



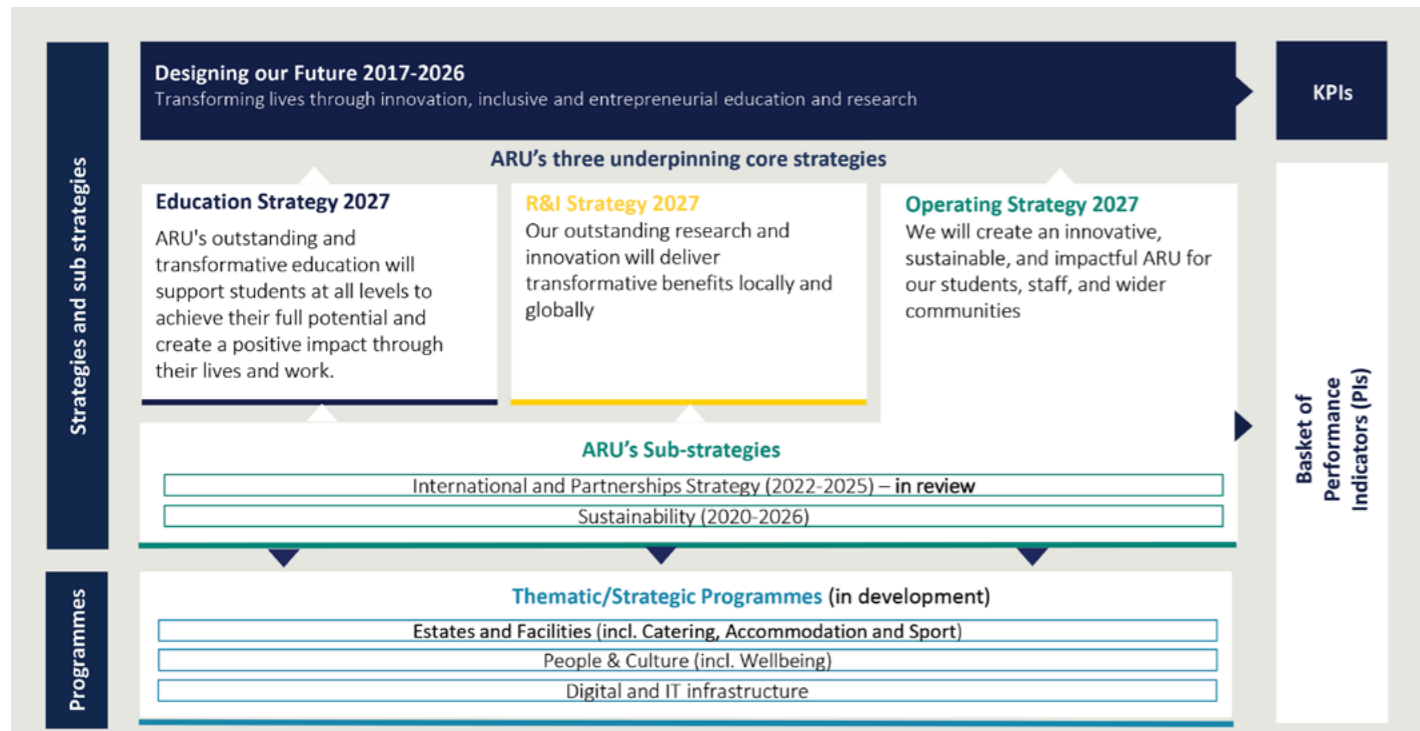
# Designing our future

Underpinning strategies  
- Education, Research & Innovation and Operating

2022 - 2027

# How the strategies fit together with other ARU strategies

This diagram shows how the strategies fit together to support Designing our Future, and how they sit in relation to other strategies.



# How the strategies fit together thematically

The diagram below illustrates how the three strategies intersect to deliver the institutional strategy: Designing our Future. The diagram includes examples of cross-cutting themes shared by the three strategies.



