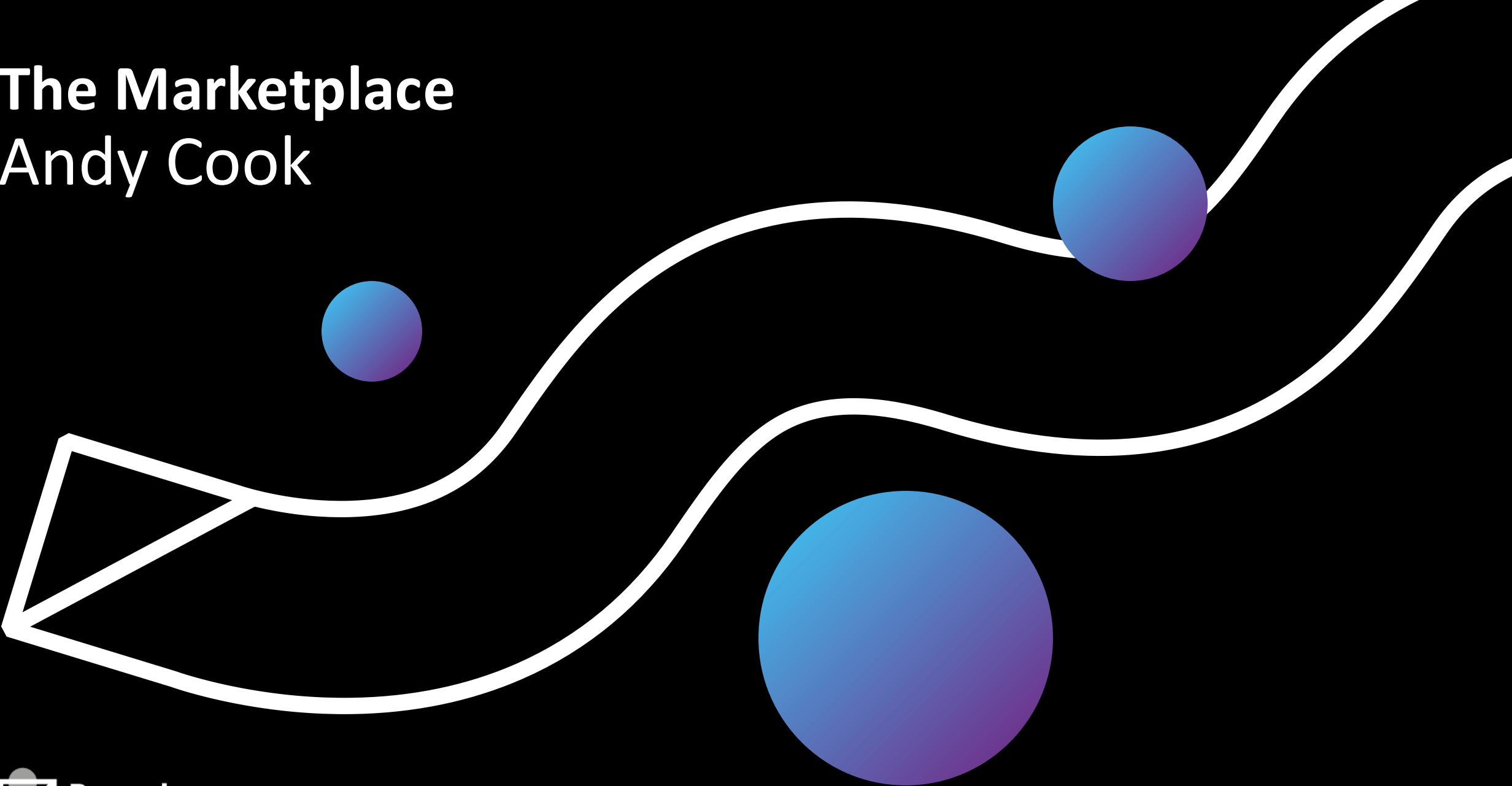
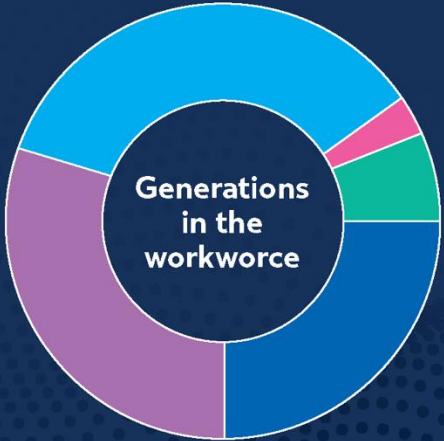


