



Strategic Plan 2009 – 2014



REGENT'S COLLEGE
LONDON

The College Mission

Regent's College seeks to foster Internationalism and Professionalism through the provision of appropriate, applied, academic programmes which embody a spirit of international understanding and mutual co-operation, allied to high level professional capability and responsibility.

The primary ambition of the College is to provide a uniquely stimulating, multicultural and plurilingual, learning environment in which students aspire to become global citizens capable of contributing effectively and responsibly to a 21st century environment.

For clarification, Internationalism means the approach that the College takes in ensuring that all its graduates develop a global perspective in addition to the specific intellectual and professional skills and knowledge that they acquire through their programmes. This is achieved by maintaining a high level of diversity among both the staff and student body, seeking to ensure that all programmes include elements of international comparison, providing the opportunity for study abroad or work placements in a different cultural environment and through the many events organised across the campus for all students, staff and visitors

Professionalism implies that Regent's Graduates leave the College with a professional approach to employment and the skills that they will need to contribute in their chosen professions from day one. In addition to the knowledge and skills acquired in their specialist areas, Regent's graduates are expected to have excellent written and spoken skills in English and any other languages that they may have selected. They should be fully competent in IT systems and aware of the opportunities for knowledge acquisition and research that are available digitally as well as through traditional sources. They are expected to be problem solvers and team players dedicated to making a full contribution to the attainment of their employer's goals.

Professionalism also relates to the way that the College expects all of its stakeholder groups to behave towards each other. Trustees, academic staff, support staff, students, sponsors, potential employers must all respect and value each others roles and always adopt a professional, service driven approach to helping each other.

The College 'Strap Line'

'Regent's College, developing tomorrow's global leaders'

The College Values

- *Contributing to public benefit*
- *Employability*
- *Excellence*
- *Internationalism*
- *Multi-disciplinarity*
- *Entrepreneurship*
- *Diversity*
- *Maximising students' potentials.*
- *Good citizenship*

The College Vision

Regent's College will:

- contribute to the public benefit by providing access to its facilities and programmes through combinations of events, scholarships, bursaries and research which will meet the needs of the local and international communities that it serves.
- become an exemplar of a successful, private, charitable, Higher Education Institution reflected through its attainment of Taught Degree Awarding Powers (TDAPs).
- focus on the needs of its students by providing an excellent environment in which they can gain the professional skills and global perspectives that will enhance their future careers.
- celebrate and apply the diversity of its staff and student base to enrich the learning and collegiate experience of all.
- establish a strong, clear, unified brand that reflects its values, history, location and aspirations.
- become known as the top quality destination of choice for a learning experience that prepares global students for future leadership roles.
- be well managed and governed through a strong, efficiently structured, professional management team with effective oversight provided by a Board of dedicated Trustees who hold essential knowledge in key fields including: Higher Education, Law, Finance, Human Resources, Estates Management, Information Technology and International Relations.
- provide a first rate learning environment that develops, extends and makes most effective use of its outstanding campus in central London and which is developed to provide leading edge learning methods, facilities, resources and assessment methodology.
- have a strong system of academic quality assurance which is managed through its academic registry, senate, senate sub committees and faculty academic boards.
- rationalise, strengthen and build its portfolio of programmes in the fields of business, management and related areas, languages, liberal and performing arts, and social sciences to meet the expectations of its students, their sponsors and potential employers.
- Constantly review and enhance its teaching and learning strategy focussed around personal attention to students needs, small class sizes and a high staff student ratio.
- grow its student body by 50% to 3300 FTE students across the next five years and become a destination of choice for learners worldwide, enhancing the quality of its students, establishing itself as a selecting rather than recruiting institution while maintaining the strength and value of its diversity.
- be respected by employers, governments, professional bodies and regulators worldwide forming key relationships with those who are its neighbours in London and enjoying the reciprocal benefits of establishing placement and employment opportunities for its learners and services and consultancy for its partners.
- enhance its international reputation both by further building its network of partnerships worldwide with institutions that hold the same values and the same commitment to excellence and also through the profile that the college will develop for the scholarship of its staff, the abilities of its graduates and the importance of the events that it organises.
- provide a range of short professional development programmes in all its chosen fields to promote lifelong learning and continuing professional development.
- become an employer of choice for staff through its commitment to scholarship, personal career development, equal opportunities, diversity and the provision of a stimulating and excellent working environment. build a Collegiate Culture where all staff take interest in the work of others, recognise and celebrate success, participate fully in the College's academic, cultural and social activities and engage with alumni worldwide.