# ARU's underpinning strategies - Education, Research & Innovation and Operating.

Our University Strategy, Designing our Future 2017-2026, sets out the long-term mission for Anglia Ruskin University: 'Transforming lives through innovative, inclusive and entrepreneurial education and research'. We are now pleased to launch our refreshed Education and Research and Innovation Strategies, and our new Operating Strategy, to continue to support the delivery of Designing our Future for its remaining four years.

We present these three ambitious supporting strategies in an uncertain environment for the Higher Education sector and in the context of changing demands and pressures on all universities. ARU is changing too, rapidly, yet we remain committed to our core values and direction.

The underpinning Education and Research and Innovation Strategies which took us up to the end of 2021-22 have advanced our goals significantly and led to a number of substantial achievements.

In the case of Education, these developments include becoming the largest provider of Degree Apprenticeships; introducing Ruskin Modules and Live Briefs; and embedding our Active Curriculum across all courses. We have implemented our Personal Development Tutor system and placed inclusivity at the heart of everything we do. We are proud of the extraordinary work of all in our community to support our students through the pandemic, and are working to embed the best of what we did into our ongoing educational delivery.

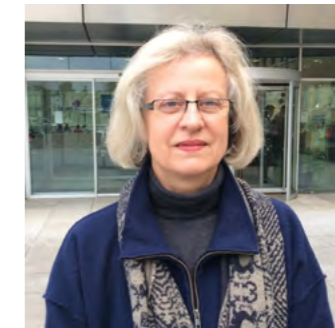
In Research and Innovation we have adopted a bolder, more strategic approach to knowledge exchange, working with a growing range of external business, industry, public authorities and professions; launched the NHS Clinical Entrepreneur Programme; and delivered a highly successful submission to REF 2021. We have won a Queen's anniversary Prize for our world-leading research in music therapy, and secured strong recognition for our work responding to a range of UN Sustainable Development Goals.



Roderick Watkins  
VC and Chief Executive



Yvonne Barnett  
Deputy Vice Chancellor  
(Research and Innovation)



Aletta Norval  
Deputy Vice Chancellor  
(Education)



James Rolfe  
Chief Operating Officer

Our new Operating Strategy complements the other two strategies and marks a shift in how we conceive of the inter-related nature of education, research and innovation, and professional services. It sets out a new partnership approach to establishing and delivering our goals across all academic and professional service functions, supporting the broader aims of Designing our Future and underpinned by our Sustainability Strategy.

A number of significant, cross-cutting themes are reflected in all three strategies. These include our ambition to enhance ARU's civic role, by working with partners to promote social, cultural, economic and environmental improvement in the communities in which we are based. Many of the challenges and opportunities that we address in our region are equally pressing issues nationally and globally. Through our internationally connected research, education and partnership activities we can convene international expertise to maximise the transformative impacts of our work locally, regionally and internationally.

Our new strategies have been developed progressively and iteratively over many months and represent the collaborative efforts of a wide range of staff, students and partners. We extend our thanks for these invaluable contributions.

The three strategies are designed to be understood together, and we will deliver them together. We look forward to our staff, our students and the wider ARU communities working together to bring them to life over the next five years.

# Education Strategy

## Overarching aim:

ARU's outstanding and transformative education will support students at all levels to achieve their full potential and create a positive impact on their lives and work.

Our students have diverse backgrounds, interests and styles of learning. This diversity informs the way we will deliver our education and support our graduates and alumni to achieve their full potential, excel in their chosen careers, and tackle environmental and societal challenges. We will develop life-long partnerships with our students, pooling our knowledge and experience to address the challenges we face today, together.