The Marketplace

Andy Cook



The global context



Traditionalists	2%
Gen Z	5%
Baby Boomers	25%
Gen Y	33%
Gen X	35%



UK Universities in the press

UK Universities in the press

Universities scramble to fill places after losing £1.2b in international fees

England's Universities face 'closure' risk after student numbers dive

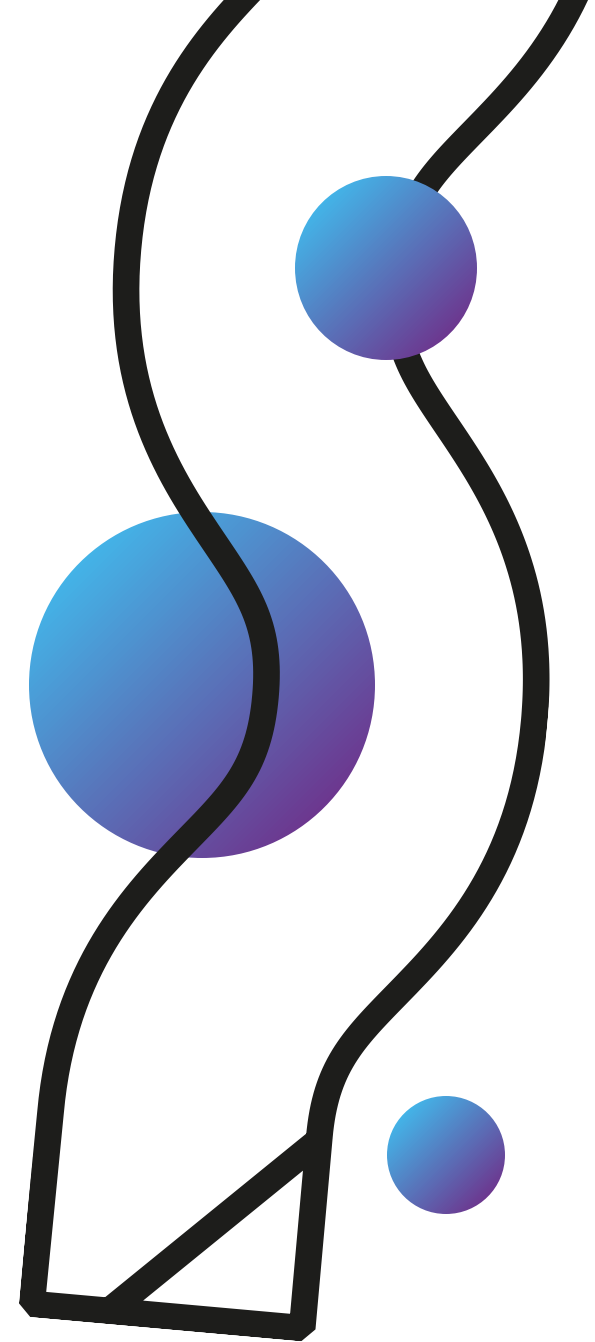
Labour's landslide victory will turn politics on its head

Universities demand UK government finds cash for sector

Bridget Phillipson hints at university fee increases

Minsiter outlines tough measures to tackle funding crisis after warninngs that 40% of English institutions will fall

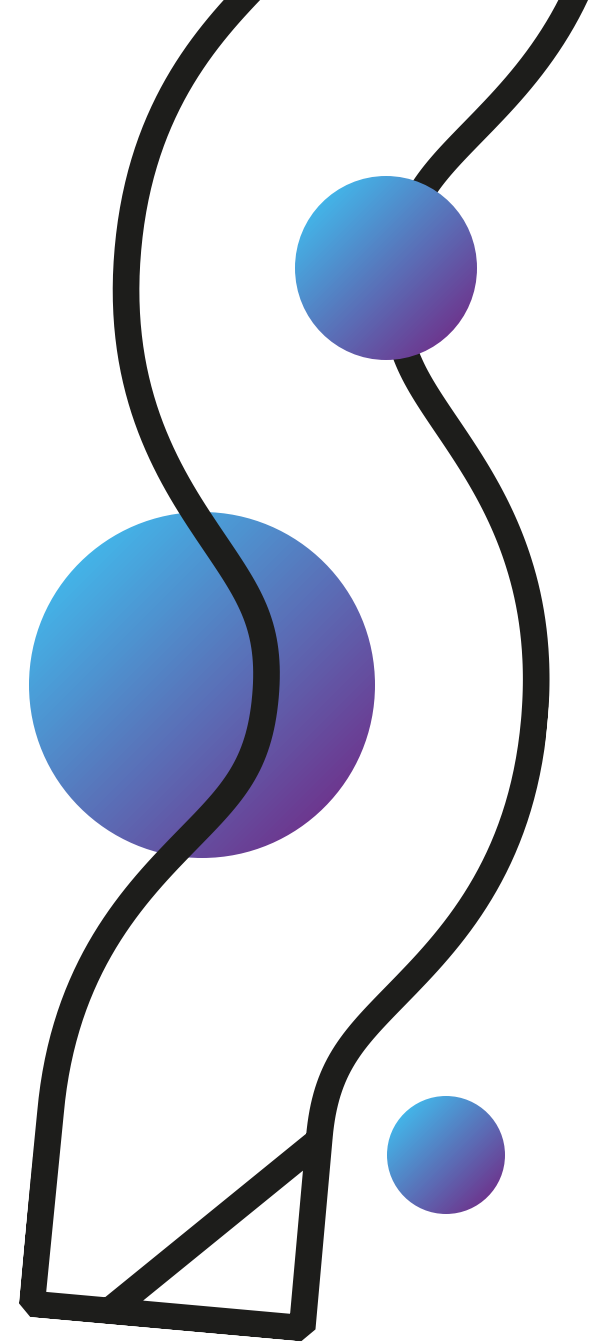
Labour signals end to Sunak's cracldown on 'Mickey Mouse' degrees



Our response

Responding to the headwinds in the market we have been working to further strengthen our position. This has included:

- **2030 Strategy** – being developed in partnership with industry, our board, staff and external advisors
- Reviewing and **updating our written brand** / identifying our USP
- Improving **student experience** remains a key focus
- Supporting **social mobility** still front and centre
- Focus on embedding our **organisational culture** for success



