



Cultivating Possibility

Strategic Plan 2025 - 2030

Introduction

Our Promise: a premium, transformative education, rich in global connections.

Our Impact: globally minded graduates that bring purpose and passion to people and planet.

A university degree - in and of itself - just doesn't cut it anymore. Which is why, at Regent's, we go way above and beyond 'the certification'.

We build capability and confidence, networks and connections, adaptability and judgement in our students. So that our graduates leave ready to lead, to make an impact, to shape the future with clarity and purpose.

At Regent's, we're reimagining higher education. For a different generation, in a whole new world.

Through brilliant teaching and transformative learning, we're cultivating globally minded graduates to bring purpose and passion to people and planet.

Our students are at the centre of our universe. And everything we do - in our courses and classrooms, through our connections and our networks, in our learning design and as a learning community - is designed to nurture their personal growth and professional development.

The Regent's Model provides the curricular framework for this. Our undergraduate students dive deep into their chosen subjects. They learn by doing: how to innovate, work in teams, make things happen, make better decisions, get things done. And they get to broaden their credentials through Regent's Electives in some of the most in-demand human skills and emerging technologies.

Regent's particular combination of place, scale, cosmopolitanism and educational approach is unique. It enables us to offer what we believe is a higher education fit for the times we're in: a world of unbridled change, uncertainty and possibility. Our focus is on nurturing each student's talents, honing them through challenge, inspiration and - at times - productive failure, so that they graduate able to apply them, to great effect, in whatever field they choose. Put more simply, **Regent's is about Cultivating Possibility.**

As a university community, our ambition is to have positive impact on 'people and planet' in everything we do. We are proud to have been awarded **B Corp certification** in 2025, joining a global movement of almost **10,000 pioneering organisations** across more than **100 countries and 160 industries**, all committed to using business as a force for good.



Strategic Focus



To deliver on our organisational promise, our strategy for 2025-2030 centres on three, mutually reinforcing, priorities:



Teaching
Excellence



Commercial
Savvy



People
Focus

Teaching Excellence

Target:
Gold TEF

Our ambition is to be rated Gold in the Teaching Excellence Framework (TEF).

Most of our current TEF metrics are classed as very high quality and we were awarded Silver in the last assessment. Our ambition is to go one step further and achieve Gold.

We will define and demand excellence of ourselves - in our teaching practice, our learning design, learning technologies and learning environments.



Commercial Savvy

Target:
£90m
revenue

Our ambition is to maintain a strong financial position to enable continued investment in our core promise (and mitigate financial risks). We'll do this by putting our customers at the very heart of everything we do.

The growth will be driven primarily by rising student numbers and an increasingly market-aligned portfolio of courses and partnerships. Our expanding Food & Drink business and Regent's School of English will also play a vital role.

Our commercial success will enable us to invest sustainably in our future, in our students, our staff and our infrastructure.



People Focus

Target:
Recognition
as a 'great
place to work'

Our ambition is to be a workplace where people thrive and feel valued, part of a vibrant campus community in which they take real accountability, collaborate with colleagues across the university, constantly learning and adding value.

We want our employees to be genuinely motivated by our purpose and promise - to feel stretched, supported, developed, valued and properly rewarded. 'Cultivating Possibility' also applies to our employees.

We also want to leverage technology, systems and AI to drive change to processes and ways of working that benefit colleagues, students and customers alike.



Strategic Projects



In support of these top-level priorities, we are investing in the following strategic projects:

Embrace AI

We will join up Regent's AI journey by unlocking 'Safe AI' across campus, using technology to optimise our ways of working and initiating impactful proofs of concept in our teaching and learning.

Evolve the Regent's Curriculum Model

As we implement the final levels of the Regent's Curriculum Model (first launched at Level 4 in 2023), we will systematically evaluate the educational effectiveness of the journey so far - to ensure that we're delivering on our educational promise. We will look, in particular, at the performance and impact of our common undergraduate modules and 'Regent's Electives'.

Extend our Course Portfolio

To keep pace with changes in the world of work and in patterns of student demand, we will launch new courses in areas of established strength in Business, Management, Psychology, Psychotherapy and Design (including our first online course - a postgraduate foundation certificate in Psychotherapy, plus new Technology courses, and a new undergraduate degree in Architecture). We will also launch a brand-new School of Law and explore the feasibility of moving into the Health Sciences.

Strengthen our Academic Reputation

To help build recognition of Regent's brand, we will take a more strategic, purposeful approach to burnishing our academic reputation through participation in carefully chosen rankings, accreditations and awards.

Transform our Learning Spaces

In support of our commitment to delivering a premium, transformative and future-focused education, we will continue our multi-year project to upgrade our prime teaching spaces to elevate the student experience whilst also contributing to our sustainability and accessibility goals.

