

Enabling Strategies

2019–2025



University of
Roehampton
London



Introduction from the **Vice-Chancellor**

Our enabling strategies are built on three themes, each essential to our future success and underpinned by our existing strengths. The themes are:

- **Student Education**, focused on delivering outstanding teaching and learning, and an excellent student experience
- **Research and Knowledge Exchange**, focused on building on our diverse research profile and increasing the impact we have on society
- **Sustainability**, focused on how we will grow in an environmentally sustainable way and create the financial headroom to invest for the future, developing the infrastructure we need to deliver on our strategic aims. ➔



The strategies will shape our journey over the years to come. They will be key to ensuring we respond rapidly to the external environment, addressing the challenges we face and harnessing new opportunities. We have strong foundations on which to build, supported by a distinctive ethos, excellent teaching, research and knowledge exchange, highly committed staff, and our strong partnership with the students' union.

We have a proud heritage of providing educational opportunities for people from all walks of life, from the first women to enrol in Whitelands College in 1842, to the generations of people taught since. The educational missions of our four colleges are inspired by the values of social progress. These values inform the academic life of Roehampton today, including our teaching, our research and our engagement with communities and organisations locally, nationally and internationally.

We have a strong partnership with our diverse community of students, and we provide an inclusive environment in which we encourage all our students to succeed. We already deliver

excellent educational outcomes, and our graduates have among the best employment rates of any modern university in London. We also have a global community of alumni, who have a strong affinity with Roehampton and our colleges and who share their expertise and knowledge with our students. Through our professional services, colleges and students' union, we deliver an excellent wider student experience and a supportive culture, with a strong emphasis on wellbeing and personal growth.

Over the coming years, we will need to ensure our education provides all our students with the very best chance of success, and that our curriculum reflects both the diversity and the diverse needs of our students. We need to adapt how we teach to respond to the impact of technology, regulatory change and how people will want to learn. This means being more flexible in how and where we deliver education, and in the subjects we teach. We need to ensure we equip our students with the knowledge and skills they need to succeed in a workplace that will change radically and rapidly in the future.

The research our staff produce has an excellent reputation for its quality, reach and significance internationally. From international animal conservation, tackling domestic violence and engaging the arts in easing age-related diseases, our research improves society, informs policy, enriches culture and changes lives. It also enhances our excellent teaching. To ensure our success in the future, we will need to ensure that our research is more sustainable. We will need to share our research with partners in our local community, across London and around the world to ensure that the benefits it can deliver are felt as widely as possible.

We have a long history of adaptability and resilience, demonstrated most powerfully through the coming together of our four colleges to form the diverse and vibrant community we are today. A distinctive strength of Roehampton is the global networks we have through our providing bodies; we have the opportunity to harness these to build new partnerships in the future.

The challenges ahead will require us to be more innovative than ever, to diversify our activities, create new sustainable partnerships and, critically, to build our financial resilience so

that we can invest for our future. We will need to do all we can to support our staff to develop, and to share their knowledge and expertise with one another.

We already make a positive impact on environmental sustainability in many ways, from the internationally-recognised work of our researchers, to our student-led Growhampton sustainable food project. However, the growing impact of climate change compels all individuals and organisations to adjust and adapt. We will therefore respond with a greater vigour and urgency, and ensure we consider environmental and ethical sustainability in everything we do.

The enabling strategies establish an ambitious path for us. As we take the next steps, our enduring values, which derive from the heritage of our colleges and their providing bodies, will continue to drive what we do. It is because of these foundations, our commitment to social progress, and the energy and creativity of our staff and students, that we can look forward to the future with confidence.

Professor Jean-Noël Ezingeard
Vice-Chancellor

Student Education

The experience of studying at Roehampton should be distinctive and transformational across all levels of study. The quality of the Roehampton experience and the sense of community must apply to all of our students, whether they are studying on campus, online or with one of our partners.



Academic and professional excellence will shape our undergraduate and postgraduate education provision: through the expertise of our academic and professional practice staff that teach on our courses; in the design of our courses and learning and teaching practices; and through the alignment of education, research and professional practice across all of our work.

This strategy builds on what we already do well, recognised through a Silver Award in the Teaching Excellence and Student Outcomes Framework (TEF), strong graduate outcomes, and seeks to enable all of our students to succeed.

Whatever their background or course, all of our students should graduate from Roehampton confident in their futures and equipped to lead successful careers and fulfilling lives. As a result of this strategy, we will close the attainment gaps for our BAME students and for students from less advantaged backgrounds. To do this, we must also close the attainment gap between those students who commute to study, who are in the majority, and those who live on campus.