Executive Summary

- The College has a commitment to the development of first class, relevant, academic processes, programmes, quality assurance, academic staff and facilities such that it can attain Taught Degree Awarding Powers (TDAPs).
- The College anticipates strengthening the scholarly activity of its academic staff. It has agreed new definitions for the expected competences, contribution and skills expected of staff at different career levels. This has been being formulated into the concept of the Regent's Academic.
- The College will seek to stimulate a research environment both within the College itself and also in partnership with other UK and International partner institutions and also to work with other charities with similar goals.
- The College will continue to invest significantly in the development of its student administrative support, leading edge effective pedagogy, campus facilities, pastoral care and relationships with employers in order to be a leading global player of relevant learning and student support.
- The College will develop a dynamic, coherent, portfolio of programmes which are academically sound, whose outcomes are effectively assessed and which will be continually responsive to the needs of a changing world. These programmes will build upon current areas of excellence, the special benefits that accrue through the College's location and the demands of the employment market.
- The College will continue to develop, establish, promote and strengthen a clear, unified, brand image that reflects its core values, activities and aspirations and to develop a raised profile in the global Higher Education environment.
- The College values and celebrates the diversity of its student population and staff and will seek a substantial increase in the number of both international students and high quality staff in parallel with a developing cadre of domestic United Kingdom students with the intention of increasing its student base by approximately 50% across the planning period on its Regent's Park site.
- The College will integrate its variety of excellent international partnerships into a single strategic approach in order to maximise the opportunities for international collaboration for all.
- The provision of Higher Education programmes is the College's core activity and during this period it is expected that the College will reduce its dependency conferencing income while establishing a programme of events that are aligned with and reinforce its own academic interests.
- The College will seek to deliver its own programmes throughout the year and make more effective use of the campus on core business and conferencing for the full forty eight weeks available.
- The College is keen to develop its contribution to public benefit and will be seeking ways to extend its scholarship and bursary scheme to assist in access opportunities, to reach out into the local London community through collaborative activities with schools and other organisations and to contribute to the UK and other countries as part of its global mission.
- The College plans to maintain a surplus-generating and sustainable financial position over the next five years. It is also the intention to develop a proactive fund-raising campaign to increase the College's reserves and to use these to invest in the development of learning facilities and resources for the benefit of its students and other partners including enhanced access to physical and electronic information products and the use of information technology to support learning.
- The College will improve the utilisation of the existing space on campus and will invest significantly in its development to meet the expectations of all key stakeholders for excellent service in modern, first class, safe, secure, facilities for learning, meetings, residential accommodation, social activities and catering.
- The College will strengthen its Human Resources management by establishing an appropriate performance management system which will not only ensure that contribution and competence are rewarded appropriately but which will enhance career development, continuing professional development and succession planning.
- The College will seek to develop proactively the collegiate culture to which it aspires and will be continuing to introduce more effective communications, team building and engagement opportunities for all staff.
- The College is committed to becoming a sustainable and environmentally friendly campus and will seek all means possible to: reduce energy use, maximise effective recycling and minimise negative environmental impact.

Key Strategic Priorities

- Improve the nature and quality of the student experience from the point of first contact through to lifelong learning by ensuring that communications, facilities and support for learners constantly exceed expectations.
- Develop an excellent and appropriate approach to teaching and learning by constantly monitoring and improving the College's learning and teaching strategy and ensuring the provision of all relevant resources to meet the needs of the student population and staff.
- Rationalise, develop and extend the portfolio of programmes.
- Build the strength and relevance of all College programmes by ensuring that they are constructed on a firm base of current knowledge which is supported by the growing programme of applied research carried out by College academic faculty.
- Build the volume and quality of the student intake.
- Continue to strengthen and improve the management of academic quality assurance.
- Maintain the development and implementation of a strong structure of governance and management which will ensure effective and compliant direction and operation.
- Establish a strong recognisable international brand by strengthening the College's international profile through advancing a co-ordinated partnership agenda and by using the diversity in the College's students and staff to enhance the learning experience.
- Generate surpluses to invest in infrastructural improvement in the estate, learning resources and other facilities to enrich student experience and to contribute to public benefit.
- Invest in quality through people by creating a Collegiate working environment where: the contributions of all are valued and celebrated, diversity and equality are the cornerstones of policy, and all staff have an opportunity to develop their own careers and to make a contribution to the College's success.
- Advance the College's agenda for contributing to public benefit.
- Be responsive to the demands and opportunities of global commerce and culture and make effective use of e-world information sources and communications developments.
- Sustain and develop a commitment to environmental efficiency and stewardship and attain the ISO14001 standard.