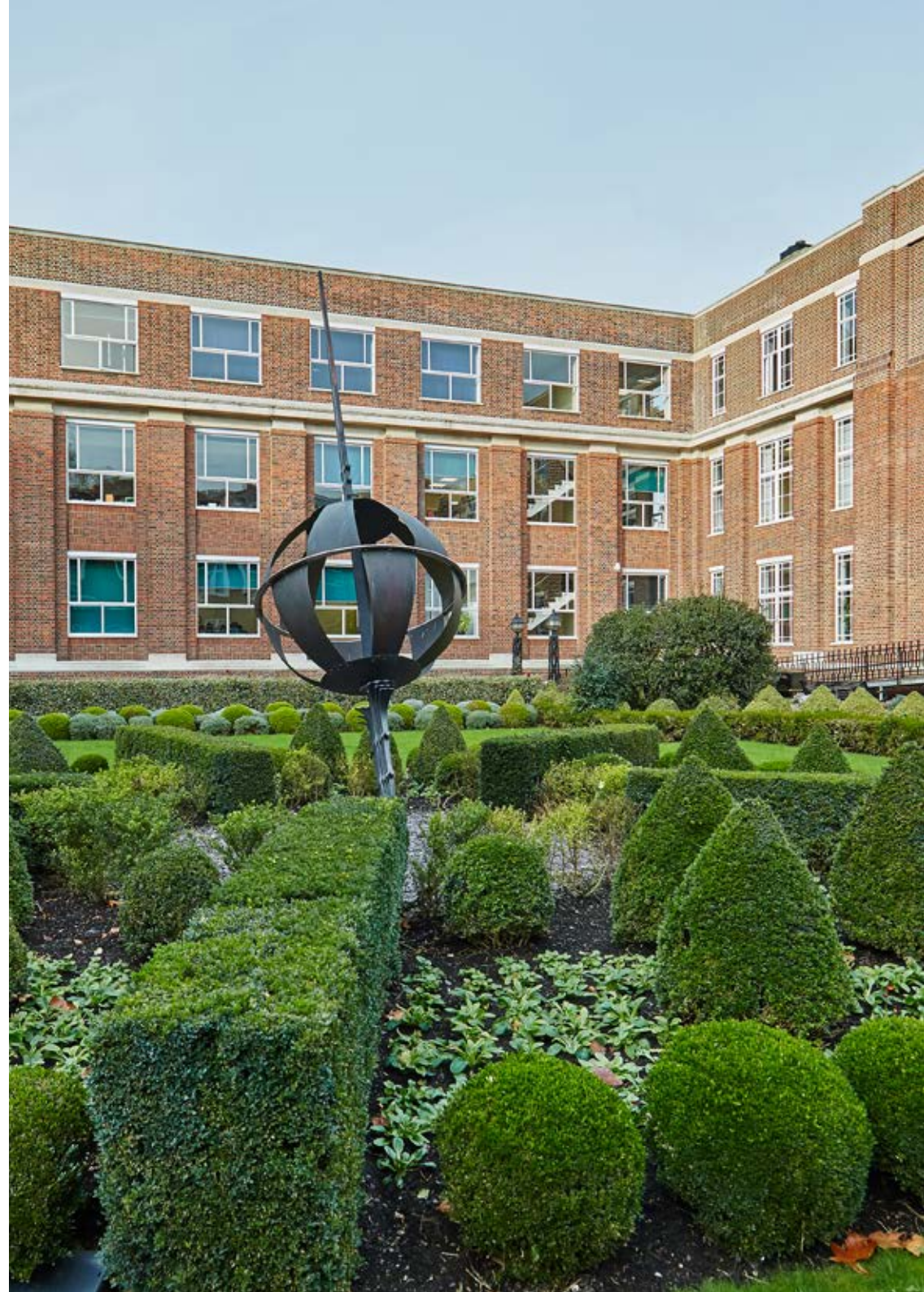




Regent's University London
Strategic Plan
2019-2024

Contents

Introduction	3
Our Vision, Our Mission	5
Strategic Objectives	6
Achieving our strategic objectives	7
Teaching, Learning, Scholarship and Research	8
Student Success, Engagement and Employability	9
Financial Sustainability	10
The Regent's Culture	11
A Strong International Ethos	12
Institutional Partnerships and Alliances	13
Priorities for 2019/20	14
Monitoring progress, milestones, targets	15
Appendix A	
Five Year Financial Plan	16
Appendix B	
Key Performance Indicators	17