Our courses will be inspiring, and the experience of being a student at Roehampton will build life-changing skills. The capacity to adapt, to be confident and resilient, and to be able to work with a diverse range of people are qualities that we will nurture among all students.

Creating work experience opportunities for our students is vital when so many join us without access to networks that

can facilitate professional graduate opportunities. We will embed work experience opportunities on all courses, and we will harness our global community of alumni to provide our students with the professional networks they need.

This strategy also recognises the growing number of students struggling with mental health conditions, those joining us who are care experienced, and those with families that they support away from study. Student wellbeing will be a major priority in the design of our courses, as well as in the specialist services that we provide.

Significant investment has created an outstanding learning environment where students want to study. We must continue to create flexible physical and digital spaces to enable students to be part of the academic and wider community wherever they live, and to respond to cultural and demographic changes in our population.

This strategy seeks to nurture a rich diversity of communities that are welcoming and accommodating to all students across the university, in our colleges and academic departments, in clubs and societies, working in partnership with the students' union to do so. Listening to our students, understanding their needs, enabling them to shape their student experience and to be part of the governance of the university and its work, is vital to our success. Our ambition is to take an already strong partnership with our students and grow it further.



1 Enriching student education communities

Building on the foundations of academic and collegiate life at Roehampton, we will sustain education communities that are inclusive, transformational and focused on developing our students as individuals. Our education communities must work for all students, whatever their background and wherever they live. Our communities will support students in the transition to, and their progression through university.

To achieve this, we will:

- Ensure that students are at the heart of academic course development and review, the enhancement of learning, teaching and assessment practices, and the development of support services and wider student life
- Create a university-wide peer mentor scheme
- Strengthen our postgraduate research community through our research centres and professional and academic development programmes
- Build new partnerships with external organisations to provide opportunities for students to study, volunteer and develop the connections they need to be successful graduates
- Integrate more deeply our academic and student support services to better support students with mental health conditions, and improve student wellbeing more widely
- Support and promote student engagement in extra-curricula activities, through student societies, participation in music and sport, and activities led by our colleges.

2 Inspiring academic and professional courses

Our academic courses will reflect the diversity of modern society and equip our students with the confidence, knowledge and adaptability they need to succeed in a rapidly changing world of work. Our courses will have more flexible and personalised modes of study, and provide work-based and experiential learning opportunities. Our courses, which will be international in their outlook, will address key challenges in the economy and society, through a curriculum shaped by the research, professional and knowledge exchange expertise of our academics.

To achieve this, we will:

- Create more flexible pathways for student learning, including accelerated degrees, credit accumulation and top-ups, multiple entry points, study locations, and blended and online courses at undergraduate and postgraduate levels
- Review the design and delivery of our foundation year and extended degrees
- Embed work experience and work placement opportunities in all on-campus courses
- Build experiential learning and professional development opportunities into curriculum design, and extend opportunities for our students to study abroad
- Embed advanced digital literacy into the curriculum to ensure our graduates are equipped to flourish in a workplace that is being reshaped by technological change
- Create opportunities for a wide range of cross-university modules embedded in the curriculum to support professional and personal development, including interdisciplinary, research and practice-engaged courses of study delivered by research centres
- Extend the number of courses with professional accreditation
- Create research and practice-engaged opportunities and pathways for all students in learning, teaching and assessment practice including through courses delivered by interdisciplinary research teams.





3 Inclusive learning, teaching and assessment

How we teach and how students learn are as important as what we teach. Roehampton values teaching and the continuous enhancement of our teaching practices. This strategy aims to promote inclusive practice in learning and teaching to underpin excellent teaching practice and high student engagement to deliver success for all students regardless of background.

To achieve this, we will:

- Recruit and retain teaching staff who work at the forefront of their disciplines and provide opportunities for staff to progress their careers along a learning and teaching pathway
- Develop our staff to be skilled teaching practitioners, informed by the latest research in learning and teaching, capable of delivering high-quality teaching and confident in embracing new approaches and technologies
- Set clear expectations on teaching excellence with academic staff, including the professional recognition of their teaching
- Create an academic calendar that promotes student engagement and student achievement, and helps staff and students to plan and make the best use of their time
- Promote hybrid forms of learning and teaching, including active blended learning, as the primary mode of delivery across all courses
- Ensure our learning and teaching exceeds the standards expected of inclusive practice to ensure the best possible outcomes for all students
- Close the BAME attainment gap and ensure learning resources reflect the diversity of our student community
- Build high levels of assessment literacy into learning and teaching practice, including through assessment for learning and categorical marking.

