



Ulster University Business School Strategic Plan

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**PEOPLE,
PLACE AND
PARTNERSHIP**

DELIVERING SUSTAINABLE
FUTURES FOR ALL



Ulster University Business School stakeholders and partners



BABSON COLLEGE



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Introduction and Context

Ulster University Business School is a leading provider of entrepreneurial education focused on creating and transforming opportunity into new and sustainable value at the level of the individual, industry, economy and wider society. We offer learning solutions that positively impact how learners think and act around new opportunities, especially those emerging in times of volatility.

As the premier strategic learning partner to industry in Northern Ireland, we are focused on co-creating contemporary, inclusive and sustainable learning solutions both with individuals and organisations of all sizes and sectors, to help them future proof their businesses for the 4th industrial revolution. We have a particular and deliberate alignment with the dominant Northern Irish SME economy and are accredited by the UK Small Business Charter (SBC) in recognition of that support through learning and teaching, student entrepreneurship and enterprise and research and external partnering.

With over 5,000 home campus students and 200 staff, we are one of the largest business schools in the UK and Ireland working across Ulster's three home campuses in Northern Ireland and with partner programme delivery in Birmingham and London as well as international presences overseas in China and Qatar.

People are at the heart of our approach and through a delegated empowerment philosophy, and a commitment to enhancing potential, the UUBS creates opportunity across our campuses in collaboration with our key partners.

Our degree programmes are shaped by our cutting-edge research, with 90% of our research being internationally excellent or world leading, placing us in the top 20 of over 100 business schools in the UK (REF 2021).





GUARDIAN UNIVERSITY GUIDE
(2024)



GUARDIAN UNIVERSITY GUIDE
(2024)



TIMES GOOD UNIVERSITY GUIDE
(2024)



GUARDIAN UNIVERSITY GUIDE
(2024)



TIMES GOOD UNIVERSITY GUIDE
(2024)



GUARDIAN UNIVERSITY GUIDE
(2024)



HOSPITALITY AND
LEISURE MANAGEMENT



HOSPITALITY, LEISURE,
RECREATION AND TOURISM

Ulster University (UU) stands as the leading institution in Northern Ireland when it comes to overall student satisfaction, surpassing the UK average. Specifically, our Business School boasts an impressive 100% student satisfaction rate for our Human Resource Management and Accounting with Specialisms programmes, along with exceeding a 90% satisfaction rate in five other key business disciplines. These exceptional outcomes serve as a clear testament to the outstanding quality of education offered within our Business School.

This strategy sets out the trajectory of how we will evolve and respond to global challenges whilst continuing to deliver impact at a local and regional level.

This document sets the roadmap for the Business School for the next 5 years, underpinned by Ulster University's Sustainable Futures commitments. It outlines the Business School goals and our key strategic enabling projects.





This planning document is set out in three core sections:

Section 1: UUBS Strategic Goals

The 9 UU strategic commitments are presented with the core goals through which UUBS will achieve these detailed. Against each objective the relative emphasis of the three institutional enablers of People, Place and Partnership are displayed.

Section 2: Strategic Enabling Projects

Our Strategic Enabling Projects represent a set of initiatives, each with a unique purpose and role, in advancing our standing as a leading Business School. These projects encompass various aspects of our strategic vision; from fostering educational partnership models to sustainability, accreditation, alumni engagement and empowerment of entrepreneurial leadership across the curriculum

and in particular with regard to under-represented communities (e.g. women, graduates with disabilities). These are the action-oriented out-workings of our strategic direction, and each is designed to drive entrepreneurial capacity, innovation and diversity while propelling us towards a collective and integrated achievement of our goals.

Section 3: Portfolio Objectives

This section takes the core UUBS goals from Section 1 and details at the level of each of the four business portfolios (Learning and Teaching, Research, Development and Partnership (Domestic) and Development and Partnership (International)) the areas of work through which these will be achieved, in general terms, through the Associate Deans and other internal stakeholders.

Cross-cutting Themes

There are four cross-cutting themes that traverse all portfolios and the resulting Departmental (academic business unit) Operational Plans.

