



Anglia Ruskin
University

Ambition, Imagination and Collaboration: continuing our journey to excellence

Corporate Plan 2015-17

www.anglia.ac.uk

2014
THE AWARDS
AWARD WINNER
ENTREPRENEURIAL UNIVERSITY
OF THE YEAR

Our Mission

We are exceptional and imaginative in the advancement of knowledge and education of students. We are passionate about collaboration, innovation and transformation to enhance social, cultural and economic well-being.

Our Values

A sense of belonging

We are proud to be part of Anglia Ruskin University. We know that lifelong relationships are formed here.

Supporting each other

We are friendly and inclusive, and celebrate individuality and diversity. We support and encourage everyone, and strive hard to anticipate needs and aspirations.

Academic ambition

We want our teaching and research to be excellent. We are determined that our students and staff will realise their full potential.

Honesty and openness

We operate with integrity, trust and respect for each other and we deliver on our promises. We share ideas, information and challenges and we seek out views and opinions.

Innovation

We are purposeful, challenging and curious about our world. We are prepared to do things differently. We are creative, entrepreneurial and bring enthusiasm to everything we do.

Concern for the environment

We want our concern for a sustainable environment to inform every aspect of what we do.

Corporate Plan 2015-17:

Goals, Strategies and Milestones

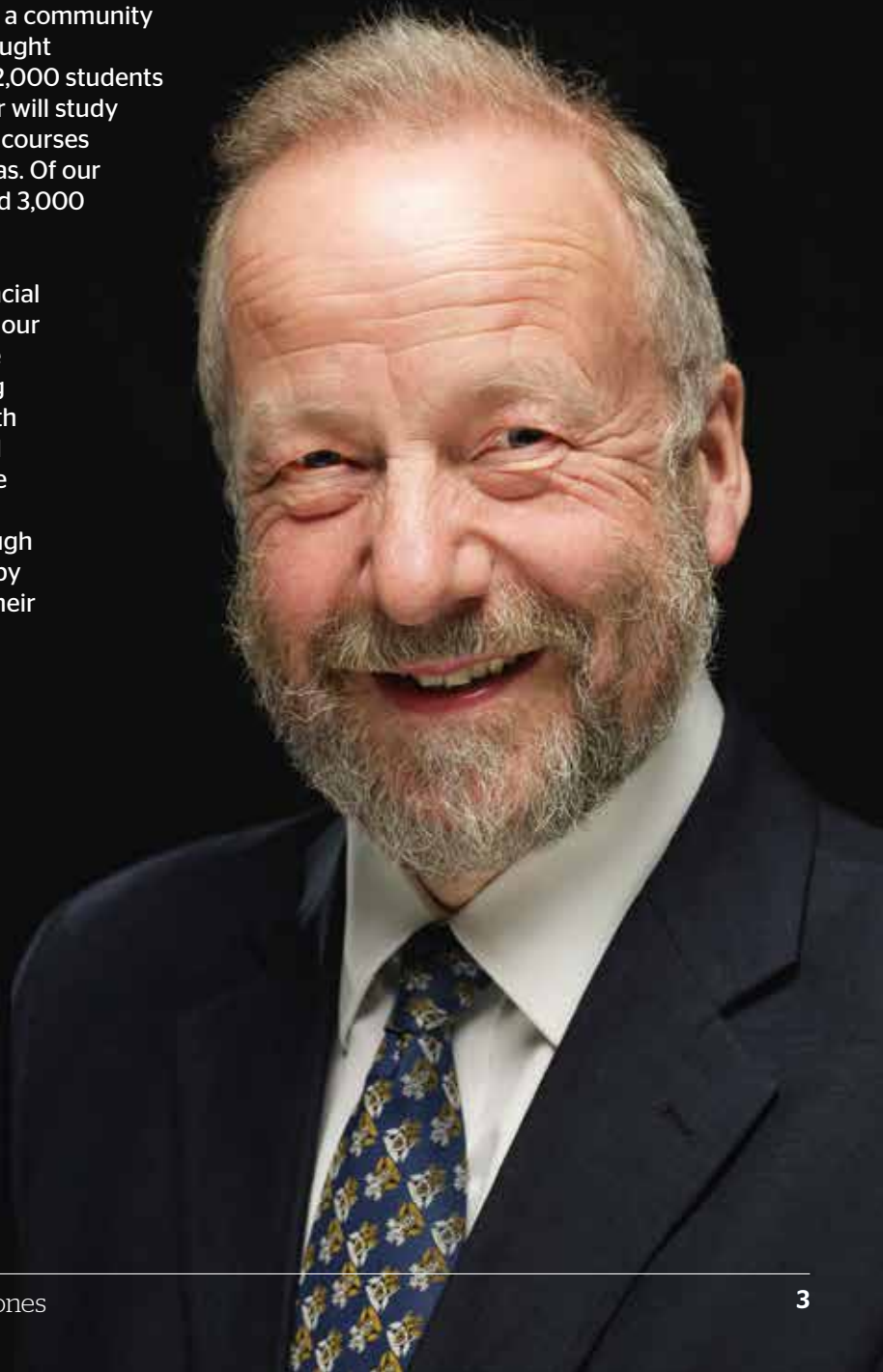
We will build further on our world-leading research which will be evident in every single academic department and we will be held in high regard by a broad range of stakeholders for our success in research, professional practice, sustainability and social, cultural and economic development.