2030 Strategy

Feedback from the staff listening sessions



Overview of key findings

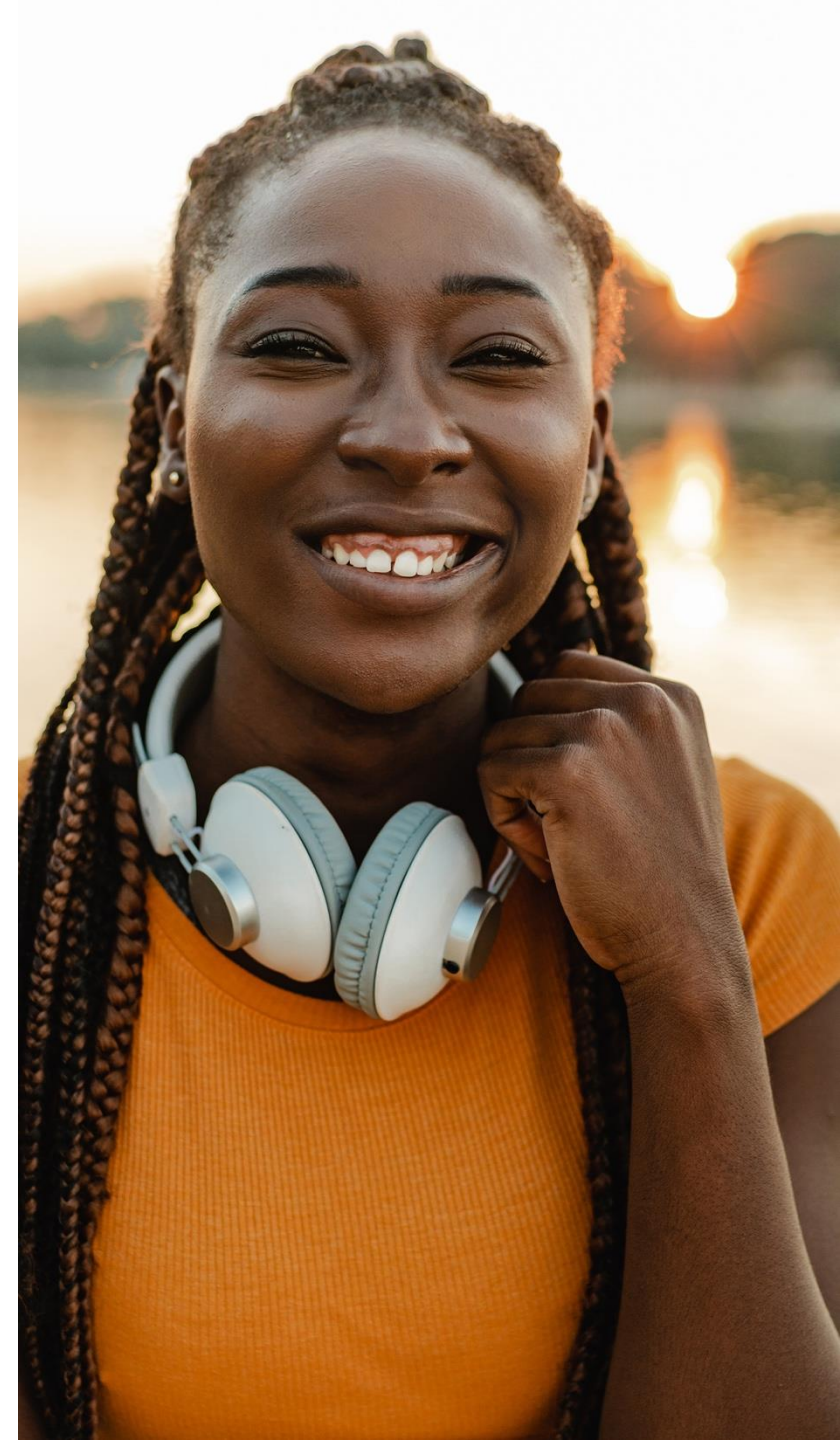
- Over 100 staff participated in the staff listening sessions with representation across all functions.

Key findings

- People understand the need for growth and financial stability.
- Some caution about technology portfolio and digital skills.
- People are still committed to our creative heritage.
- People support an inter-disciplinary vision that is led from a creative lens.
- Support for refining core UG modules and introduce part-time especially for PG.