The cross-cutting themes are integral, reflecting our institutional ethos as well as being interwoven at a strategic and operational level through the entire strategic plan. These themes serve as guiding principles across goals, enablers, objectives, initiatives and actions.

The pervasiveness of this ethos and the embedding of the themes throughout our activities ensures strategic alignment and a congruence with our overall institutional mission and vision.

1	Financial Sustainability
2	SDGs – Focus on 3 and 8
3	AACSB Accreditation
4	Equality, Diversity and Inclusion (EDI)

The cross-cutting themes are:

1

1. Financial Sustainability – Within the wider sustainability context, and the related Business School efforts in addressing that agenda, (particularly SDGs 3 and 8) a focus on financial sustainability will have primacy as this is the foundation for all else to be enabled and achieved.

2

2. SDGs – The Business School is focusing in particular on SDGs 3 and 8. These are good health and well-being (emerging through the UUBS research emphasis from REF review) and decent work and economic growth respectively (which aligns to core UUBS business delivery).

3

3. AACSB Accreditation – The Business School is engaged in an accreditation exercise with the Association to Advance Collegiate Schools of Business (AACSB). This will take 6 years to complete and requires a particular format for Business School planning and implementation models. The format used here reflects that AACSB requirement and aligns the School's operational planning to the needs of the PPP planning models. Successful accreditation would put UUBS (and the University) in the top 6% of HE institutions world-wide.

4

4. Equality, Diversity and Inclusion – The Business School embraces an open and inclusive approach that celebrates and welcomes Equality, Diversity, and Inclusion. UUBS has been awarded Bronze Athena Swan. EDI is central to our approach.

These cross-cutting themes are highlighted throughout this document with the colour-coded identifiers.

Consultation and strategy development process

UUBS's strategic plan development process has been consultative and has provided for multistakeholder engagement and input.

This includes the UUBS community of staff, students, alumni and partners from industry. Through UUBS governance structures we have facilitated review and feedback of the plan.

As a live document, we look forward to continuing to employ a consultative engagement approach across all internal and external stakeholders as we monitor and review specific goals and KPIs in our annual operational planning process to achieve our strategic priorities.



Mission

Our Core Purpose

As a multi-campus regionally based Business School, we are a transformative force for good – unlocking the potential of people to think and act differently around opportunity, irrespective of location or background.

Vision

We will be a world leading entrepreneurial, applied Business School, achieving transformational outcomes for our students, staff and society by partnering with, and for, business.

Our research and teaching address the following UN SDGs:

- Good health and well-being (SDG 3)
- Decent work and economic growth (SDG 8)



Values

Ulster University Business School achieves transformational outcomes for students through what we teach, how we teach and how we behave. Underpinning our behaviours is a pervasive sense of possibility and recognising the important role of the individual in making a positive difference in the lives of others. Our institutional core values underpin those behaviours and our bias to positive action.

In our behaviours Ulster University Business School staff demonstrate the University's values of integrity, collaboration, enhancing potential and inclusion.

Integrity

We are open, honest and transparent with each other.

Collaboration

People and relationships are central to everything we do.

Enhancing potential

We strive to be the best that we can be.