Having grown in the last eight years from 24,000 to around 35,000 students we shall continue work to achieve our Mission. Successful implementation of this Corporate Plan will see us as a community of about 42,000 students, of whom 8,000 will be taught postgraduates and 800 will be doctoral students. 22,000 students will study on our major UK sites while the remainder will study off-site on distance learning or work-based learning courses and at remote campuses in both the UK and overseas. Of our on-campus students, 4,400 will be postgraduate and 3,000 will be from countries outside the EU.

As we grow and develop we shall maintain our financial stability while investing an increasing proportion of our total resource in academic activity. Our league table position will improve and the quality of our teaching and learning will be enhanced and acclaimed by both professional and statutory bodies and our industrial and commercial clients. We will continue to be in the top quartile of the UK HE sector for teaching and assessment as acknowledged by our students through the National Student Survey results and evidenced by their achievements. The qualifications of our staff, their satisfaction with their work and our commitment to sustainability and enterprise will be exceptional.



Professor Michael Thorne
Vice Chancellor



Goal 1

We will exceed the national average for student retention, achievement, satisfaction and employment outcomes thereby improving our position in league tables.

Strategies

We will:

- Set high expectations for our undergraduate students by establishing minimum standards across all courses for student retention, achievement, satisfaction and employment outcomes.
- Complete a full review of assessment and feedback across all courses along with a review of undergraduate major projects.
- Improve and enrich classroom teaching through the Learning, Teaching and Assessment Strategy (2015-2017).
- Appoint external examiners and external panel members from universities with an international research reputation in their subject.
- Establish the Anglia Ruskin Enterprise Academy to ensure that all students on all campuses have the opportunity to become involved in, and study, enterprise and entrepreneurship, involving alumni wherever possible. For health students integrate this work with the MedBIC and MedTech Campus.
- Support our students so that the majority of them, either within their curriculum or outside, undertake work placements or international travel opportunities and enable this through a coordinating office.

Milestone	Baseline	Target 2015	Target 2016	Target 2017
1.1 Percentage of full-time first degree students who continue with us after their first year of study	90%	91%	92%	93%
1.2 Percentage of full-time first degree students projected to complete their degree	82.5%	83.5%	84.5%	86.0%
1.3 Proportion of first degree students achieving good honours degrees	58%	61%	64%	67%
1.4 Number of core campus students undertaking work placements/international placements	3,300	4,000	5,000	6,000
1.5 National Student Survey overall satisfaction	85%	86%	88%	90%
1.6 Percentage of postgraduate taught students who are satisfied overall with the quality of their course	N/A	86%	88%	90%
1.7 Percentage of postgraduate research students who are satisfied overall with the experience of their research degree programme	84%	87%	N/A	90%
1.8 Percentage of international students satisfied with their overall experience	89.5%	90%	91%	92%
1.9 Proportion of modules receiving an overall satisfaction score of more than 6.5	89%	91%	93%	95%
1.10 Average position across the league tables	110	90	75	60
1.11 Percentage of external examiners who draw our attention to matters of concern in their annual report	4%	3.5%	3%	2.5%
1.12 Percentage of external examiners and panel members who come from universities with an international research reputation in their subject	80%	83%	87%	90%
1.13 Percentage of students who receive enterprise and entrepreneurship training	13%	15%	17%	20%
1.14 Proportion of our students who are self-employed 6 months after graduating	5.6%	6.0%	6.4%	6.8%
1.15 Proportion of students in work and/or further study 6 months after graduating	91%	92%	93%	94%
1.16 Proportion of graduates in a 'positive' graduate destination 6 months after graduating	74%	78%	81%	84%