4 Flexible and engaging learning spaces

We will create learning spaces that work for students wherever they are, enabling them to study anywhere, anytime, at home or when travelling to campus. Our physical and virtual learning environment and teaching spaces will be inspiring and promote student engagement and achievement. Our student facilities, including social spaces and accommodation, will develop to meet the needs and expectations of our diverse student community.

To achieve this, we will:

- Ensure on-campus library access maximises study opportunities for all students
- Develop our 'Library Anywhere' project enabling students to access digital learning resources and study where and when it works for them
- Create a complementary 24/7 online and on-campus academic achievement service that is accessible to and supportive of all students
- Ensure our on-campus facilities enable students to maximise their study opportunities
- Develop our learner analytics capability to identify and support students at risk of dropping out, and to boost student outcomes across the student lifecycle through an enhanced academic guidance tutoring programme
- Enable academic staff to support students in their learning online and through the virtual learning environment
- Develop flexible working spaces that students can use for study and to socialise in, that support both group work and professional development
- Develop our online student services, so that students can benefit from excellent student support regardless of where they access it
- Re-imagine our student hubs, to bring together support services and ensure they are tailored to the needs of our undergraduate, postgraduate taught research students
- Develop our social spaces, student residences and chaplaincy facilities to ensure they meet student demand and expectations.

2025 Targets

SE1	Top 3 among London institutions for overall satisfaction in the National Student Survey
SE2	To be in the top quartile for satisfaction with teaching quality in the Postgraduate Taught Experience Survey
SE3	Reduce the degree outcome gap between black and white students to 7 percentage points
SE4	Top 10 among London institutions for the proportion of undergraduate students in higher-level employment or further study
SE5	Undergraduate continuation rate above 92.5%

Research and Knowledge Exchange

Our excellent reputation for research reflects a distinctive culture that has been built throughout our long history. During this time we have grown a research environment that fosters an inclusive, collaborative, and inspiring community. Our research profile is well-balanced, well-managed and recognised for its quality, reach and significance to the world. Research is also fundamental to our teaching, it shapes our curricula and enriches the experience of our students.



The external research environment is changing. There are increasing pressures on research assessment and on the resources that fund research, an emphasis on knowledge exchange, and expectations about the range of applied outcomes that funding will deliver. Universities are increasingly expected to play a key role in the future economic and social development of the UK. A range of practical, political and philosophical challenges, including environmental concerns, changes to our economy such as the emergence of industry 4.0, and significant changes in our societies are culminating in challenges that researchers and universities are well-placed to address.

Our ambition for the future is to develop a more outwardly engaged approach to research and knowledge exchange. Our institutional values will continue to inform the research we do, and the knowledge exchange activities we pursue. We will ensure that we are able to support and enable the growth of a vibrant research and knowledge exchange culture that prizes excellence in all its forms.

By evaluating our existing research and knowledge exchange priorities and creating the space and attracting the resources to develop new streams of activity, we can respond to changes in the external environment and respond more effectively to external challenges. We will more explicitly address the most urgent needs of society and the communities who use our research, including: environmental sustainability; healthy living and wellbeing; social justice and activism; inclusive societies; and the role of faith in society.

By enhancing our engagement with external academic networks and by catalysing new public collaborations, both nationally and internationally, we can increase the quality of our research, extend its reach, and develop its impact.

Finally, by ensuring our research is engaged with the education and opportunities we provide our students, we can enrich and broaden our curricula. It will create pathways to employment, opportunities to develop social and cultural capital, and experiences that will equip our student with the knowledge and skills for lifelong learning.

1 Align research and knowledge exchange activities with our values, and to the needs of the communities we serve

We will identify institution-wide research and knowledge exchange priorities that align with our values, appeal to the communities we serve, and are financially sustainable. Our research will address major challenges faced by society and the world around us.

To achieve this, we will:

- Actively curate cross-university research and knowledge exchange priorities for the future
- Safeguard our existing areas of research excellence and further distinguish our portfolio of discovery-led and theoretical research
- Develop new streams of research and knowledge exchange activity that are challenge-led
- Increase research capacities in Official Development Assistance (ODA)-recipient nations through targeted doctoral research, collaborations and impact that builds on our Global Challenges Research Fund (GCRF) Strategy 2018 - 2021.