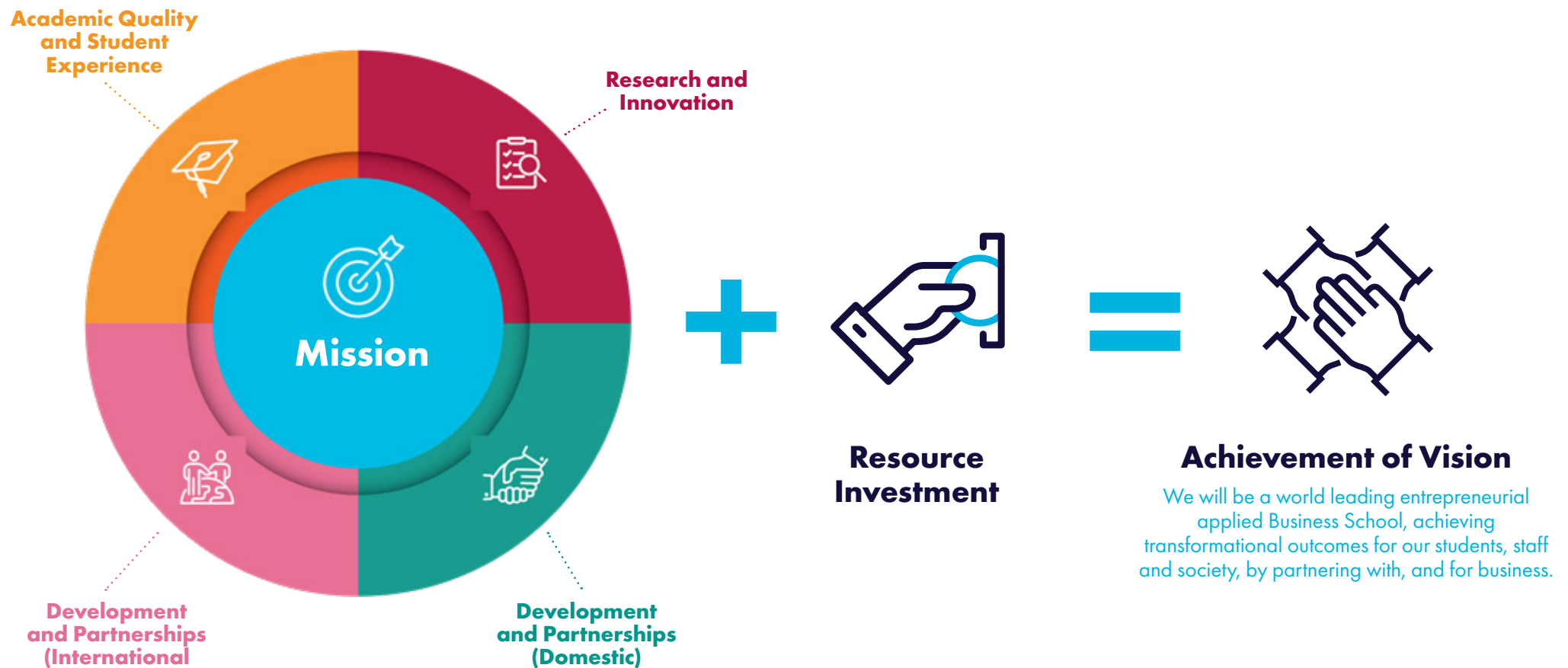
Inclusion

We promote a place to work and study where everyone is accepted.



www.ulster.ac.uk/peopleandculture/values

Aligning Vision, Mission, Strategic Portfolios, and Resource Investment



Section 1: University Commitments and UUBS Strategic Goals

Enablers: People Place Partnership

	UU COMMITMENTS	UUBS STRATEGIC GOALS	PEOPLE	PLACE	PARTNERSHIP
1	Placing Sustainability at the centre of what we do	We will future proof UUBS through appropriate resourcing and the measured allocation of resource to opportunity in order to achieve financial sustainability.	✓	✓	
		1 2 3 4			
		We will leverage capacity and competency from existing and new resources and relationships to achieve the academic plan and maintain/enhance income levels at margin in domestic and international markets.	✓		✓
		1 3			
2	Providing vibrant campus-based higher education	We will embed sustainability and SDG goals in all UUBS activity.	✓	✓	✓
		1 2 3 4			
		Through our UUBS Innovation Group and Integrated Curriculum Design Framework (ICDF) we will ensure a balance between a social learning pedagogy and an appropriately supported delivery model that together creates differential value for our learning communities across all campuses.	✓	✓	✓
		1 2 3 4			
3	Enhancing the social life of our campuses	We will achieve alignment between sub-regional economic needs across NI and the research and teaching undertaken in those sub-regions of the economy through UUBS.		✓	✓
		1 2 3 4			
3	Enhancing the social life of our campuses	We will create places that foster connections and build positive relationships between people, specifically between students, staff, business networks and alumni.		✓	✓
		2 3 4			