Introduction

I'm delighted to introduce Regent's Strategic Plan 2019-2024. This document is the foundation for the University's development over the next five years – but it also describes a living, breathing strategy that I fully expect to evolve as we make progress toward our goals.

Having joined Regent's as Vice-Chancellor this year, I am hugely impressed by what I have seen so far. Our students, staff and alumni are highly accomplished, deeply committed and exceptionally motivated to change the world for the better through education.

As Regent's approaches its 40th anniversary of delivering great educational outcomes and student experiences right here in central London, we continue to raise our sights and ambitions – and that's exactly what this Strategy facilitates.

We have set an ambitious vision for Regent's future: transforming our students' lives through inspirational and innovative teaching and research in an environment that provides a highly personalised and supportive experience.

The two key themes at the core of the plan are:

- Simplification – of our processes, practices and structures, and
- Differentiation – ensuring that we define clearly who we are and what we do, so that we stand out positively in a crowded higher education sector.

We also intend to maintain and improve our financial sustainability, strengthen and develop the University's international ethos, and embed our organisational values across every aspect of the way that we work and relate to one another.

This strategy has been developed by the University's senior management and Board of Trustees, working with the many staff, students and alumni who advise us – both formally and informally. However, for us to succeed in our shared goals, the input of every member of the University, in whatever capacity, is vital.

I look forward to working with you all to deliver this ambitious new agenda over the next five years and to making further revisions as we go.



Professor Geoff Smith
Vice-Chancellor and CEO

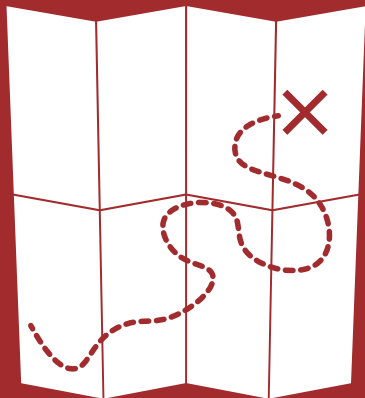




Regent's Strategic Plan 2019-2024 sets out the University's vision, priorities and direction to 2024 and beyond to 2030. The Plan is high level and is supported by detailed cross-University strategies and plans. Key targets and milestones are set out in the Key Performance Indicators.

Our Vision, our Mission

Our vision:



By 2030 Regent's will be a university of choice that transforms students' lives through inspirational and innovative teaching and research in an environment that provides a personalised student experience.

Our mission:



LEADERS

Our students graduate with the skills and knowledge to equip them for the Fourth Industrial Revolution¹ taking their place in the world as leaders in their chosen field

GLOBAL

Our students are part of an international community where national and cultural diversity is celebrated

TOMORROW'S

We provide our students with a transformative education that will be a foundation for their future

