crook, Dr Mark Rutter, Engineering staff et al	Three students are planning to study at Missouri and Cornell during 2012/13. The University College Secretary has arranged for Development Trust support to be made available to cover medical expenses	 

	Strengthen the international dimension of our UG and PG courses by encouraging staff to undertake international academic activities	Support through flexible time allocation and/or fund academic staff to participate in international conferences. Target date: July 2013	Vice Principal Supported by: All Academic Staff	Increased internationalisation of taught postgraduate courses has been achieved through revision of existing courses and introduction of new courses. Academic staff have attended approximately 32 international conferences this year. To take forward our plans to promote cultural integration in campus, the Head of Student Services Sports and Societies co-ordinator and two student wardens visited BAC in April 2012 and a further 7 undergraduates are undertaking a cultural and language course at BC in June 2012. These activities have been funded by the Hengyi Fund held by the Development Trust	 
Maintain and enhance our performance in the provision of high quality teaching and learning	Revisit our use of IT in teaching and learning and consider radical ways in which IT can be used to better support our student experience	Complete review led by Head of IT Target date: July 2012	Vice Principal Head of Estates and Facilities on (on accommodation) Supported by: Task force to renew IT strategy	Review of teaching space completed. Implementation of the extended timetable is in hand. Further work required on use of IT in teaching and learning.	
	Make better and more co-ordinated use of relevant alumni (and their companies) in support of our work with industry and our taught programmes	Develop alumni strategy Target date: December 2012	University College Secretary Supported by: Mrs Julie Brook, Alumni Officer	The Strategy is under discussion with Alison Blackburn, former Chairman of Governors and the Harper Club. The Alumni Officer and AMB attended a seminar on good practice in developing alumni strategy documents in spring 2012, which had informed the discussions	
	Maintain and enhance performance in key ratings: NSS; graduate employability; teaching excellence	Achieve top 10 HE sector performance Target date: December 2012	Academic Registrar supported by Principal's Team Supported by: All staff	All staff have been reminded of the importance of a strong performance in this area. Graduate employability will increase in latest HESA data to be released in August	
	Better understand our industry connections across the agri-food chain and target areas where we are lacking depth and strength	Progress current discussions with BPEX and explore other areas Target date: April 2013	Principal Supported by: Appropriate Academic Staff in key areas	BPEX discussions have led to two scholarships to date. Other links with industry are being progressed with another division of AHDB. Discussions with other companies in progress with some funding success.	
	Secure funding for key investments in support of our academic development: engineering; animal	Secure funding package for new Hall of Residence and explore capital funding options for	Director of Finance Supported by: Principal; Head of Estates and Facilities	Funding Package for new hall is in place and agreed by the F&GP Committee. Funding via Marches LEP for Engineering Scheme in progress and discussions also taking place with HEFCE on its new Catalyst	 

	physiotherapy; water management; teaching accommodation; residential accommodation	next stage of capital programme Target date: June 2012		Fund.	
Achieve full university title	Investigate options after the publication of the technical consultation exercise by BIS later in 2012	Develop application in accordance with approved procedures Target date: To be determined by BIS	University College Secretary and Principal	The Minister has announced the new minimum student number threshold of 1,000 students. Details of the application process are awaited.	■
	Provide greater clarity around the benefits of university title	Communicate benefits to staff and students Target date: July 2013	Principal and Vice Principal	A range of press stories has been carefully placed and all staff have been briefed on progress to date.	■
	Continue lobbying campaign	Discuss University Title with Minister for HE Target Date: June 2012	Principal	The Principal was able to discuss the position of Harper Adams with the Minister during the Ministerial visit to Turkey.	■
	When achieved, promote the specialist nature of the University widely	Develop a com- munications plan to publicise the achievement of University Title and what it means for Harper Adams, its staff, students and alumni Target date: July 2013	Director of Marketing and Communications	As the granting of University title may now occur in the short term , work has now started on the development of the communications plan to enable this to be rolled out as quickly as possible and to ensure that we achieve the maximum positive press coverage.	■

Dr C E Baxter
University College Secretary
July 2012