Create change



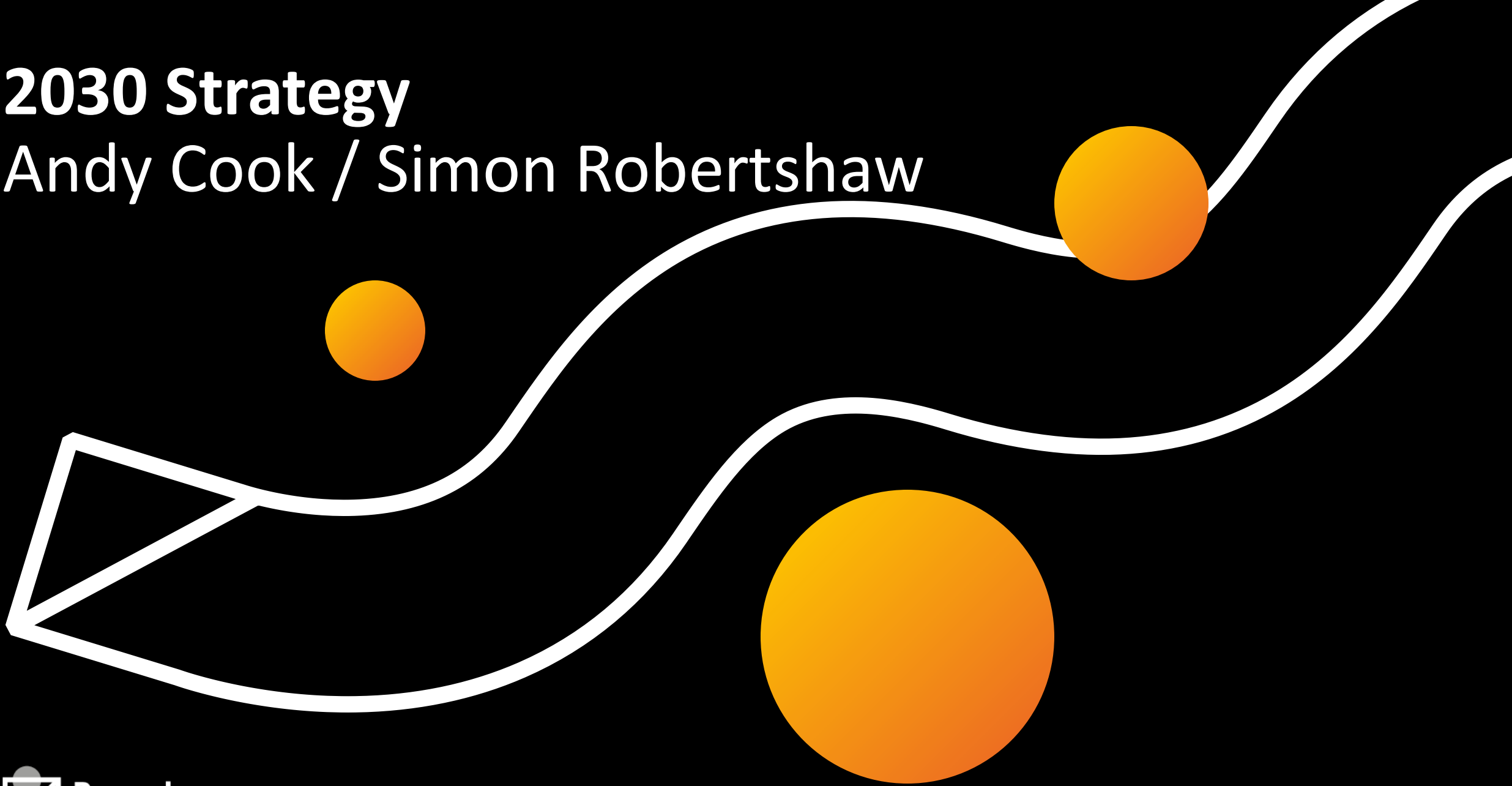
Staff listening sessions – key themes

- 1) Invest in enabling strategies to allow us to achieve strategic aims – i.e. marketing, brand and digital
- 2) Inertia / fear express towards technology
- 3) Need for investment in infrastructure
- 4) Need for investment in staff development