Goal 2

We will develop a marketing and branding strategy to increase the number of applications we receive for undergraduate courses thereby enabling us to drive up qualifications on entry.

Strategies

We will:

- Implement the new website ensuring that content is owned and regularly updated.
- Run targeted marketing campaigns especially through social media.
- Review our course portfolio to maximize entry and external work-related accreditation.
- Double attendance at Open Days and establish Virtual Open Days.
- Develop and invest in a European recruitment strategy.
- Develop campus 'personality' brands so that each has a clear identity in the marketplace with special consideration of the role played by our Peterborough Campus in the City of Peterborough and its curriculum offer.

Milestone	Baseline	Target 2015	Target 2016	Target 2017
2.1 Number of undergraduate applications	18,550	20,000	23,000	28,000
2.2 Average UCAS points held on entry	248	260	280	300
2.3 Number of attendees at open days and virtual open days	8,198	11,000	13,750	16,500
2.4 Ratio of applications to accepted applications (UCAS)	4:1	4 ^{1/2} :1	5:1	5 ^{1/2} :1
2.5 Number of referrals from our social media activity to our website	28,809	31,690	34,860	38,345

Goal 3

We will increase student engagement within and outside the curriculum, so as to enrich students' time at Anglia Ruskin, support their academic success, give them a distinctive 'edge' in the job market and enrich their lives after university.

Strategies

We will:

- Develop a Student Engagement Strategy and implement it in each and every academic department.
- Focus the classroom experience on modern pedagogies which include stimulating interactions with academic content rather than pure knowledge transmission and ensure all research active staff are engaged in teaching.
- Offer students more opportunities to lead and participate in sport, clubs and societies, volunteering and cross-campus cultural activities and formally recognise their extra curricula work, possibly through the Higher Education Achievement Report (HEAR) process, and, for those making an exceptional contribution, confer on them an 'Anglia Ruskin Student Leader' award.
- Ensure the content of the Virtual Learning Environment (VLE) is available to students and staff at Associate Colleges and is used as a key tool of student engagement.
- Review the VLE's functionality against comparative products using an agreed set of criteria and identify a strategy to ensure that the content and functionality in the future is of a consistently high quality such that all students are frequent users.
- Introduce a software package which will allow personal tutors to track students' engagement and progress.
- Continue to incorporate sustainability across the curriculum and embed it generally in student life and activities.

Milestone	Baseline	Target 2015	Target 2016	Target 2017
3.1 Percentage of on-campus students who use our VLE on a frequent basis	38%	48%	60%	70%
3.2 Percentage of students who say that sustainability has been a feature of their experience	41%	50%	60%	70%
3.3 Proportion of students satisfied with social opportunities at Anglia Ruskin	66%	69%	73%	77%
3.4 Proportion of students satisfied with the Students' Union	66%	69%	72%	75%
3.5 British Universities and Colleges Sport (BUCS) ranking at end of season	75	70	65	60
3.6 Number of campus-based students registered as volunteering their time as Reps, leading a club or society or by volunteering in the community	1,747	2,330	2,920	3,500
3.7 Proportion of on-campus students belonging to societies, clubs or activity programmes	40%	43%	47%	50%
3.8 Percentage of students who agree that the feedback on their course is listened to and valued	73%	77%	81%	85%
3.9 Percentage of students who feel proud to be a member of our University	76%	79%	82%	85%



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Goal 4

We will establish Chelmsford as a nationally and internationally recognised centre for our enhanced portfolio of professionally accredited courses, growing student numbers in science, engineering, health, accounting and finance, architecture, law and medical activity. Our student population in Chelmsford will grow to match that in Cambridge by 2020.