DEVELOPING

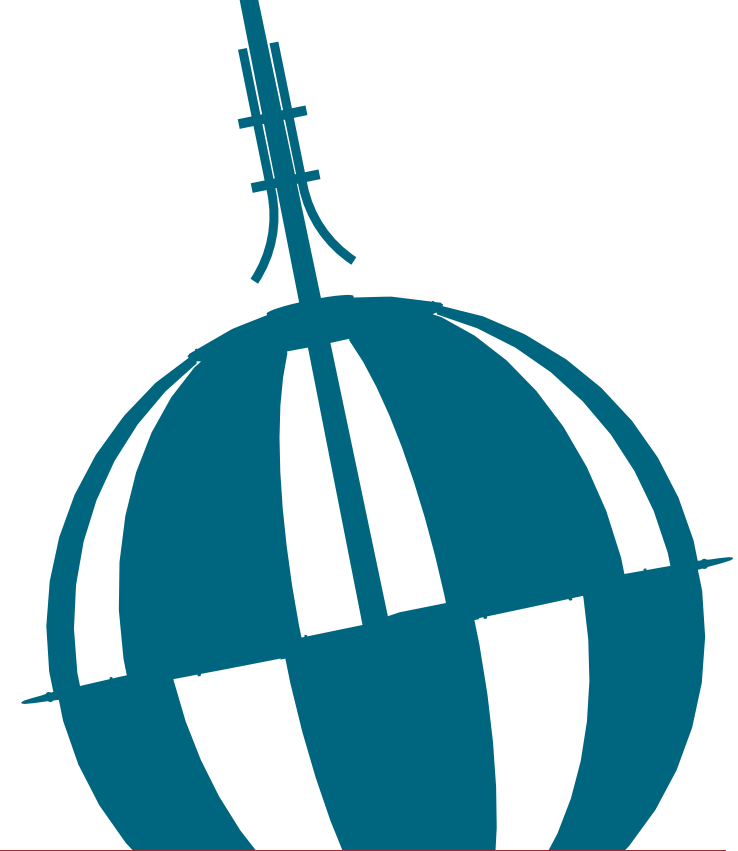
During their time at Regent's, our students develop through their learning and their life experiences

¹We need leaders who are emotionally intelligent, and able to model and champion co-operative working. They'll coach, rather than command; they'll be driven by empathy, not ego. The digital revolution needs a different, more human kind of leadership.' World Economic Forum on Fourth Industrial Revolution, January 2018

Strategic Objectives

The Strategic Plan is guided by the overarching themes of Simplification and Differentiation.

Over the course of the Plan, we are committed to achieving six key objectives.



We will:

- Seek organisational efficiencies in our processes, practices and structures through simplifying the way we operate
- Continue to positively and tangibly differentiate ourselves in a crowded HE sector through the experience we offer our students, staff and other stakeholders

We will:

- 1 Deliver outstanding and inspirational teaching, learning, scholarship and research while incrementally enhancing quality
- 2 Support and deliver student success, engagement and employability – developing successful, effective and engaged global citizens who achieve their maximum potential
- 3 Be financially sustainable, balancing income, primarily from tuition fees, with expenditure while generating sufficient surpluses to ensure renewal and investment
- 4 Embed the culture and supporting behaviours that our staff have said they wish Regent's to espouse
- 5 Maintain a strong international ethos
- 6 Actively seek institutional partnerships and alliances where this enhances the academic reputation of Regent's, strengthens our finances and aligns with our institutional values

Achieving our strategic objectives



Teaching, Learning, Scholarship and Research

Delivering outstanding and inspirational teaching, learning, scholarship and research while incrementally enhancing quality

Guided by our Learning, Teaching and Assessment Strategy (LTAS)¹, our priority is to deliver a personalised experience that engages students through interactive and inclusive learning, and is delivered by high-quality staff who themselves continue to learn and develop.

We recognise the ‘creative destruction’ resulting from the Fourth Industrial Revolution and its impact on skills. Our LTAS focuses on transformative learning that will develop in our graduates the skills and attributes required by future employers.

We will design and deliver programmes that cross disciplines and deliver on our mission of developing tomorrow’s global leaders with the skills required to address the challenges of the Fourth Industrial Revolution.

The University will continue to raise incrementally entry qualifications for its degree programmes. This will contribute to our reputation as an academic institution of high standing.

Raising entry qualifications will also improve academic progression and retention and will ultimately lead to student success and satisfaction.

We will increase the proportion of our students passing on their first attempt.

We will improve completion rates without reducing quality. Key to this success will be the better use of data analysis and analytics.