	UU COMMITMENTS	UUBS STRATEGIC GOALS	PEOPLE	PLACE	PARTNERSHIP
4	Maintaining a multi-campus model for our region-wide delivery	We will act as a catalyst for the release of economic growth potential across the NI region.		✓	
		2 3 4			
		We will maximise opportunity of access to create a truly representative and inclusive student population.	✓	✓	
		2 3 4			
5	Investing in a broad-based research-led higher education offering	We will ensure we offer research led courses and continue to invest in building research capacity and competency.	✓	✓	✓
		1 2 3 4			
6	Being a key partner for industry	We will design and deliver business relevant courses founded on creativity and entrepreneurship in order to catalyse innovation and use these as core elements throughout the UUBS provision (in line with 10X priorities).	✓	✓	✓
		1 2 3 4			
		We will embed the application of research informed knowledge, developing graduates with skills and competencies that will positively impact the economy and wider society.	✓	✓	
		2 3 4			
		We will position UUBS as a contemporary, applied business school focused on futureproofing business thought and action through an active learning pedagogy.	✓	✓	✓
		1 2 3 4			

	UU COMMITMENTS	UUBS STRATEGIC GOALS	PEOPLE	PLACE	PARTNERSHIP
7	Being a key partner for the cultural and social life of our communities	We will use UUBS campus footprint and international business model to create local value across NI.	✓	✓	
		2 3 4			
		We will affect a porous campus model, facilitating better community engagement and the co-creation of new value at a local level in Belfast and across Derry~Londonderry and Coleraine.	✓	✓	
8	Taking proactive stances on equality, diversity and inclusion	1 2 3 4			
		We will embed student wellbeing into our inclusive curriculum (an integral part of ICDF), helping all students to 'be well and do well at Ulster' and to build a sense of belonging and positive relationships with others.	✓		✓
		We will position UUBS as a bridge by which graduates with disabilities may access further academic input and mentoring, which allows them to have increased chances of securing permanent employment in the context of UU's EDI commitments.			
		3 4	✓	✓	✓
		UUBS will be a leader in thought and action in Northern Ireland in the area of inclusive recruitment.			
9	Helping our staff achieve a work-life balance that allows them to flourish in both	1 2 3 4	✓		
		We will continue to apply a Resource Planning Model (workload allocation) that informs conversations and allows management and staff the opportunity to have transparency and equity around issues of work-life balance.	✓		
		We will implement a health check model across the School so that staff can be better informed about their health – informing a more appropriate and targeted series of well-being interventions can be developed. ¹	✓		
		2 3 4			
		We will achieve full compliance with Athena Swan Bronze.	✓		
		2 3 4			

¹ The responsibility of health checks will sit with Heads of Departments (Academic Staff) and Director of Faculty Operations (Professional staff). This will be included in Operational Plans.

Section 2:

Strategic Enablers

The next critical phase in our strategic journey involves the implementation of strategic projects. These projects are considered strategic enablers as they play a vital role in facilitating and supporting the achievement of the business school's strategic goals and objectives. These four projects represent critical pillars of our vision for the future, each designed to meet our overarching goals and the University's commitments as part of Sustainable Futures for All.

Each project is designed with a distinct purpose, such as amplifying our presence in sustainable family enterprises, addressing the global deficit in female entrepreneurial leadership, and strengthening our

contributions to the fintech realm. Additionally, we aim to elevate our academic standing through accreditation initiatives such as AACSB.

Furthermore, our commitment to fostering female entrepreneurial leadership takes shape through a collaborative venture with City University College (CUC) Ulster University, Qatar and Babson College, Boston, in the establishment of the Centre for Female Entrepreneurial Leadership. These strategic project enablers are designed to contribute efficiently and effectively to progressing towards achievement of our goals and portfolio objectives.

Project	Strategic Enabler Title
Project 1	Centre for Sustainable Family Enterprise
Project 2	Centre for Fintech and Open Finance
Project 3	Accreditation Hub
Project 4	Centre for Female Entrepreneurial Leadership (with CUC Qatar/Babson College Boston)

Section 3:

UUBS Portfolio Objectives: Aligning Actions with Our Strategic Goals

UUBS operates through four distinct portfolios, Academic Quality and Student Experience (Learning and Teaching), Research and Innovation, Development and Partnerships (Domestic) and Development and Partnerships (International) - each with specific objectives geared toward advancing our strategic goals.

