

Strategic Plan 2021-2025



Our Purpose

Developing Tomorrow's Global Leaders

Our Proposition

A well-connected, future-facing, entrepreneurial, cosmopolitan and personalised university education in the heart of London

Our Vision

Long-term commercial and reputational growth, driven by rising enrolments and great graduate outcomes



Introduction

Regent’s University London is one of the UK’s most cosmopolitan universities, with around 140 nationalities represented on our stunning campus in the heart of royal Regent’s Park.

We offer a premium university experience that begins with the individual, focussing on each student’s talent, potential and aspirations. Personalised education is what we do.

We have long-established strengths in international business, global management, marketing and luxury brands, entrepreneurship, the liberal arts, creative industries and design, languages, psychology and psychotherapy.

Our global alumni network comprises founders and entrepreneurs, chief executives, designers, politicians, influencers, business executives, royalty, actors and board members of international family firms.

Our purpose, *Developing Tomorrow’s Global Leaders*, is an increasingly urgent one in a complex and changing world. We educate for uncertainty, enabling our students – in the context of extraordinary, global complexity – to become changemakers, making a positive impact on people and planet in whatever field they choose.

We recently embarked on our own change agenda to evolve an organisational structure and ‘operating system’ that eschew the top-heavy, corporate-style organograms and layers of decision-making that still characterise many universities. Instead, we privilege the ‘front line’, in acknowledgement that it is *great content* and *great teaching* that underpin Regent’s success.

The COVID-19 pandemic has only accelerated this change agenda. Drawing on what we’ve discovered about our collective capacity to innovate, and catalysed by the investment and support of Galileo Global Education,¹ now is the moment to re-commit to our core purpose and renew the University’s strategic plan

Strategic objectives

For the duration of this plan, we will focus our collective energies on three strategic objectives:

1. Providing a well-connected, future-facing, entrepreneurial, cosmopolitan and personalised education whereby every student can achieve their full potential.
2. Growing an agile, collaborative and data-led culture whereby every employee can contribute with purpose.
3. Improving our financial performance so that we can continue to invest in our future.

Key Performance Indicators

We will measure our progress annually through six, key indicators of organisational health:

KPIs	Current Value 2019/20	Target Value 2020/21	Target Value 2021/22	Target Value 2022/23	Target Value 2023/24	Target Value 2024/25
Student Satisfaction	81.3%	79%	80.6%	82.2%	83.8%	85.5%
Student Continuation	82.5%	83%	84%	86%	88%	90%
Graduate Level Employment	80%	78%	80%	81%	82%	83%
Staff Engagement	67%	70%	75%	80%	85%	85%
New Enrolments (degree-seeking)	977	612	715	845	957	1031
Financial Health (EBITDA)	-10.9%	-19.5%	-7.3%	2.0%	9.8%	15.9%

Objectives & Key Results (OKRs)

As KPIs tend to be *lag* indicators meaning we only see if a change has worked after it has taken place, we’re also adopting an OKR framework to guide our strategic and operational planning so that we’re more responsive to the impact of our initiatives.

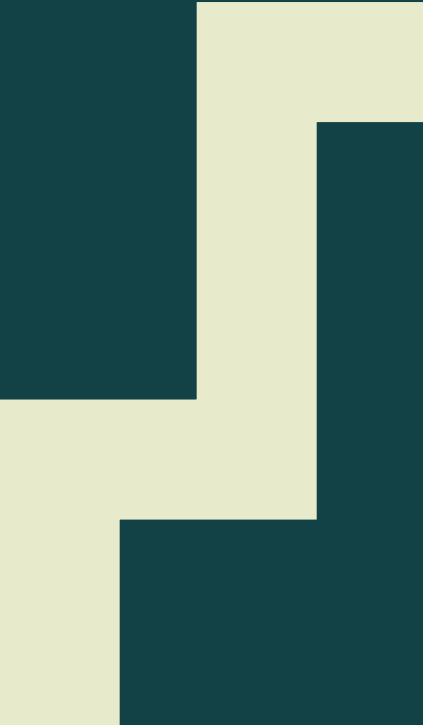
This will give us the *lead* indicators we need to ensure we’re on track to deliver on our top-level KPIs and help our people build alignment around clear objectives so that we can deliver on our core purpose. Within this clear framework, we want to liberate and empower the talent of all Regent’s colleagues to shape and deliver on our plans and priorities.

Performing whilst transforming

To achieve our three strategic objectives, we will deliver across three corresponding strands of activity: **Student Experience**, **New Ways of Working** and **Product Portfolio**. Across each strand, of course, we need to continue to perform whilst we transform.

To help us **perform** and accomplish our objectives, we will explicitly connect our high-level objectives to our operational plans and day-to-day work through distributed decision-making and utilising lead indicators and data insights that tell us how we’re doing.

To **transform** and accelerate our journey to meeting our objectives, we’re investing in a series of well-defined, ‘step-change’ projects across our three strands of activity:



Student Experience

The Regent's Model

We will build a distinctive curriculum model that embodies a future-facing, entrepreneurial, cosmopolitan and personalised learning experience, and that delivers our Graduate Attributes. Our graduates will be collaborative and networked, creative and entrepreneurial, critical and reflective, culturally and socially versatile, digitally agile, well-informed and fluent across disciplines, and responsible and environmentally conscious.