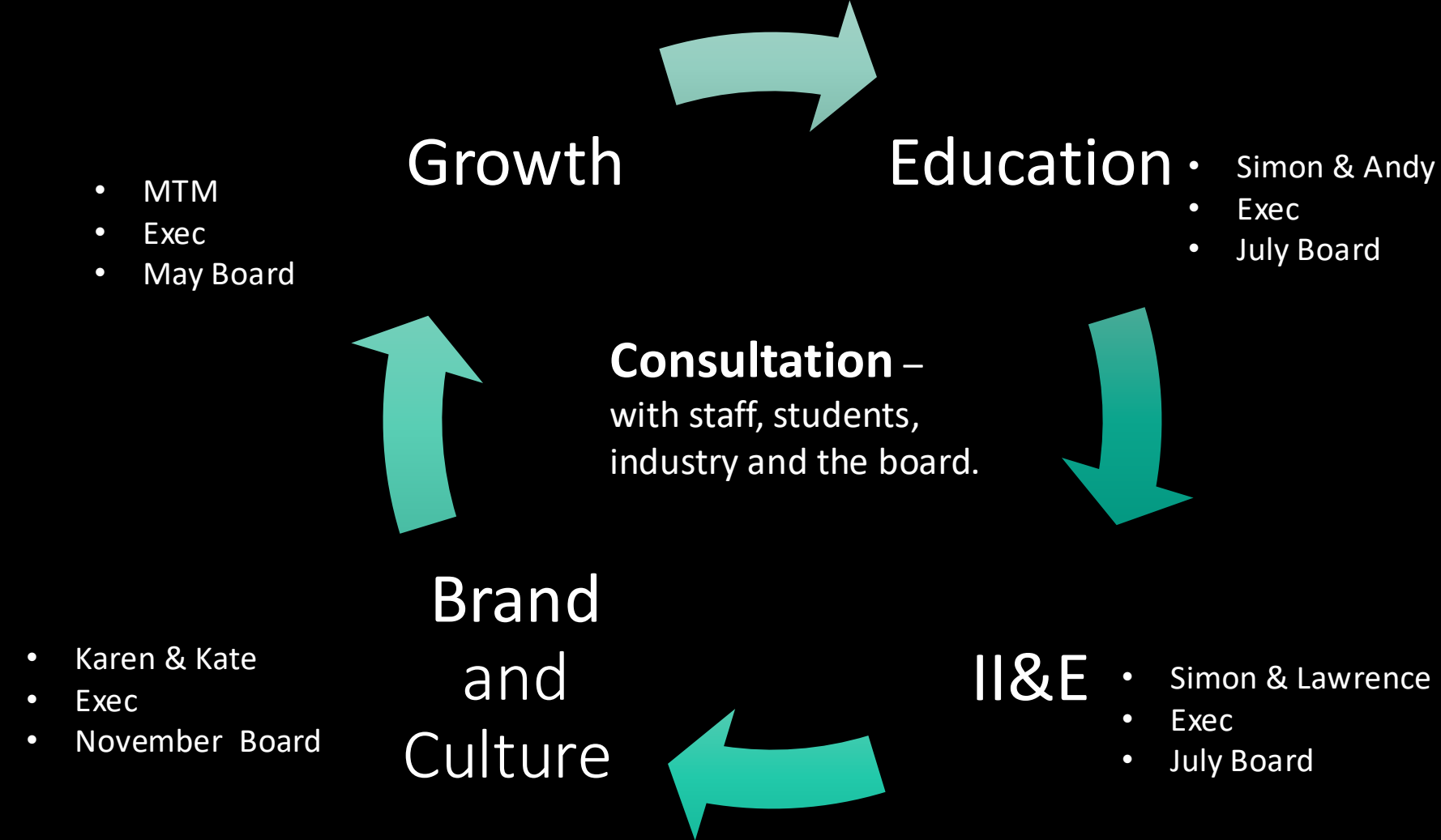


2030 Strategy

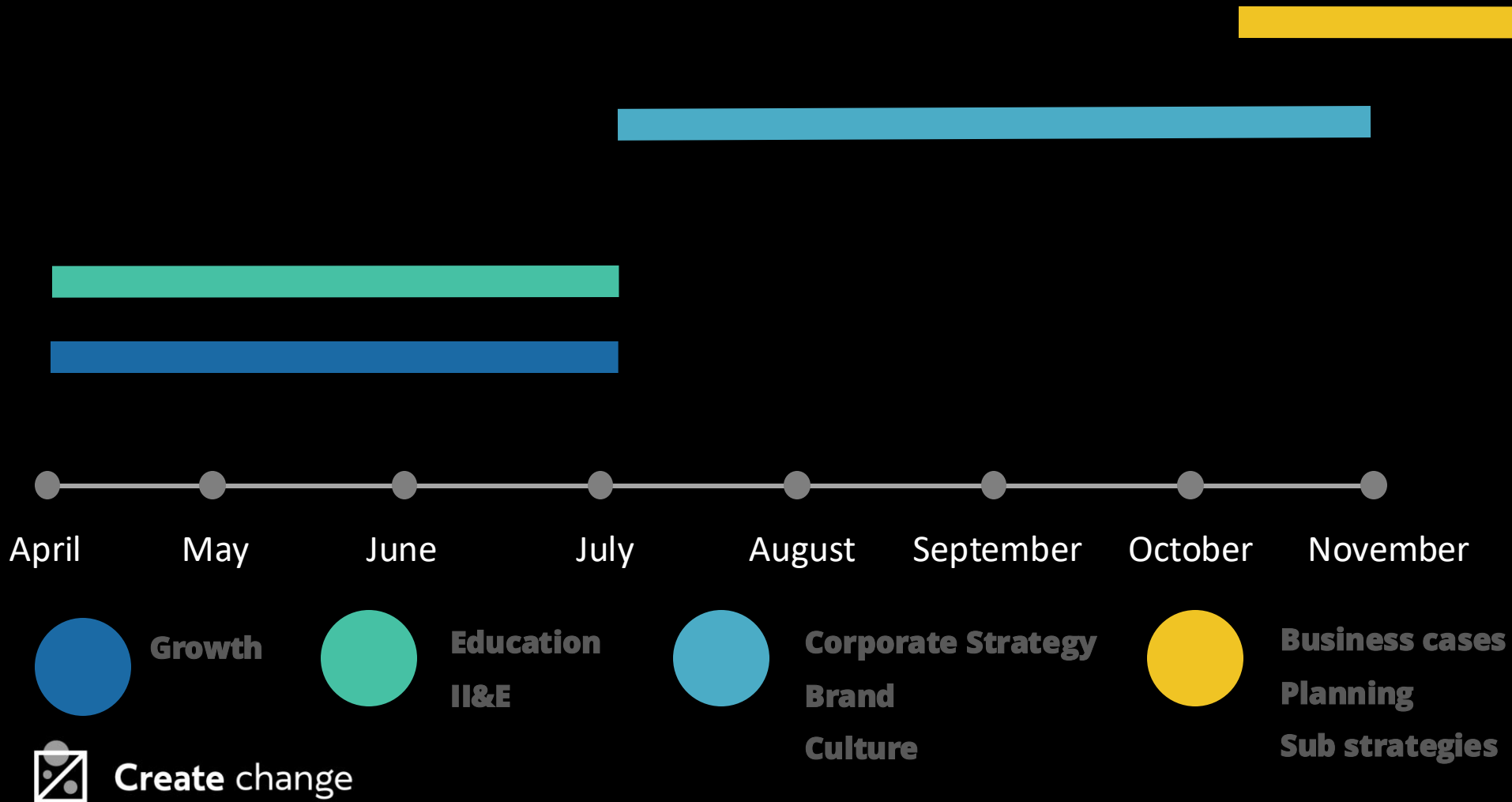
Andy Cook / Simon Robertshaw



Corporate strategy development



Strategy development timeline

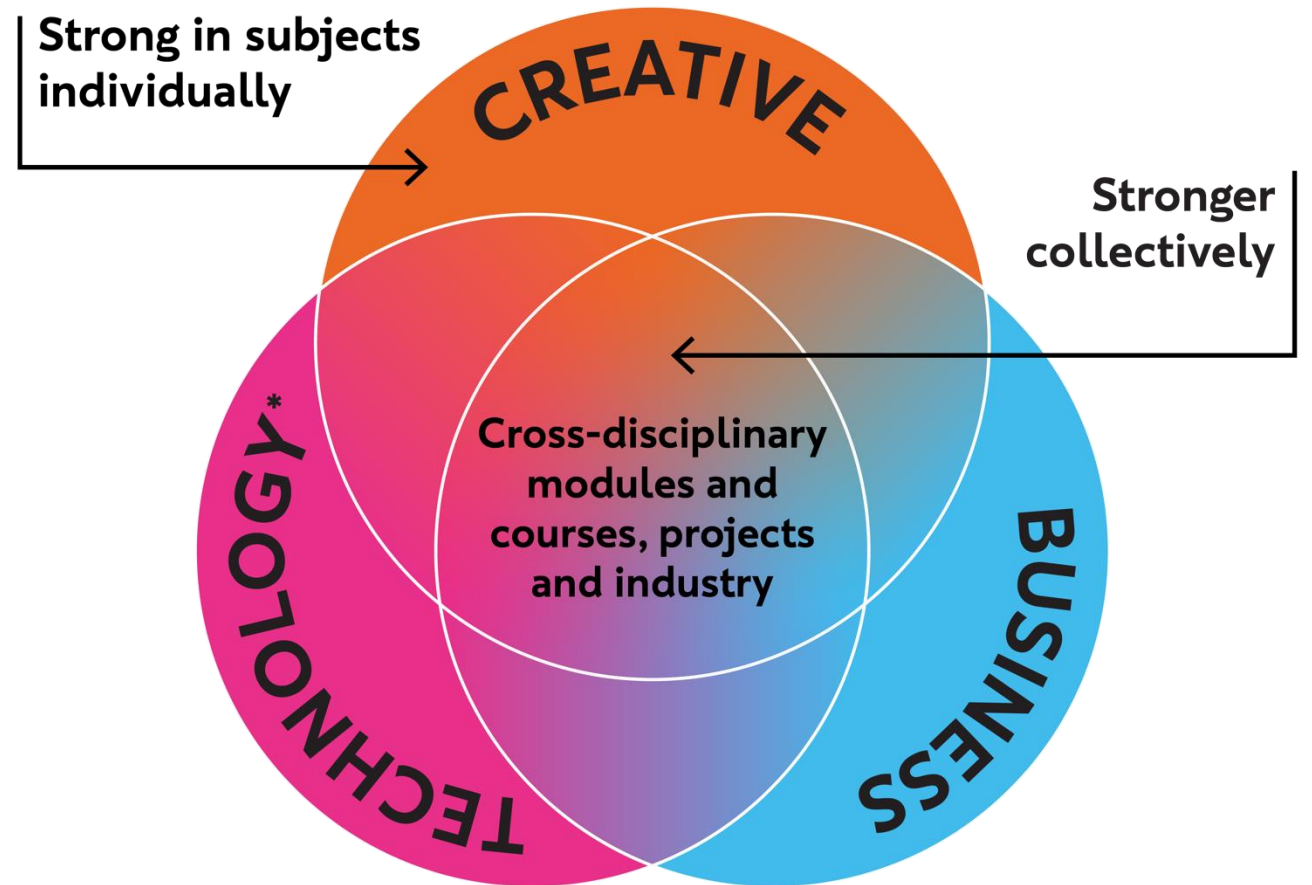


Positioning ourselves at the intersection of creative, technology and business

Guiding policy

Continue to develop Rave at the intersection of creative, technology and business, so that it is:

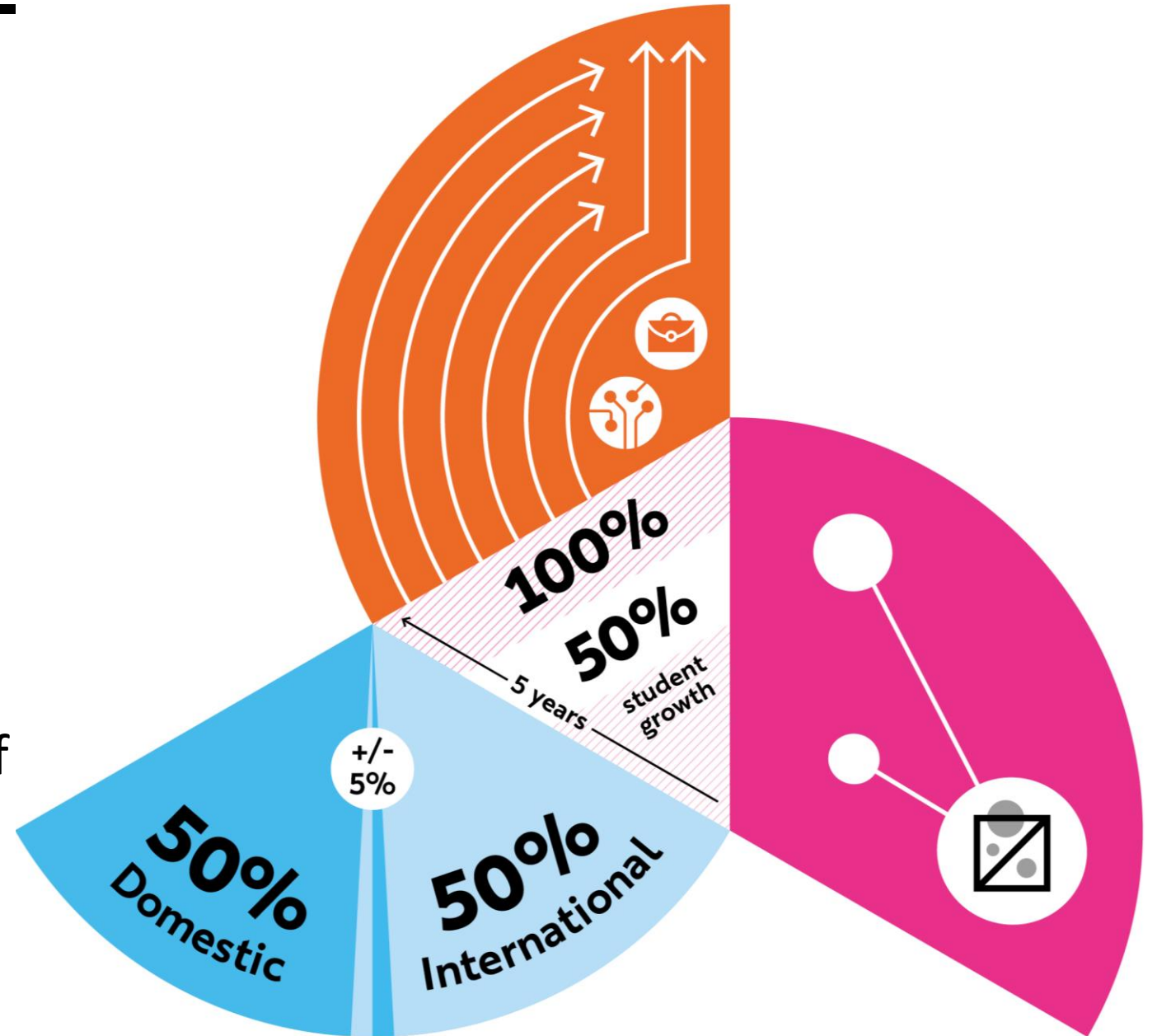
- Strong individually in those subjects
- Stronger collectively based on synergies between those subject – made a reality through cross-disciplinary modules and courses, projects and industry partnerships
- Focused on preparing students for the working world, for the creative economy and beyond