Strategies

We will:

- Introduce innovative and attractive full-time undergraduate and postgraduate courses, delivered in imaginative ways, to complement those already in the portfolio, which will attract new students to the Chelmsford campus without splitting cohorts from other campuses.
- Expand the range of courses with Professional, Statutory and Regulatory Body (PSRB) accreditation on the Chelmsford campus.
- Develop laboratories and specialist academic facilities on the Chelmsford campus to house the proposed activities including through the Higher Education Funding Council for England (HEFCE) 'Catalyst' funding scheme.
- Establish a student social centre at the heart of the Chelmsford campus by 2017.
- Complete the investigations into the possibility of a public or private Medical School in Chelmsford for a Board decision by June 2015.
- Develop a new Chelmsford site Master Plan including sports facilities, student accommodation and IT infrastructure by June 2015.

Milestone	Baseline	Target 2015	Target 2016	Target 2017
4.1 Number of undergraduate students studying at our Chelmsford campus	5,291	5,450	5,900	6,450
4.2 Number of postgraduate taught and postgraduate research students studying at our Chelmsford campus	1,150	1,200	1,250	1,300
4.3 Number of full-time three year EU students studying at our Chelmsford campus	55	90	170	300
4.4 Number of international students studying at our Chelmsford campus	583	650	750	850

Goal 5

We will become more postgraduate as an academic community so that 20% of our on-site students will be studying at postgraduate level and we lead the sector in the provision of Professional Doctorates.

Strategies

We will:

- Increase on-campus and website visibility of research including through a series of open research seminars in each and every department.
- Increase “staying- on” rates among undergraduates by offering a range of incentives to study at Masters level and more research internships.
- Offer more part-time and distance learning based Masters degrees.
- Improve our admissions process for all potential postgraduate students and significantly increase the rate of conversion of UK applications to acceptances.
- Increase the number of Doctoral students, especially full-time PhD and Professional Doctorate students and improve Doctoral completion rates to the sector norm.
- Double our research supervisory capacity over the planning period and regularly monitor student satisfaction with the quality of supervision teams.
- Develop and implement a marketing strategy to promote the enhanced portfolio of professional doctorates.

Milestone	Baseline	Target 2015	Target 2016	Target 2017
5.1 Percentage of our on-campus students who are studying at postgraduate level	14%	16%	18%	20%
5.2 Number of students on our undergraduate research internships scheme	90	160	220	300
5.3 Total number of doctoral students	563	600	700	800
5.4 Number of core campus taught postgraduate applications	5,346	6,000	6,500	7,000
5.5 Conversion rate of core campus taught postgraduate applications	22%	30%	40%	50%
5.6 Percentage of PhD students who will complete within 4 years (full time) or 7 years (part time)	34%	45%	55%	65%
5.7 Number of professional doctorate students	140	150	200	250
5.8 Number of doctorates awarded	48	50	60	80
5.9 Number of disciplines for which PhDs awarded	10	10	12	15

Goal 6


Every academic member of staff will be involved in research in their discipline, and every Faculty and academic department will have world-leading research.

Strategies

We will:

- Develop a new Research Strategy which takes account of our Research Excellence Framework (REF) outcome and focuses on improvements in impact.
- Ensure that the Academic Workload Balance Model (AWBM) shows an annual increase in the proportion of academic time devoted to research.
- Ensure that, by 2016, there will at least one professor in each department who will lead research development.
- Where, exceptionally, a new member of academic staff is appointed without a doctorate, ensure that they register for one within their probationary period. Support them through to completion and develop a post-doctoral staff 'charter' to ensure that all staff who complete their doctorates are able to publish their findings and are supported to become established researchers.
- Make a significant number of joint appointments with NHS Trusts in medicine, health and social care so as to have leading edge professional practice informing research and teaching.
- Develop further EU research activity, increasing the number, size and quality of bids, including collaboration with our subsidiary Ixion membership of EU research-bidding consortia, ultimately increasing research income to the average of our benchmark group.
- Rationalise research groups, centres, units and institutes, retaining those likely to achieve international recognition and targeted levels of research income.
- Increase our activity in contract, collaborative and research council funded research to the average of our benchmark group.
- Undertake a feasibility study on the establishment of Anglia Ruskin University Press.