Over the course of the Plan, we will strengthen our research environment and our academic research profile through requiring all academic staff to be engaged with research and scholarship. The primary purpose will be to ensure our teaching is research-informed, but we will actively encourage and support staff to bid for research grants and funding and for funded collaboration with business and enterprise.

We will simplify our academic infrastructure – including our academic regulations, programme structures and administrative processes – to ensure they remain effective, improving efficiency while supporting academic enhancement and student engagement.

We will develop a single academic organisational structure for the University, drawing on best practice from our two Faculties and the Institute of Languages & Culture while harmonising practices, processes and policies. This will be implemented during 2019/20 and will facilitate interdisciplinary working and delivery.

To enhance quality and the student experience of being part of a learning community, we will reduce the number of modules with small class sizes while maintaining a broad portfolio of subject areas.

We will strive for a Gold rating in the Teaching Excellence Framework (TEF) by 2023/24.

Student Success, Engagement and Employability

Supporting and delivering student success, engagement and employability developing successful, effective and engaged global citizens who achieve their maximum potential

We will equip our graduates with the skills and attributes that mark them out as future global leaders in the Fourth Industrial Revolution: critical thinking, problem solving, complex analysis, people skills, creativity, innovation, adaptability and leadership.

We will improve employment outcomes in terms of the proportion of our graduates in graduate-level employment and in terms of their earnings.

Our support for our students and graduates will emphasise their entrepreneurial nature. Our continued investment in the entrepreneurial Hive will be key to this.

We will build on our improvements in the National Student Survey, increasing both participation rates and satisfaction scores.

Our Student Retention, Progression and Continuation Strategy¹ sets out how we will bring about measurable improvements to retention, progression and successful completion.

Through increased use of personal tutors and of data analytics, we will make appropriate early interventions to support students who demonstrate signs of disengagement which may lead to academic failure.

We will continue to invest in supporting our students with their day-to-day concerns, primarily through the Student Hub. Ensuring student wellbeing and their mental health will be a particular priority for us. Our Student Experience Strategy² sets out targets and priorities in more detail.

We will strengthen a sense of belonging amongst the student body.

We will support and invest in the Student Union, raising its profile within the student body.

¹ Regent's University London, Student Retention, Progression and Completion Strategy (2019-2024), February 2019

² Regent's University London, Student Experience Strategy (2017-2021), February 2017



Financial Sustainability

Balancing income, primarily from tuition fees, with expenditure while generating sufficient surpluses to ensure renewal and investment

The success of our financial performance will be judged against our five-year financial plan (see Appendix A).

We will continually seek financial efficiencies and simplification across all areas of the University's activities, including through streamlined processes and organisational structures.

There will be an increased scrutiny of academic programme performance and an increased willingness to take action on programmes that are failing to make an adequate financial or academic contribution to the University.

A major review of University tuition fees will be undertaken in 2019. This will consider current fee structures, including competitive pricing, price sensitivity, value for money for

students, and policies on international and UK fees in the light of any changes to the domestic fee regime within the UK as the result of Government reforms.

We will increase the diversification of our sources of income, including through the use of partnerships.

We will build on the investment in digital marketing made in 2018, including exploiting the functionality of our website to support student recruitment.

We are investing significantly in our capacity and capability to raise funds through philanthropic giving. Fundraising will continue to be a priority for the University over the period of the Plan.

Guided by our Estates Strategy¹ and our IT & Management Information Strategy², we will invest in estates and IT infrastructure where there is clear return on investment and where the impact on students and their experience will be positive and visible.