*Incorporating computing courses and wider STEM courses (e.g. production manufacturing, psychology)

Goals and principles

- Target growth across subject areas, with overall shift to tech and business
- Maintain international/domestic split (+/- 5%)
- Take conservative approach to franchising
- And through this target growth of 50–100% in students in next five years



Opportunity areas

Enhance and expand portfolio and taught offer



Creative Technology* **Business**

Build out subject areas to be strong individually and stronger collectively based on synergies



Taught offer

Offer greater flexibility to students on when and how they study – part-time, online, modular options

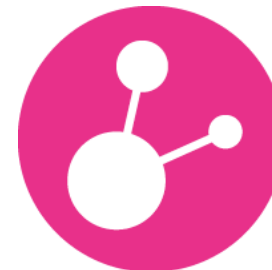
*Incorporating computing courses and wider STEM courses (e.g. production manufacturing, psychology)

Expand international and franchising, with a degree of caution



International

Diversify recruitment to support growth in creative, technology and business



Franchise

Expand domestic and international franchising, but take a conservative approach

Enablers

Support opportunity areas by adapting and investing in key enablers



Agility

e.g. in responding to external change and new ventures



Accessibility

e.g. offering flexible ways for students to study



Equipment and facilities

e.g. ensuring access to the latest technology



Industry partnerships

e.g. to offer relevant experiences



Marketing

e.g. to better sell Ravensbourne's strengths

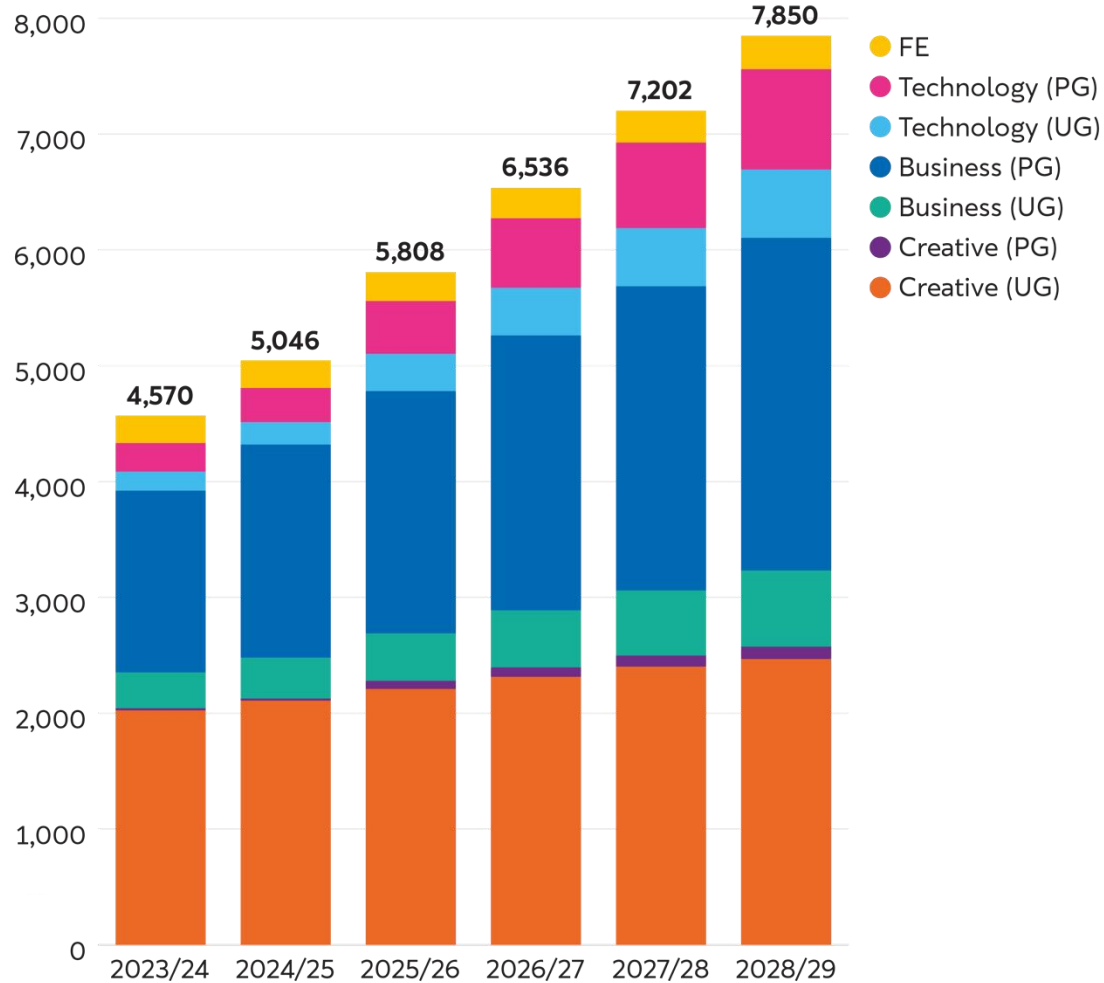


People

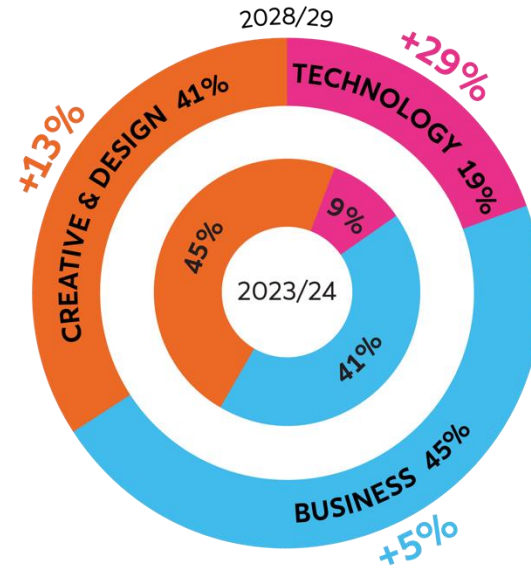
e.g. investing in staff development

Proposed growth – 2023/24 - 2028/29

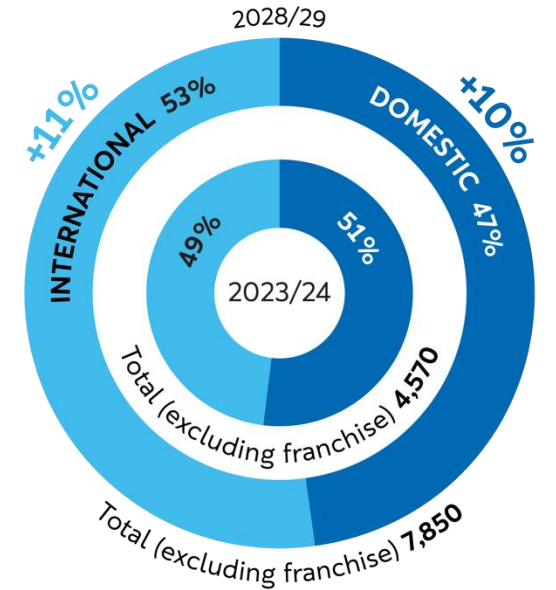
Estimate of number of Ravensbourne students, 2023/24–2028/29



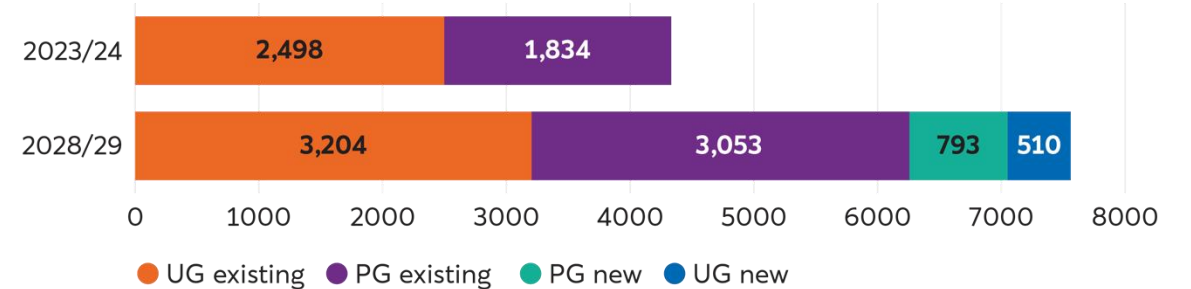
Subject areas, % of total (excluding franchise)



International vs Domestic, % of total



Existing vs new courses



Academic Strategy

The Academic Strategy identifies the activity to promote our journey to excellence over the next 5 years in the following areas:

- Developing valued student partnerships
- Creating a culture of learning excellence, supporting and rewarding outstanding practice, research, and knowledge exchange
- Leading in learning through a range of unique approaches (creative, regenerative, digital, inclusive, purpose driven, collaborative and embodied)