Milestone	Baseline	Target 2015	Target 2016	Target 2017
6.1 Number of bids for external research funding	200	250	300	350
6.2 Percentage of research bids which are successful	24%	26%	28%	30%
6.3 Average value of successful bids	£43,000	£50,000	£55,000	£60,000
6.4 Contract research activity	£273,000	£0.5m	£1m	£1.5m
6.5 The proportion of academic staff engaged in research	40%	60%	80%	100%
6.6 The percentage of eligible staff submitted to our annual mock REF exercises	29%	35%	45%	55%

A woman in a black business suit and pearl necklace is looking down at a surgical procedure being performed by two surgeons in blue scrubs and masks. The scene is set in an operating room with blue lighting.

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Goal 7

3,000 of our campus-based students will be from outside the EU and we will educate 20,000 students off-site.

Strategies

We will:

- Reorient the International Office and Faculties around a country-specific model with goals for each targeted country and agree and implement marketing positioning for each targeted country and region.
- Establish an agent development programme to more closely bind selected international agents to us and agree and monitor recruitment targets with them.
- Redesign our semester-long 'Study Abroad' programme for incoming International students.
- Review the range of our existing collaborative partnerships against the quality, cost and income profile for each and take appropriate action.
- Seek new collaborative partnerships to broaden the academic range of our national and international activity.
- Expand further the current portfolio of courses and grow the number of students studying by distance learning, working strategically with a limited number of partners to extend our reach.
- Expand our student accommodation to cope with increased demand from international students.

Milestone	Baseline	Target 2015	Target 2016	Target 2017
7.1 Number of international student applications	8,900	11,800	14,800	17,800
7.2 Number of campus-based students from outside the EU	2,030	2,300	2,600	3,000
7.3 Number of students studying off-campus	13,600	16,500	18,000	20,000
7.4 Number of campus-based students from within the wider EU (ref: Goal 2)	742	1000	1250	1,500
7.5 Number of incoming 'Study Abroad' students	120	200	400	600

Goal 8

We will become the UK's leading university for Degrees at Work, with 2,000 work-based learning students.

Strategies

We will:

- Develop named framework degrees for work-based learning at undergraduate and postgraduate levels in order to make it easier to meet customer needs.
- Broaden the academic range of work-based degrees to include all Faculties.
- Systematically grow the number of high profile Degrees at Work partners in the retail, construction, banking, IT and public sectors at a rate of at least one per year.
- Explore joint ventures with Ixion and such bodies as the Chambers of Commerce, the Federation of Small Business and the Royal Society of Arts to attract a wider range of employers on a wider range of courses.
- Work with our international partners to create opportunities to roll out the Degrees at Work model internationally e.g. in Singapore and Malaysia.

Milestone	Baseline	Target 2015	Target 2016	Target 2017
8.1 Number of work-based learning students	518	750	1,250	2,000

Goal 9

We will belong to a university community in which our staff are well qualified and staff satisfaction and engagement levels are in the top quartile.