Accelerate growth in Academic Partnerships

As big believers in the educational and commercial value of collaborative provision, and building on our successful examples with Istituto Marangoni in London and Paris, Domus Academy in Milan, LMA in London and Liverpool, we will accelerate the growth of our international partnership portfolio - both within and beyond the Galileo group, and in different models and forms.



Enabling Projects



To facilitate this work, we are also investing in the following enabling projects:

Update our Digital Storefront

We will work with a leading agency to build a new website that reflects Regent's brand proposition aesthetically, improves conversion via a scalable, future-proof Drupal technical platform, and improves lead acquisition through stronger content, SEO and GEO.

Unleash the Power of Data

We will enhance the reliability and integrity of data-centric decision making at Regent's by undoing legacy complexity and building the foundations for a future-facing, fit-for-purpose business data capability.

Map and understand our Customer Experience

We will create a clear, university-wide view of what matters most to our students across their journey, enabling leaders and teams to make faster, more informed decisions and focus investment where it will have the greatest impact and deliver a more consistent Regent's experience.

Map and understand our Campus Potential

We will complete a full evaluation of campus utilisation across teaching and non-teaching spaces. We will also develop a data platform to support ongoing data-led decisions to facilitate student number growth and elevate the quality of interaction with the campus across all key stakeholder groups - students, employees and partners.

Elevate our Leadership Capabilities

Following significant changes in our approach to faculty leadership and management, and several changes within our professional services, we will launch a university-wide Leadership Development Programme - to sharpen our expectations of Regent's leaders, celebrate the behaviours that drive excellence, and strengthen confidence in our collective leadership capability.



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

KPI	Actual 24-25	Target 25-26	Target 26-27	Target 27-28	Target 28-29	Target 29-30
Overall Student Satisfaction ¹	85.62%	86%	86.5%	87%	87%	87%
Undergraduate Continuation ²	89.5%	89.5%	90%	90%	90%	90%
Positive Graduate Outcomes ³	83%	84%	85%	85%	85%	85%
Staff Engagement ⁴	68	68	69	69	70	70
New Enrolments ⁵	1,204	1,203	1,239	1,276	1,314	1,354

1. Overall Student Satisfaction is measured by the OfS National Student Survey outcome as the sum of all positive responses by question, divided by the sum of all responses by question.
2. Continuation is measured as the percentage of undergraduate students who have continued their course 1 year from their initial term of enrolment. Unlike the HESA/OfS measure, it includes students who exit with a lower award, who leave early in the term and who transfer to other HE providers.
3. Our measure of Positive Graduate Outcomes (high-skilled employment, self-employment and higher-level study) derives from data collected in the Graduate Outcomes Survey, undertaken by the Higher Education Statistics Agency (HESA).
4. Staff Engagement is measured by the Glint Engagement Index through regular employee engagement surveys.
5. New Enrolments is measured as the number of new degree-seeking undergraduate and postgraduate students enrolling in autumn and spring terms.



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

If you were to visit Regent's in 2030, you'd understand the basis of its burgeoning reputation for teaching excellence. You'd see fantastic teachers, brilliantly crafted content, in a curriculum model expressly designed to help graduates thrive in an unpredictable world. With students zooming in on their core areas of study but also zooming out to see the bigger picture beyond their discipline.

We're now known for our courses in the Health Sciences, Law, Architecture and Technology alongside our established strengths in Business & Management, Arts & Culture, Psychology & Psychotherapy. You'd witness a much more active, tech enabled, 'premium' 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. They're learning by doing, working on live projects, collaborating in teams, joining the dots. Sharpening that most precious of skills: how to get things done.

You'd notice how unbelievably well-connected we've become. Our students have regular access to leading thinkers, movers and shakers - Chief Executives, Managing Directors and Vice-Presidents from some of the world's best-known organisations across finance, technology, real estate, health, luxury, hospitality, law, the creative sector and more. Our Innovation Lab is a hotbed of entrepreneurial talent, and our reputation as a launchpad for creative founders continues to grow. The look and feel of the campus itself has put Regent's in a class of its own - from the world-class welcome, through our stylish interiors and hospitality, our tech-rich learning environments and into our

magnificent gardens and grounds. We've consolidated 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 intercultural and linguistic fluency is a cornerstone of successful, global careers.

Whilst enrolments have grown significantly, it's a more personal, customer-centric experience than ever. Everything we do now has our students at the epicentre - our best-in-class applicant journey, our welcome and on-boarding programme, our 24/7, multilingual health and wellbeing support, every element of our learning and teaching. 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.

You'd see that Regent's is a workplace, a community where people thrive and love coming to work. You can see that employees feel inspired, stretched, valued. We're much more agile, more collaborative, more data-led. We're making better decisions together, drawing on better processes, getting the right expertise in the room at the right moment to rise to the challenge or opportunity of the day. And there's a clear sense of belonging to something special, meaningful, purposeful - a 'force for good', certified in our B Corp status and captured in our continuously improving Impact Reports.

Cultivating Possibility has become an integral part of Regent's DNA and we're working with purpose and with passion to do just that.





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