- Developing our portfolio to be at the intersection of business, technology and creative, offering interdisciplinary skills for the future of work.
- Celebrating and promoting diversity and inclusive practices
- Co-creating transformative educational experiences that empower students to lead on positive change



Create change



Academic strategy

Innovation, industry and enterprise strategy

The five-year strategy for Innovation, Industry and Enterprise ensures we continue to remain close to and collaborate with the creative sector while innovating in the areas of knowledge exchange and research. This will be achieved via 5 key objectives:

1. Via work-based learning, the creative lab and professional life practice - we will develop students that have the skills and attitudes to be employable.
2. Develop a robust partnerships offering that brings in alumni and the creative sector
3. Foster a culture around knowledge exchange and research where staff are empowered to develop their interests in these areas.
4. Enable and supports our students and alumni in becoming entrepreneurs
5. We will actively work with the creative and tech sectors to plug the skills gap and provide solutions via training and short courses.



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Brand Evolution

To position ourselves at the intersection of creative, technology and business we will need to evolve our brand.

We have been working with brand messaging experts to redefine our purpose, mission and vision, create core messaging and refine our USP.

This work will allow us to articulate who we are now and position ourselves in the marketplace with current and new audiences.

What we have done so far:

- Market research – 2,000 UK students / 500 employers / competitor research / desk research.
- Surveying staff and students
- Qualitative workshops with staff and students
- Messaging developed – be signed off then rolled out in early 2025



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2030 Strategy – next steps

- Strategy to Representative Staff Council – October 2024
- Official launch to staff – 11 December 2024
- External strategy launch – January 2025
- **Not a one hit wonder!** – Communications and engagement opportunities will continue throughout 2025



Questions?



Create change

THANK YOU!