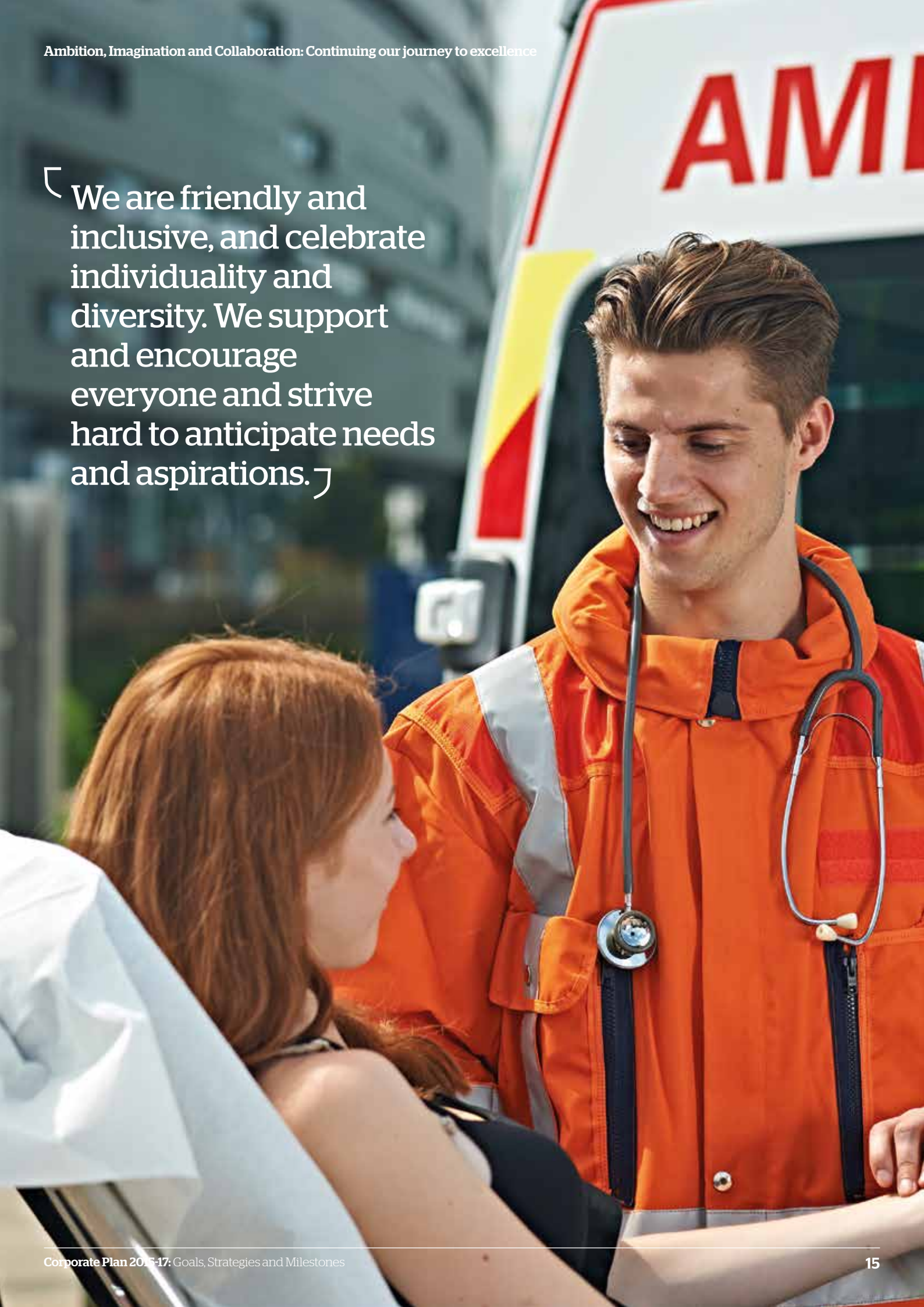
Strategies

We will:

- Update our People Strategy to ensure that it is an enabler of corporate success through our staff, taking account of the changing needs, expectations and requirements of multiple generations of employees in the future workplace.
- Invest in upgrading the academic and professional qualifications of our support staff through fee waivers, mentor programmes and allowing time to study.
- Drive up the proportion of academic staff holding doctorates through recruitment policies and supporting existing staff to obtain their doctorates.
- Increase the number of academic staff who are accredited for their teaching by the Higher Education Academy (HEA) as Senior and Principal Fellows and National Teaching Fellows.
- Establish a range of online communication channels for more effective internal communications targeted especially at early career staff.
- Enhance our feedback mechanisms and response rates related to staff satisfaction and engagement to capture data regularly and systematically through our biennial staff survey and more frequent shorter 'pulse' surveys and exit surveys and benchmark our performance with others.
- Publicly celebrate individual and team success through new and innovative recognition schemes.
- Build employee engagement and pride through university wide 'exchange' and 'explore' events to enable staff to see our new buildings and keep up to date with new activities across our campuses.