These portfolios, embedded within our existing staffing and area structure, represent our strategic focal points. They guide our efforts, ensuring that each area plays a specific role in advancing our overall strategic goals and the University's commitments. By aligning our existing structures with these portfolio objectives, we enhance our capacity to achieve success in key areas critical to our mission and vision.



1

Portfolio

Ulster University Commitments	UUBS Strategic Goals	Learning & Teaching	Research & Innovation	Development & Partnerships Domestic (DPD)	Development & Partnerships International (DPI)
Placing Sustainability at the centre of what we do	We will future proof UUBS through appropriate resourcing and the measured allocation of resource to opportunity in order to achieve financial sustainability.	LT1.1 To achieve academic planning targets (including WP) across domestic and international UG and PG markets and the appropriate allocation of staff resource to ensure appropriate delivery.	RI1.1 To promote research in two key SDG strands – SDG 8 Decent work and economic growth and SDG 3 – Good Health and Wellbeing.	DPD1.1 To grow domestic non-regulated student numbers (including WP initiatives) across all departments in home campuses (UK and Ireland).	DPI1.1 To grow international student numbers across all departments in home campuses, and across partner institutions.
	We will leverage capacity and competency from existing and new resources and relationships to achieve the academic plan and maintain / enhance income levels at margin in domestic and international markets.	LT1.2 To integrate relevant sustainability and SDGs within our curricula through ICDF/CA3 continuous enhancement processes.		DPD1.2 To utilise the activity within the UUBS Sustainability Committee, and wider SDG activity across Depts to help inform enhanced and new portfolio, that reinforces sustainability coverage.	DPI1.2 To grow quality international partnerships with globally recognised institutions whose values align with Ulster University to the benefit of all parties.
	We will embed sustainability and SDG goals in all UUBS activity.			DPD1.3 To utilise UUBS Communication and Events strategies, to increase awareness of Sustainability activity, application, and impact.	DPI1.3 To draw upon SDGs to inform choices in terms of international partnerships for teaching and research. We will prioritise those potential partners that best leverage SDG outcomes as evidenced by our ability to capture impact on the SDG Dashboard.

2

Portfolio

Ulster University Commitments	UUBS Strategic Goals	Learning & Teaching	Research & Innovation	Development & Partnerships Domestic (DPD)	Development & Partnerships International (DPI)
Providing vibrant campus-based higher education	Through our UUBS Innovation Group and Integrated Curriculum Design Framework (ICDF) we will ensure a balance between a social learning pedagogy and an appropriately supported delivery model that together create differential value for our learning communities across all campuses.	LT2.1 To lead on the design, delivery and ongoing enhancement of innovative, research led curricula and inclusive assessments, whether new programme approvals or existing programme revalidations.	RI2.1 To develop research capacity in UUBS which reflects strengths on each campus e.g., Derry~Londonderry – International Business; Coleraine – Consumer Insights and Belfast - Leadership, Small Business, Enhancing Productivity, Sustainability, and Financial Technology.	DPD2.1 To utilise the range of in-house reports (and informal relational intelligence); and external market research reports to explore trends and shifts within delivery models for different markets/partners.	DPI2.1 To utilise international student experience feedback to tailor teaching and assessment strategies to suit the specific learning and development needs of international students.
	We will achieve alignment between sub-regional economic needs across NI and the research and teaching undertaken in those sub-regions of the economy through UUBS.	LT2.2 To assure the academic quality and standards of our provision, using key internal data, including student feedback, to inform portfolio and contract decision making and to optimise both the student experience and institutional campus balance.			
		LT2.3 To ensure our provision is innovative, inclusive, business relevant and entrepreneurial in approach, as informed by external stakeholder feedback (including Employers and related Business Organisations, PSRBs, External Examiners, Visiting Professoriate).			
		LT2.4 To support informed timetabling/space allocation conversations to balance social/academic learning, learner needs and to inform new portfolio developments.			