2 Develop research and knowledge exchange that is open to the communities we serve and that will have an impact on our economy and society

We will grow our links with our local community, supporting small and medium-sized enterprises and community organisations through knowledge exchange. We will grow the reach, profile and impact of our research through greater engagement and more accessible channels for potential partners to approach the university.

To achieve this, we will:

- Leverage our research to consolidate existing links and extend our networks and partnerships with local boroughs, including on the Alton Estate
- Secure Knowledge Transfer Partnerships in collaboration with local and London-based companies, including small and medium-sized enterprises
- Develop partnership models for academic-led partnerships and collaborations
- Ensure that our research and its data are openly accessible, in line with emerging standards in science, technology engineering and maths, and adopt innovative approaches to open accessibility in arts, humanities and social sciences
- Increase the number and reach of media engagements based on our research and knowledge exchange activity both internally and externally
- Provide clear and open communication channels for potential collaborators and users of our research to approach the University and access staff expertise
- Provide dedicated support for innovation and ideas incubation.

3 Increase external investment in our research and knowledge exchange

We will grow and diversify income in order to increase our capacity for research and knowledge exchange. We will seek opportunities to grow and develop our research consultancy and commercialisation, and will develop schemes to encourage external investment.

To achieve this, we will:

- Increase and diversify our successful grant capture from external sources
- Increase our income from CPD and short course provision
- Ensure that support and processes for bidding are focused on enhancing quality and improving success, including high-quality peer-review
- Introduce research targets into departmental business planning
- Incentivise grant-capture and research income, and launch innovative match-funding schemes to encourage industry investment in research
- Seek opportunities to commercialise intellectual property (IP) and research consultancy services and develop a framework for licensing IP for free where it delivers clear social benefit.





4 Empower research leaders and attract diverse and talented researchers

We will increase the diversity of our research community through dedicated programmes of support. We will introduce new schemes to encourage BAME candidates to progress from the research student community to academic positions.

To achieve this, we will:

- Ensure that we have the appropriate frameworks and resources in place to support inclusive practices in research, and gain accreditations that recognise our efforts, including Athena SWAN, HR Excellence in Research, and the Race Equality Charter or their successor programmes
- Launch a network for early career academics, with the aim of developing peer-support, mentoring, and cross-disciplinary training
- Implement programmes that support the transition to PGR, including dedicated streams for BAME candidates
- Enhance support for the transition from PGR to early career researcher, including a dedicated programme of support for BAME scholars and other underrepresented groups
- Increase the number of post-doctoral researchers through external funding sources
- Facilitate opportunities for staff exchange with international collaborators and industry partners
- Develop more flexible models for PGR study, including part-time and distance-learning supervision, and professional doctorates
- Increase external investment in PGR studentships, including by providing match-funding frameworks to attract industry funding.



5 Ensure that resources and infrastructure are in place to deliver exceptional research and knowledge exchange

We will ensure that our research infrastructure, both digital and physical, is adaptable and will enable us to grow and develop our activities. We will provide development opportunities to encourage research students and staff to share knowledge, develop their skills and collaborate more effectively.

To achieve this, we will:

- Review our research centres and the ways they function, with a particular emphasis on our research and knowledge exchange culture, and the active involvement of postgraduate researchers
- Provide outstanding support services to academics and the postgraduate research community
- Ensure that we meet the highest standards of research integrity across all of our activities, and implement the Concordat for Research Integrity
- Develop internal resources to pump prime income generation, high-quality research, knowledge exchange and resulting impact
- Maximise the use of existing research resources and equipment, to increase the quality and volume of our research output and its impact
- Increase the number and quality of internal research events, and focus on enabling our students, staff, and the public to participate
- Implement a mentoring scheme with dedicated streams for research, professional practice and knowledge exchange
- Provide enhanced training and development opportunities, including one-to-one support, to staff through the researcher development programme, from PhD and early career through to mid and late-career
- Ensure that our physical and digital infrastructure to support research and data management is fit for purpose.

6 Embed research and knowledge exchange across the University

We will ensure all of our students engage with and benefit from our world-leading research, through curriculum development, extra-curricular opportunities and placements.

To achieve this, we will:

- Provide our students with opportunities to participate in a vibrant research and knowledge exchange community as collaborators and authors
- Ensure our curricula provide opportunities for research-engaged teaching at all levels, and for knowledge exchange opportunities with the communities that we serve and organisations we engage
- Develop cross-university modules aligned to identified streams of activity and rooted in our values, introducing the possibility for challenge-led curriculum developments
- Co-design curricula, and explore co-delivery, in collaboration with external non-academic research and knowledge exchange partners
- Provide opportunities, including internships, for undergraduate and postgraduate student participation in research projects that are aligned to strategic priorities.