¹ Regent's University London, Estates Strategy 2014-21, refreshed December 2016

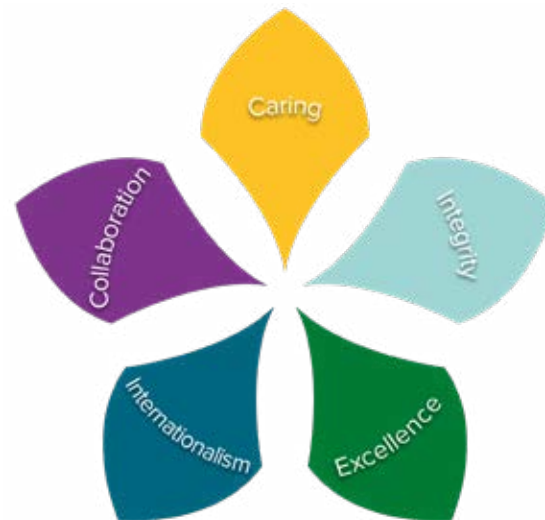
² Regent's University London, IT & Management Information Strategy 2016-2020, revised January 2018



The Regent's Culture

Embedding the culture and supporting behaviours that our staff have said they wish Regent's to espouse

During 2018 staff were asked to consider Regent's organisational values. These are the values that guide us as a community and determine how we work and relate to each other. Our staff have described the behaviours that they expect to be visible as people live the values. The values are:



We will build on recent progress and seek further increases in staff engagement.

Guided by our emerging HR & Organisational Development Strategy¹, our priorities for the next five years focus on:

- Moving our culture more strongly towards one which demonstrates constructive and supportive behaviours
- Our people collaborating and connecting, caring and acting with integrity
- Ensuring our values are understood and embedded into everything we do
- Our strategy and vision being clearly articulated and understood by all
- Having effective and respected leadership
- Our staff having a high level of wellbeing

With our charitable status at the fore, we will continue to be active in volunteering and outreach, making time available to staff to volunteer for good causes.

We have a strong commitment to environmental sustainability and will continue to emphasise this in all our operations, our estate infrastructure and our relationship with our contractors. We will reduce our impact on our environment, both because of the need to comply with increasing statutory requirements and because we believe it is the right thing for us to do.

¹ Regent's University London, HR & Organisational Development Strategy (in progress)

A Strong International Ethos

Maintaining a strong international ethos

We are first and foremost an international university. Our Internationalisation Strategy¹ sets out our key priorities and targets.

Our undergraduate curriculum will contain core common modules, including Global Perspectives.

Over the period of the Plan, we will move to a position where all graduates of Regent's will have command of at least two languages, including their native tongue.

A strength in the University's student recruitment has been the diversity of markets in which the University has been active. This wide spread of markets will continue. We will continue to rebuild our presence in the United States through our direct in-country recruitment team and partnerships with US universities and colleges.

Our network of 20,000 alumni is international, active in 40 Regent's Clubs around the world. We will continue to invest in supporting our alumni network.



¹ Regent's University London, Internationalisation Strategy 2019-24 (in progress)

Institutional Partnerships and Alliances

Actively seeking institutional partnerships and alliances where this enhances the academic reputation of Regent's, strengthens our finances and aligns with our institutional values

We will actively seek opportunities to build alliances and partnerships with others, where there is academic, financial and resource synergy. We will ensure appropriate diligence and governance is in place for any partnerships.

We are clear in the criteria we apply when choosing our partners. We will seek collaborations with partners who will match and enhance our reputation and who share our values.

We will expand the number of articulation agreements with other universities where there is a high level of institutional synergy and where the partnership meets our criteria for collaboration. In particular, we will look to partnerships such as these to diversify and strengthen our income.



Priorities for 2019/20

The first year of our Plan is critical, both to the success of the University in the short term and to achieving the University's Vision in the longer term. Key priorities for this first year are:



Achieving targets for student numbers through recruitment and retention



Strengthening the finances of the University through delivery of the first-year performance of the five-year financial plan



Implementing and embedding changes to the University's senior leadership team



Improving the student experience and seeing further improvements in student satisfaction as measured internally and through the National Student Survey



Creating the infrastructure for effective fundraising on which to build progress over the period of the Plan



Making tangible progress to attaining our desired organisational culture



Monitoring progress, milestones, targets

This Strategic Plan covers the five-year period to 2023/24.