3

Portfolio

Ulster University Commitments	UUBS Strategic Goals	Learning & Teaching	Research & Innovation	Development & Partnerships Domestic (DPD)	Development & Partnerships International (DPI)
Enhancing the social life of our campuses	We will create places that foster connections and build positive relationships between people, specifically between students, staff, business networks and alumni.	LT3.1 To advance positive relationships for both staff and students through formal and informal learning and teaching activities and through building effective learning communities.	RI3.1 To attract national/international research conferences/workshops in those key research areas outlined above in RI2.1, reflecting our SDG priorities.	DPD3.1 To partner with the Business Organisations, to host joint events to enhance the social life, networking capacity and improve accessibility of the Academy restaurant and all University campuses.	DPI3.1 To ensure Ulster campuses are welcoming of our international student (and staff) population by focusing on the international student experience with outcomes evidenced through the International Student Experience survey.
				DPD3.2 To provide a space on level 8/9, Belfast Campus, that will act as a hot-desking and networking hub for businesses and new UUBS Centres.	DPI3.2 To maximise the value of international networks and business connections to create mobility opportunities for staff, students, and alumni.

4

Portfolio

Ulster University Commitments	UUBS Strategic Goals	Learning & Teaching	Research & Innovation	Development & Partnerships Domestic (DPD)	Development & Partnerships International (DPI)
Maintaining a multi-campus model for our region-wide delivery	<p>We will act as a stimulus and catalyst for economic growth across the NI region.</p> <p>We will maximise opportunity of access to create a truly representative and inclusive student population.</p> <p>We will balance the UUBS student profile across the regional campuses being focused on WP, part time and full-time cohorts and student diversity.</p>	LT4.1 To review data (including WP applications and conversion to student enrolments) to inform marketing strategy and portfolio management.	RI4.1 To prepare the UUBS PhD cohort for the world of work in collaboration with the Doctoral College; ensuring that PhD Researchers have the appropriate skills which reflect those required for a 10X Economy as outlined in the Skills Strategy for NI.	DPD4.1 To collaborate with the new Dean of EDI, EDI Unit and relevant external stakeholders to explore employability and upskilling initiatives; targeted at diverse and hard to reach communities (WP).	DPI4.1 To provide NI Businesses with access to students from across the globe to help promote international trade.
			RI4.2 To enhance the completion rates of PhD researchers.	DPD4.2 To collaborate with the Director of Student and Graduate Success and funding bodies (DfE/DfC) and the Disability Charity sector to transform employment prospects for prospective students and our graduates with disabilities.	DPI4.2 Through a clear student recruitment strategy, to diversify the student population on the home campuses to reflect future international workplaces.

5

Portfolio

Ulster University Commitments	UUBS Strategic Goals	Learning & Teaching	Research & Innovation	Development & Partnerships Domestic (DPD)	Development & Partnerships International (DPI)
Investing in a broad-based research-led higher education offering	We will ensure we offer research led courses and continue to invest in building research capacity and competency	LT5.1 To advocate research led focus in programme design, particularly in emerging areas, to future proof the UUBS portfolio.	RI5.1 To ensure we have a critical mass of researchers who can support the delivery of research led courses across the faculty.		
			RI5.2 To build upon our successful outcome in UUBS with regard to REF 2021, in order to enhance the research culture and capacity.		