## To achieve this, we will:

### Deliver an inclusive and transformative education

ARU courses create space for students to work in partnership with businesses and organisations to tackle societal challenges and enhance their employability

- Our flexible courses reflect the variety of needs and ambitions of our diverse student cohorts
- We are a leader in innovative degree apprenticeships where education and employment are closely integrated
- Our students engage in active, interdisciplinary curricula, tackling societal and environmental challenges with our local, regional and global communities
- Our graduates have the skills, capabilities, and mindsets to contribute positively to their environment and communities

### Foster a research-rich educational environment

Our students receive – and contribute to – an education underpinned by sector-leading research

- Engaging in and advancing research is an integral part of all our students' education, enhancing their employability and enabling them to contribute positively to a sustainable future
- We deliver sector-leading pedagogic research and practice with our students to enhance their education
- Our graduates are creative problem-solvers, prepared for wide-ranging careers

### Create vibrant living and learning communities

All our students connect to one another and our wider communities in ways that enhance their belonging and recognise their contributions

- We focus on providing an excellent student experience within and around our courses
- We recognise that no two members of the ARU community are the same and each student and staff member's contribution is valued
- ARU students receive unique opportunities to engage in knowledge exchange outside of their course
- Students engage with global communities through ARU's international connections and partnerships

### Offer innovative and flexible learning for life

We create opportunities for prospective students and our alumni to grow and learn together throughout their lives

- We create pathways to higher education for the diverse communities across our regions
- We continue to learn from and educate our alumni throughout their lives, including a 'Learning for Life' offer for our alumni and local communities

# Research and Innovation Strategy

## Overarching aim:

**Our outstanding research and innovation will deliver transformative benefits locally and globally**

Our new Research and Innovation Strategy will position Anglia Ruskin University (ARU) as a recognised leader in high-quality research and knowledge exchange. We will combine investigation and discovery with applied and creative approaches to find solutions to societal challenges. We commit to supporting pan-institutional themes that will address the challenges identified by the United Nations (UN)

Sustainable Development Goals. We will undertake these research activities in partnership with our communities and stakeholders to achieve a positive impact on people's lives.

We will achieve this by employing creative, interdisciplinary, collaborative, and sustainable research and innovation practices that embrace diversity and intellectual rigour.

## To achieve this, we will:

### Solve civic challenges for local and global benefit

Our staff and students collaborate strategically with our wide-ranging partners to address civic challenges

- We understand and respond to the strategic challenges and opportunities of our stakeholders and communities
- We have a significant portfolio of value-adding strategic partnerships regionally, nationally, and globally
- Our Innovation Centres and entrepreneurial activities contribute to economic growth
- Our partners value our expertise in developing and driving strategy and practice

### Conduct excellent research and innovation with global impact

The increasing quality and scale of our research attracts external investment, multiplying our regional, national, and global impact

- We consistently deliver sector-leading research and impact in our Research Innovation and Impact (RII) themes
- Our Research Institutes, Centres and Groups are known nationally and internationally for the high quality of their research and the impact which they create
- We deliver sector-leading pedagogic research in partnership with our students

### Support and grow impactful staff and student knowledge exchange

Our colleagues, students and partners engage in impactful interdisciplinary knowledge exchange

- We deliver significant societal impact through co-creation with users and beneficiaries of our research
- We connect staff and students in interdisciplinary knowledge exchange communities and reward their contributions
- Our alumni actively support our research and innovation activities through lifelong knowledge exchange partnerships

### Create an inclusive, professionally supported and confident research culture

We maintain a research environment that recognises, rewards, and enhances the excellent and unique contributions of our diverse staff members

- We look after the wellbeing of our researchers and innovators and support them to achieve their full potential
- Graduates from our Doctoral programmes become researchers, innovators, and leaders of the future
- Our researchers are recognised as thought and action leaders within and beyond academia



# Operating Strategy

## Overarching aim:

**We will create an innovative, sustainable, and impactful ARU for our students, staff, and wider communities**

Our new Operating Strategy will deliver the culture, skills, and sustainable infrastructure to engage openly and seamlessly with our students and communities. ARU's physical and digital campuses will bring students, staff, and partners together in living and learning communities to exchange knowledge and advance our curricula as we enhance our role as a civic leader. This strategy will directly support the aims of our new Education and Research and Innovation strategies, and enable broader capabilities to deliver our University Strategy, Designing our Future.