Milestone	Baseline	Target 2015	Target 2016	Target 2017
9.1 Proportion of support staff with qualifications at degree level or above	66%	68%	70%	72%
9.2 Proportion of newly recruited academics with doctorates or near to completion	75%	80%	82%	85%
9.3 Overall proportion of academic staff with doctorates	54%	60%	62%	64%
9.4 Number of Senior or Principal Fellows of the HEA	87	100	125	150
9.5 Percentage of staff who would recommend us to friends and family as a good place to work	81%	85%	N/A	90%
9.6 Percentage of staff who feel proud to work for us	85%	87%	N/A	90%
9.7 Percentage of staff who find their work satisfying	88%	89%	N/A	90%

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Goal 10

We will improve efficiency so that we can maximise investment in our academic activity - ensuring that an increasing proportion of funds is spent on academic activity each year.

Strategies

We will:

- Act on areas of spending where the Tribal Benchmarking exercise indicates that cost savings could be made.
- Give each administrative area annual efficiency targets.
- Review our quality assurance processes to look for efficiencies while maintaining an appropriate balance between risk and cost - including whether the balance between activities conducted at Faculty and institutional levels is optimal.
- Review our processes for allocating income and expenditure to ensure that they remain fit for purpose and continue to motivate the whole community to seek efficiencies and to maximise our income
- Develop a sustainability strategy reflecting our Environmental Policy, focused on reducing our energy costs.
- Ensure that, as a crucial underpinning tool to drive efficiency, the new Student Records system is completed by the end of 2015.
- Reinvest in our academic staff base to ensure that our academic staff numbers grow proportionately more than our student numbers and continue to reduce the number of Hourly Paid Lecturing staff in order to be able to make more appointments to career grade roles.

Milestone	Baseline	Target 2015	Target 2016	Target 2017
10.1 Proportion of overall staff spend on academic staff	51%	53%	55%	57%
10.2 Hourly Paid Lecturing staff as a proportion of academic staff spend	7%	5%	4.5%	4%
10.3 Carbon emissions per staff and student FTE (Kg CO2)	483	455	441	428
10.4 Reduction in carbon emissions compared with 2005/06 (tonnes CO2)	-12%	27%	30%	33%

Goal 11

Our external income will be the highest in our benchmark group.

Strategies

We will:

- Through Faculty initiatives, working with our subsidiary Ixion, and the development of the Medtech Campus and the Smart Living Accelerator grow our external earnings by 5% a year, with profitability remaining at least at 10%.
- Mainstream our not-for-profit sector development work and expand activity in this area so as to become a recognised centre of excellence.
- Support Ixion for the mutual benefit of both parties, particularly on the development of new income streams and the bid to become a Prime Contractor for government.
- Continue the development of the MedTech Campus in Chelmsford, Harlow and Southend, creating an innovation centre on each site.
- Establish a new post to ensure that we maximise income from Innovate UK.
- Maintain our position as the largest provider of Knowledge Transfer Partnerships in East Anglia.
- Use our new website to generate new business through the new Customer Relationship Management (CRM) system.
- Complete the integration of our new Continuing Professional Development processes within our Student Records system.
- Further increase our share of EU funding from outside the Horizon2020 programme.
- Increase funding from Local Enterprise Partnerships for both Ixion and Anglia Ruskin University.
- Develop an alumni strategy to engage them more and to utilise their networks in income generation and philanthropic fundraising.

Milestone	Baseline	Target 2015	Target 2016	Target 2017
11.1 External income	£11.4m	£12m	£13m	£14m
11.2 Knowledge Transfer Partnership (KTP) and KEEP funding	£960k	£1.2m	£1.5m	£2.0m
11.3 Research income from transnational, national and regional European Structural and Investment Funds	£1.1m	£1.2m	£1.4m	£1.7m
11.4 Local Enterprise Partnership (LEP) funding	N/A	£1m	£2m	£3m



┌ We are purposeful,
challenging and
curious about
our world. We are
prepared to do
things differently.
We are creative,
entrepreneurial and
bring enthusiasm to
everything we do. ┐



For more information about Anglia Ruskin University

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