2025 Targets

RKE1	Increase research and knowledge exchange income to £4.5m
RKE2	Institutional output quality to exceed a grade point average of 3.2
RKE3	47% of staff to have a contractual expectation to undertake independent research
RKE4	Top quartile for overall satisfaction in the Postgraduate Research Experience Survey
RKE5	Top 5 rank for Community and Public Engagement in the University's Knowledge Exchange Framework Cluster

Sustainability

Our institutional sustainability has many facets, from creating the financial headroom to invest in our future, to ensuring we sustain an inspiring and inclusive staff experience. Of equal importance, and true to our institutional mission, is the need for us to consider sustainability in its widest sense in everything we do.

Climate change is one of the most urgent and significant issues of our time, global in its impact and yet one that can be addressed at the local level, by individuals and organisations. We will respond by ensuring we are as environmentally sustainable as we can be ourselves, but also by driving change and awareness through the education we provide, the research our staff undertake, and in how we manage our estate and procure and deliver our services.



We will at the same time need to ensure our financial sustainability, which is vital to allow us to deliver excellent teaching, research and knowledge exchange. The university and its colleges have demonstrated the capacity to adapt rapidly and innovate during our history, while staying true to our values. In the current environment, we must harness this spirit and become more agile, pursue new ideas with a greater urgency, and generate the capacity and headroom to invest for our future. We will be forward-thinking in anticipating potential changes in the external environment, including adjusting to changes in student demand, in how we plan our curriculum and in how we deliver our services, whether physically or online.

We will be ambitious in creating new subject areas and innovative in our existing curriculum, to be as attractive as possible to students of the future. We will grow income from postgraduate recruitment, significantly expand our international activities and introduce new opportunities for students to learn in different ways, through more flexible degrees, apprenticeships, online learning and continuing professional development.

We will create new and sustainable partnerships, in the UK and overseas, with organisations who align with our values. We shall also form new civic, cultural and industry partnerships to provide new opportunities for our students to gain work experience and for our staff to build their academic networks and showcase their research.

Our fundraising activities will grow, through increasing alumni and other individual gifts, corporate sponsorships, and engagement with trusts and foundations. We will harness our global community of alumni to act as ambassadors for Roehampton, at home and overseas, and to inspire the next generation of our students.

Central to ensuring our success is the fostering of a staff community which is as inclusive and supportive as possible; one which provides a wide range of opportunities for our staff to develop themselves and share knowledge with one another. We will ensure Roehampton is known as an excellent place to work and ensure we continue to attract outstanding staff.

We will also ensure the way in which all our systems and processes are run, and how we manage our facilities and estate, meet the changing needs of our students and staff and are efficient, sustainable and robust. Our aim is that these will be consistently co-designed and developed in partnership with our staff, students and stakeholders.



1 Environmental and social responsibility

We will ensure environmental sustainability, ethical and social justice are at the heart of what we do. Climate change and protection of the planet's biodiversity are among the most pressing issues of our time, and we will ensure we respond effectively through our teaching, in our research and in our community engagement and knowledge exchange activities.

To achieve this, we will:

- Eliminate the use of single-use plastics in our catering facilities and their non-essential use across campus
- Introduce paperless committees
- Place food sustainability at the heart of our offer and focus on providing affordable, healthy and environmentally sustainable food across campus
- Review our procurement strategy to favour local and sustainable suppliers
- Only invest in financial products that meet the ethical considerations set out in our Investment Policy
- Work with the students' union to promote environmentally sustainable activities and behaviours
- Continue to make a positive contribution to environmental sustainability, such as conservation, ecology and biodiversity, through our research and knowledge exchange
- Work with external stakeholders to develop and promote the use of cycling and e-bike infrastructure on campus and in the local area
- Carbon-offset international travel
- Enhance energy and environmental management processes to ensure we reduce our impact on the natural environment
- Provide and promote recycling facilities across campus
- Review our waste management strategy to increase recycling rates and the reuse of resources and equipment.



2 Sustainable finances and partnerships

To develop the headroom we need to invest for the future, we will need to grow our income and become less reliant on regulated fees. We will need to launch new subject areas, evolve our portfolio and explore new ways to deliver teaching that reflects the needs of prospective students, employers and society more widely. We will need to build innovative partnerships with educational partners across the world, with business, cultural and sporting partners in the UK, and with civic leaders and community groups locally.