## To achieve this, we will:

### Embed civic values in all we do

- Our commitment to social responsibility underpins all we do as a civic leader
- Cities with an ARU footprint become sustainable university cities
- Our living and learning communities engage local people and deliver positive impact wherever we have a footprint
- We are experts at engaging employers and organisations of all sizes and sharing world-leading knowledge
- We have strong relationships with schools and colleges

### Focus on outcomes informed by data and evidence

- We use live data and evidence to inform our decisions and priorities and continually enhance what we do in line with our values
- Individual staff effectively access, interpret, and share data and insights to transform our students' and partners' experience
- We can demonstrate the efficacy of our initiatives
- We use data to inform our decisions and prioritisation of our efforts and interventions, and build accountability and trust through transparency

### Continually develop our inclusive, supportive and innovative culture

- We celebrate diversity and invest in the development of our people
- Our talented and diverse staff community bring varied perspectives to the challenges we tackle
- Our staff and students feel supported and recognise that their wellbeing is a priority
- Our culture supports effective collaboration between our academic and professional services staff and Students' Union, recognising the shared nature of our goals

### Provide an outstanding and sustainable ARU experience

- Our sustainable infrastructure and processes provide an outstanding and seamless user experience
- Our outstanding (physical, digital and hybrid) campuses and facilities connect our staff, students, alumni, and partners in inclusive research, innovation, and learning
- We use technology to offer high quality, personalised learning and development for our students
- We invest in infrastructure that delivers the greatest positive impact at the lowest cost to the environment
- We create an environment where ARU staff and students can deliver their best work