It will be reviewed annually by the Board of Trustees to monitor progress and ensure that its aims and objectives remain broadly fit for purpose. It will be reviewed more thoroughly after three years in 2022.

KPIs will be populated and monitored quarterly, recognising that some indicators move only annually. These are set out in Appendix B.



Appendix A

Five Year Financial Plan

Source: 2019/20 Budget

SUMMARY - INCOME & EXPENDITURE ACCOUNT					
£'000s	Forecast				
	2019/20	2020/21	2021/22	2022/23	2023/24
Total Income	45,519	47,898	50,299	54,103	58,104
Expenditure	46,494	47,295	48,878	51,462	54,173
Surplus/(deficit)	-975	603	1,421	2,641	3,931
<i>Margin (%)</i>	-2.1%	1.3%	2.8%	4.9%	6.8%
Reserves	19,225	19,828	21,249	23,890	27,822
Key assumptions - refreshed forecast					
Tuition fee Inflation	3.0%	4.5%	3.0%	3.0%	3.0%
Student Number Growth	N/A	2.0%	2.0%	5.0%	5.0%
Student Number Est FTE	2,349	2,396	2,444	2,566	2,694
Cost Inflation	2.0%	2.0%	2.0%	3.0%	3.0%
BAM Contribution	71%	71%	71%	71%	71%
HASS Contribution	65%	66%	66%	66%	66%
ELT Contribution	22%	22%	22%	22%	22%

Appendix B

Key Performance Indicators

REF	STRATEGIC OBJECTIVE	KPI	2017/18 (ACTUAL)	2018/19 (ESTIMATED) ¹	2019/20	2020/21	2021/22	2022/23	2023/24 (TARGET)	
KPI 1	Teaching, Learning, Scholarship & Research	Students passing on first attempt	83.3%	84.5%	85.7%	86.9%	88.1%	89.3%	>90%	
KPI 2	Teaching, Learning, Scholarship & Research	Undergraduate levels 3 & 4 first year continuation rates	75.9%	TBC (August)	>HESA benchmark					
KPI 3	Student Success, Engagement & Employability	Graduates in graduate level employment	51.3%	TBC (late 2019)	>HESA benchmark					
KPI 4	Student Success, Engagement & Employability	Mean earnings	£28,104	TBC (late 2019)	2 nd quartile	2 nd quartile	3 rd quartile	3 rd quartile	Upper quartile	
KPI 5	Student Success, Engagement & Employability	Student Satisfaction with quality of their course	85.6%	81.9%	83.5%	87.8%	88.6%	89.3%	90%	
KPI 6	Financially Sustainable ²	Financial surplus	5.4%	-3.0%	-2.1%	+1.3%	+2.8%	+4.9%	+6.8%	
KPI 7	Financially Sustainable	Reserves	£21.5m	£20.2m	£19.2m	£19.8m	£21.2m	£23.9m	£27.8m	
KPI 8	Financially Sustainable	Student numbers (FTE)	2503	2350	2349	2396	2444	2566	2694	
KPI 9	Financially Sustainable	Funds raised through philanthropy	£1,000	TBC (September)	To be populated by Development Committee				Target to be determined by Development Committee	
KPI 10	The Regent's Culture	Staff Turnover	22%	15%	14%	13%	12%	11%	10%	
KPI 11	The Regent's Culture	CO ² emissions (kg per sqm)	68	55	53 ³	50	48	46	44 Target to be determined by E&I Committee	
KPI 12	International Ethos	Consistent student performance between main regional groupings for KPIs 1, 2, 3, 5 (composite KPI)	Within 2.5% of overall mean						Within 2.5% of overall mean	

1 Some annual data for 2018/19 is not yet available. Provisional or estimated figures are italicised.

2 Performance against KPIs 6, 7, 8, 9 are as published in statutory accounts

3 Target for 2019/20 set in 2015/16



**The world
looks better
from here**

Regent's University London
Inner Circle
Regent's Park
London NW1 4NS
United Kingdom

regents.ac.uk

Registered charity: 291583