To achieve this, we will:

- Develop new subject areas that will be attractive to prospective students at home and overseas, underpinned by efficient course approval and delivery
- Grow income from postgraduate recruitment by ensuring we have a distinctive portfolio of courses that are responsive to market demand and have international appeal
- Introduce new methods of delivering education, including through accelerated degrees, evening and weekend teaching, continuing professional development and delivery at locations beyond the university's campus
- Introduce new portfolio innovations, including degree apprenticeships and a broader range of awards, such as higher education certificates, diplomas and other interim qualifications
- Re-establish the delivery of education online, in areas of market appeal and where we can offer provision that is distinctive
- Identify new markets to grow study abroad activities, increase the proportion of modules available to incoming study abroad students, introduce blended learning opportunities within study abroad programmes and launch new themed summer programmes
- Build new collaborative educational partnerships in the UK and overseas to increase student recruitment and allow more people to have access to a Roehampton education
- Establish deeper partnerships with further education providers, providing new progression routes for prospective students and opportunities for collaboration in teaching and other activities
- Develop sustainable corporate partnerships that drive income and align with our values
- Introduce new industry, cultural and sporting partnerships that provide placements for our students, engagement opportunities for our staff and which grow our reputation
- Build new relationships with civic leaders and policymakers
- Establish effective processes for improving student retention within courses and between levels of study
- Ensure our activities, processes and systems are designed to support the recruitment and retention of international students and foster an environment where internationalisation is considered across all aspects of our activities
- Grow and develop our fundraising activities through alumni and other individual gifts, corporate sponsorships and engagement with trusts and foundations
- Encourage a wider range of alumni to act as ambassadors for the University at home and overseas, to develop our reputation and our links with industry.



3 An inclusive and engaged community of staff

We will foster a community that is as inclusive as possible and one which values the voices of all staff. We will develop a culture that recognises, supports and empowers people to help them perform at the very best of their abilities.

To achieve this, we will:

- Address inequality and under-representation to build an even more inclusive organisation
- Introduce new learning and development opportunities for staff, including development programmes that draw upon our academic and professional service expertise
- Enable high staff performance through an effective appraisal system that identifies developmental needs and provides the frameworks to deliver these
- Encourage staff to develop their links outside the university, through effective promotion of external organisations, conferences and networks in which they can participate
- Promote the university as an excellent place to work and communicate effectively the benefits available to staff
- Recruit the very best academic and professional services staff from the widest possible range of backgrounds
- Ensure equitable and appropriate balance of staff and workloads across all departments.

4

An agile, responsive infrastructure

We will create an agile, responsive and accessible campus which adapts to support new activities in learning, teaching, research and knowledge exchange. We will develop infrastructure that enables us to deliver an excellent experience for our students and staff, including for those commuting to campus and one that supports the whole community.

To achieve this, we will:

- Create an estates and activity plan that utilises the campus year round
- Ensure our services are inclusive of the needs of all students, including international students, postgraduate research students and students studying on evenings and at weekends
- Ensure our space management and timetabling processes respond rapidly to support growth and reflect our research and knowledge exchange priorities
- Improve facilities for students commuting to campus, including social spaces
- Improve the accessibility of our campus and the information we provide for students travelling to campus
- Explore the role of automation in improving the experience for students and staff
- Strengthen procurement processes to ensure we achieve value for money
- Develop further our market intelligence, data and management information to underpin strategy, positioning and targeting, and to drive the development of our portfolio
- Put in place a robust project management and monitoring process around new systems and ensure these align with academic and business planning
- Ensure our activities, processes and systems are designed to support the recruitment and retention of international students and foster an environment where internationalisation is considered across all aspects of our activities
- Grow and develop our fundraising activities through alumni and other individual gifts, corporate sponsorships and engagement with trusts and foundations
- Employ innovative uses of our space and maximise space utilisation on campus throughout the calendar year
- Encourage a wider range of alumni to act as ambassadors for the University at home and overseas, to develop our reputation and our links with industry.



2025 Targets

SUS1	25% reduction in total scope 1 and 2 carbon emissions per square meter
SUS2	Earnings before interest, tax, depreciation and amortisation (EBITDA) at 10%
SUS3	60% (£11m) increase in turnover from non-regulated fees
SUS4	70% of non-residential buildings categorised as A or B for building condition
SUS5	85% of staff recognise the values of the University