# Initiatives

Education Strategy				
Pillar	Deliver an inclusive and transformative education	Foster a research-rich educational environment	Create living and learning communities	Offer innovative and flexible learning for life
To achieve our goals, we will:	<ul style="list-style-type: none"> <li>Engage our students and employers in the co-design of courses that address environmental and societal challenges, and prepare our students for the world of work</li> <li>Develop our digital ecosystem to reshape the delivery and assessment of learning for greater personalisation</li> <li>Expand the interdisciplinary approach of our Ruskin modules and live briefs to wider audiences and deepen engagement with the UN Sustainable Development Goals</li> <li>Support our staff to effectively deliver active learning and engage with employers</li> <li>Extend our delivery of a community learning experience to ARU Peterborough, partnering with local organisations</li> </ul>	<ul style="list-style-type: none"> <li>Develop the Centre for Innovation in Higher Education to inspire sector-leading pedagogic research</li> <li>Create opportunities for students at all levels to take part in live research as part of their education, for example, internships, 'research live briefs'</li> <li>Develop new pedagogic models for simulation-based learning, building on our expertise in health</li> <li>Enhance our international engagement through sustainable hosting of visiting experts and students, public lecture series, and collaboration with impactful organisations</li> </ul>	<ul style="list-style-type: none"> <li>Scale-up and evolve student knowledge exchange communities</li> <li>Build strong learning communities for our diverse cohorts of ARU students</li> <li>Reward our students for their civic engagement contributions outside of the classroom</li> <li>Co-create opportunities for global engagement and intercultural experiences within and beyond our curriculum, working with our partners</li> </ul>	<ul style="list-style-type: none"> <li>Develop an 'Alumni for Life' programme, engaging our local and global alumni in education and research and innovation partnerships</li> <li>Convene partnerships with education providers across our regions to support increased attainment and access, building on the work of ARU Peterborough</li> <li>Convene and lead regional fora with our stakeholders to discover and adapt to emerging learning needs</li> <li>Increase the breadth and depth of our Continuing Professional Development (CPD) programme, including a new 'Resource hub'</li> </ul>
Research and Innovation Strategy				
Pillar	Solve civic challenges for local and global benefit	Conduct excellent research and innovation with global impact	Support and grow impactful staff and student knowledge exchange	Create an inclusive, professionally supported and confident research culture
To achieve our goals, we will:	<ul style="list-style-type: none"> <li>Develop strong partnerships with organisations locally and globally to address civic challenges and opportunities</li> <li>Launch a distinctive programme of enterprise and entrepreneurship activities to grow an active community of innovators</li> <li>Initiate a thriving public engagement and dissemination programme with our partners and communities</li> </ul>	<ul style="list-style-type: none"> <li>Create synergies by developing the RII themes to further strengthen our research environment, grow Doctoral student opportunities and enhance research collaborations</li> <li>Develop and deploy a range of enhanced approaches to maximise the societal impact of our research</li> <li>Establish strategic partnerships with international institutions, expanding global collaboration opportunities for staff and strengthening our research, innovation and impact</li> <li>Develop the Centre for Innovation in Higher Education to inspire sector-leading pedagogic research</li> </ul>	<ul style="list-style-type: none"> <li>Scale-up and evolve student knowledge exchange communities</li> <li>Develop an 'Alumni for Life' programme of flexible multi-dimensional partnerships of education, research, and innovation with our global alumni community</li> <li>Scale-up our engagement with policy development through consultations and research partnerships to contribute to a sustainable world</li> </ul>	<ul style="list-style-type: none"> <li>Radically enhance management, infrastructure and development support to grow capability, capacity and leadership from our research and knowledge exchange colleagues</li> <li>Deliver high-quality and personalised Doctoral education with integrated professional experience to ensure successful completion and enhanced career prospects</li> <li>Support staff and students to actively participate in research networks, professional bodies, learned societies, etc.</li> </ul>
Operating Strategy				
Pillar	Embed civic values in all we do	Focus on outcomes informed by data and evidence	Continually develop our inclusive, supportive and innovative culture	Provide an outstanding and sustainable ARU experience
To achieve our goals, we will:	<ul style="list-style-type: none"> <li>Build ARU as a key institution in each city where we have a campus, including growing the creative quarter in Cambridge and med-tech quarter in Chelmsford, and establishing and enhancing our presence in Peterborough and Chelmsford</li> <li>Develop our convening power across our multiple regions to support civic aims in education and research and innovation</li> <li>Use our finance and other resources to support equality, local growth, and environmental sustainability in our regions</li> </ul>	<ul style="list-style-type: none"> <li>Develop and evolve the new data warehouse and BI community project to support the proactive use of data as evidence across all teams to deliver leading education and R&amp;I</li> <li>Support our staff to access, interpret and report on our data, using evidence to transform what we do as an institution</li> <li>Source and develop benchmarking information to help us understand best practice and ARU's relative position in the sector</li> </ul>	<ul style="list-style-type: none"> <li>Co-create an expression of our desired workplace culture which resonates with staff, and develop an action plan to reach our goal</li> <li>Recognise and reward our colleagues' achievements to support their development</li> <li>Run an ongoing wellbeing, health &amp; safety campaign and train all staff to identify health and wellbeing requirements and support interventions</li> <li>Celebrate and promote the achievements of all ARU staff within and beyond the University through novel and engaging ways</li> <li>Provide operational support to the new 'Alumni for Life' programme, including facilitating partnerships with alumni globally</li> </ul>	<ul style="list-style-type: none"> <li>Create physical and digital collaborative educational spaces in the community, as well as on our campuses</li> <li>Invest in our research institutes, centres and groups, and provide requisite facilities to ensure they can enable world-class research</li> <li>Identify and tackle the key barriers in systems and procedures which prevent staff and student effectiveness and efficiency</li> <li>Invest in a Learning Technology ecosystem incorporating AI, VR, simulation, and media-rich possibilities to personalise education and enhance our student experience and research capability</li> <li>Conduct reviews and redesign processes using agile principles and the staff, student, and partner journeys as the basis for improvements</li> <li>Strengthen the alignment of our corporate priorities with our sustainability strategy goals</li> </ul>