6

Portfolio

Ulster University Commitments	UUBS Strategic Goals	Learning & Teaching	Research & Innovation	Development & Partnerships Domestic (DPD)	Development & Partnerships International (DPI)
Being a key partner for industry	We will design and deliver business relevant courses founded on creativity and entrepreneurship in order to catalyse innovation and use these as core elements throughout the UUBS provision (in line with 10X priorities).	LT6.1 To review curriculum design, delivery, and inclusive assessment approaches to ensure there is alignment around business relevant skills development and application, employability and achievement of Graduate Attributes.	RI6.1 By focusing on the research/teaching nexus, to narrow the theory – practice gap around considerations related to the FOW.	DPD6.1 To develop formal case studies around University and Business organisational development programmes (EFMD/NCUB case studies).	DPI6.1 To progress towards AACSB accreditation award with a focus on quality assurance and learner progression impact through the Accreditation Hub.
	We will embed the application of research informed knowledge, developing graduates with skills and competencies that will positively impact the economy and wider society.	LT6.2 To promote and provide opportunity for staff development, as relevant, to develop staff capability.	RI6.2 Utilise the research expertise of staff, to enhance knowledge exchange activities with industry across the island of Ireland through Knowledge Transfer Programmes (KTP), Innovation Vouchers (IV), Innovation Boost and Consultancy.	DPD6.2 To review future UUBS resource bids in relation to the Future of Work/Strategic Learning Partnership research capability, to help bolster current staff groups involved in business partnering.	DPI6.2 To establish the Centre for Female Entrepreneurial Leadership (with CUC/ Babson College Boston) to address the global deficiency in female entrepreneurs.
	We will position UUBS as a contemporary, applied business school focused on futureproofing business thought and action through an active learning pedagogy.	LT6.3 To utilise the Centre for Fintech and Open Finance expertise in the creative, research-led (re)design and delivery of business relevant courses.	RI6.3 To establish a Centre for Sustainable Family Enterprise.	DPD6.3 In collaboration with the Manager of the Centre for Sustainable Family Enterprise, to support new and aligned non-regulated programmes targeted to the 75% of SME owner managers who run family-owned businesses on the island of Ireland.	
		LT6.4 To progress towards AACSB accreditation award relating to quality assurance, learner progression and curriculum through the Accreditation Hub.	RI6.4 To establish a Centre for Fintech and Open Finance.	DPD6.4 In collaboration with the Manager of the Centre for Fintech and Open Finance, to support aligned non-regulated programmes targeted to the growing Fintech community on the island of Ireland.	
			RI6.5 In collaboration with the Head of AACSB Accreditation, to progress towards AACSB accreditation award with a focus on intellectual contributions, thought leadership and societal impact through the Accreditation Hub.	DPD6.5 In collaboration with the Head of AACSB Accreditation, to progress towards AACSB accreditation award with a focus on thought leadership, industry engagement and societal impact through the Accreditation Hub.	
			RI6.6 To establish the Centre for Female Entrepreneurial Leadership (with CUC/ Babson College Boston) to progress research in female entrepreneurship.		

7

Portfolio

Ulster University Commitments	UUBS Strategic Goals	Learning & Teaching	Research & Innovation	Development & Partnerships Domestic (DPD)	Development & Partnerships International (DPI)
Being a key partner for the cultural and social life of our communities	<p>We will use the UUBS campus footprint and international business model to create local value across NI.</p> <p>We will affect a porous campus model, facilitating better community engagement and the co-creation of new value at a local level in Belfast and across Derry~Londonderry and Coleraine.</p>	LT7.1 To review curriculum design (ICDF processes) to ensure sufficient stakeholder engagement (including community engagement) in the development of curriculum and portfolio.		DPD7.1 To ensure stakeholder engagement activity includes community engagement at a local level (on each campus), to support portfolio development and including upskilling and reskilling provision and access to relevant apprenticeship activity.	<p>DPi7.1 To utilise international networks to assist NI companies with international trading opportunities.</p> <p>DPi7.2 To support awareness raising activities of the opportunities around FDI for local communities, in relation to development/training and employment.</p>