The Regent's Model will embed real-world challenges and live industry briefs, our high-value networks, a languages and culture offer, a curated selection of specialist electives to develop global leaders, and digital fluency – all co-designed with input from students, alumni and partners. Its construction will be a shared endeavour, shaped by our academic and professional services community – something we can all invest in and be proud to own and deliver.

Industry Connectivity

Industry connectivity and entrepreneurship are key drivers of better graduate outcomes. We will connect more of our students with individuals and organisations that are changing the conversation in their respective fields, and grow our associated internship and placement programmes, live projects, enterprise support, behind-the-scenes access and career advice. Our Walpole Professorships directly connect our students with some of the most influential figures in British luxury, offering money-can't-buy-networking opportunities. Our Visiting Professorships range into other key sectors too – finance, tech, creative and so on.



In 2020 we began the journey towards becoming a much more data-led, agile culture of continuous improvement by rethinking our organisational structure and adopting new ways of working. We will continue to build our organisational health and embed the new structure, ways of working, and operating model.

Alliances

We're launching our *Alliance* methodology - a key component of our new 'operating system'. These agile groupings will enable us to bring the right expertise into the room at the right moment to triage, align, rise to the challenge or opportunity of the day and deliver the best outcome for our students and staff.

Continuous Improvement

To support a culture of continuous improvement and agility at Regent's we will be training and up-skilling staff in 'Agile' and 'Lean in Higher Education' practices and tools. This will empower colleagues and teams to be able to run their own improvement projects.

Business Intelligence

Becoming a more data-led organisation, requires a robust data information strategy to improve the way that we govern and use data to drive decision-making and measure performance. In time, this will underpin everything we do.

Dealing with the pandemic has given us more than a glimpse into the learning environment, and indeed workplace, of the future. And we are already reimagining our infrastructural needs - the flow from physical (campus) to digital that will best support our strategic ambitions and step-change projects.



New Ways of Working

Product Portfolio

Portfolio Strategy

To improve the market-alignment and appeal of our portfolio, as well as the speed and effectiveness of our product development process, we will develop a data-led Portfolio Strategy. This will guide the development of a course portfolio that is inspired by market needs, delivers growth and that amplifies Regent's brand and value proposition for future students.

Collaborative Provision

Also in support of our academic and top-line growth, we will build a high-quality and high-value Collaborative Provision (franchises, validation agreements, dual awards) portfolio by exploring and developing opportunities within and beyond Galileo Global Education Group.

Online Portfolio

Building on our online delivery and new approach to learning experience design developed during the pandemic, we will establish a business model for an online, flexible portfolio offering aligned to Regent's brand.



What will Regent's look like having delivered on this plan?

This strategic plan is about *accelerating* Regent's evolution as an alternative, challenger brand. Our reputation, as a premium provider of personalised education, is well-established but we need to focus and build on what makes us different and organise ourselves and our activity such that we can fully deliver on our core purpose and for our students.

If you were to visit Regent's campus in 2025, you'd see how we've become even more **well-connected** than we already are. CEOs and MDs of global brands have come on board as Visiting Professors, and many more of our students are working on industrial projects, taking up internships and placements. We have much deeper, multi-faceted relationships with many more companies now, particularly in sectors like finance, creative, technology, luxury as well as a burgeoning, on-campus start-up culture.

You'll see, too, how much more **future-facing** our curriculum has become - both in its design and its content. It's clear how we've embodied our purpose in a complex, post-disciplinary world. Students are zooming in on their major areas of study, of course, but they're also zooming out to see the bigger picture across other disciplines. And they're supplementing this ability with transdisciplinary electives on new technologies and premium 21st century, human skills.

You'll see a much more **entrepreneurial** learning environment. We believe our students learn best, learn deepest, when they're challenged, when they're active participants, when they're making things happen. So they're learning by doing – working on live projects, collaborating in teams. Because this is how things get done in the real world. London clearly is our classroom now.

And you'll notice that we've also capitalised on our position as the most **cosmopolitan** university in the UK. We're channelling this richness much more actively into the educational experience at Regent's, in the firm belief that inter-cultural and linguistic fluency is a cornerstone of successful, global careers.

And finally, whilst enrolments have grown significantly, it's a more **personal** experience than ever. Everything we do has our students at the centre – our best-in-class applicant journey, our welcome and on-boarding programme, our 24/7, multi-lingual health and wellbeing support, every element of our teaching and learning. It's crystal clear that we're here only to nurture the individual talents of each student and enable them to realise their full potential.

Our campus facilities are much more flexible, to support our new ways of working. Our academics and students are clearly enjoying being part of a more purposeful, multi-disciplinary community and our new organisational operating system has liberated us all to better adapt, innovate and grow.

We're working with purpose and with passion. Staff engagement is high and we're behaving, as we promised ourselves back in 2021, like a 21st century organism rather than a 20th century machine.





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

+44 (0)20 7487 7505
enquiries@regents.ac.uk

[regents.ac.uk](https://www.regents.ac.uk)

The information contained in this document is correct at the date of publication, June 2021.

Please visit our website for the latest information.

Regent's University London 2021