8

Portfolio

Ulster University Commitments	UUBS Strategic Goals	Learning & Teaching	Research & Innovation	Development & Partnerships Domestic (DPD)	Development & Partnerships International (DPI)
Taking proactive stances on equality, diversity and inclusion	<p>We will embed student wellbeing into our inclusive curriculum (integral part of ICDF), helping all students to 'be well and do well at Ulster' and to build a sense of belonging and positive relationships with others.</p> <p>We will position UUBS as a bridge by which graduates with disabilities may access further academic input and mentoring, which allows them to have increased chances of securing permanent employment, within the context of UU's EDI commitments.</p> <p>We will be a leader in thought and action in Northern Ireland in the area of inclusive recruitment.</p>	LT8.1 To integrate student wellbeing into the curriculum and in strong, continual induction processes embedded through each year of the programmes.	Ri8.1 To increase the % of females submitted to the next REF cycle.	DPD8.1 To collaborate with the Director of Student and Graduate Success; related funding bodies (DfE; DfC) and the Disability Charity sector to transform employment prospects for potential students and our graduates with disabilities.	DPi8.1 To provide leadership in EDI policymaking wherever we operate across the globe and whilst taking cognisance of cultural and contextual differences, exhibiting model practice in all aspects of our work.
			Ri8.2 To evaluate the success of research mentoring in the next REF cycle.		
			Ri8.3 To evaluate the advice and support given to Early Career Researchers when applying for research funding.		
			Ri8.4 To establish a Centre for Female Entrepreneurial Leadership (with CUC/ Babson College Boston).		DPi8.2 To diversify the staff portfolio to better reflect the increasingly international nature of the student population.

9

Portfolio

Ulster University Commitments	UUBS Strategic Goals	Learning & Teaching	Research & Innovation	Development & Partnerships Domestic (DPD)	Development & Partnerships International (DPI)
Helping our staff achieve a work-life balance that allows them to flourish in both	We will continue to apply a Resource Planning Model (workload allocation) that informs conversations and allows management and staff the opportunity to have transparency and equity around issues of work-life balance.	L19.1 To ensure from a L&T perspective regular review and consistent application of the Resource Planning model by HoDs.	R19.1 To ensure from a R&I perspective regular review and consistent application of the Resource Planning model by HoDs.	DPD9.1 To ensure from a DPD perspective regular review and consistent application of the Resource Planning model by HoDs.	DPI9.1 To utilise international networks to assist NI companies with international trading opportunities.
	We will implement a health check model across the faculty so that staff can be better informed about their health to inform a more appropriate and targeted series of well-being interventions can be developed.	L19.2 To address gender disparities identified in attainment at 1st and 2:1 level between Departments and improve gender balance in male performance.	R19.2 To evaluate the support in place for staff who apply for/have been successful in receiving grant income.	DPD9.2 To review UUBS events and comms strategies to help reinforce the importance of work-life balance for staff, students and within business (through related business partners).	DPI9.2 To ensure that international development initiatives and partnerships align with international standards for gender equality.
	We will achieve full compliance with Athena Swan Bronze.				

Strategy To Action

This strategic plan sets out our future direction and ambitions for UUBS at UU. The strategic plan will be accompanied by annual departmental Operational Plans to ensure this plan is put into action. The Operational Plans will contain actions and objectives to achieve our strategic goals, including KPIs.

The plan will be reviewed and monitored by the Executive Dean and the Faculty Leadership Team (FLT). Updates on progress are reported to the University Senior Leadership Team (SLT) and to the UUBS Business Advisory Forum on an annual basis.



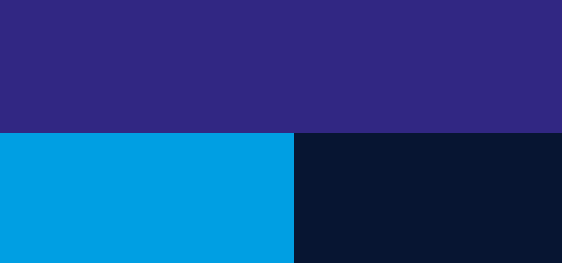
UUBS Key Performance Indicators (KPIs)

and Performance Indicators (PIs)

In alignment with our **strategic goals and objectives**, our **cross-cutting themes encompass critical areas essential for our institution's sustained growth and impact.**

Key Performance Indicators (KPIs) have been identified to measure progress in each cross-cutting themes. These KPIs reflect our commitment to financial sustainability of the Business school and institution, academic excellence, collaborative engagements, and enriching student experiences. KPIs are quantitative metrics that serve as critical markers of our performance in these key strategic areas.

Our Performance Indicators (PIs) encompass a broader set of qualitative or supplementary indicators that offer insights into our effectiveness. Together, KPIs and PIs form a comprehensive framework for assessing and continuously improving our performance across a range of cross-cutting themes, **each aligned with our mission, vision and strategic goals**





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