



Anglia Ruskin  
University

Cambridge & Chelmsford

# Corporate Plan

2012–2014

Our driving passion for local,  
national & global success

[www.anglia.ac.uk](http://www.anglia.ac.uk)

# Welcome

Having grown in the last five years from 24,000 to around 30,000 students we are continuing work to achieve our Vision.



Our new Corporate Plan for 2012–14 builds on the stunning progress achieved through implementing our previous Plan. This success was achieved by focusing on each of our eleven key objectives which had stretching but realistic targets associated with each of them. Our new Corporate Plan continues that momentum with even further demanding targets set for the next three years. I am very grateful for all the hard work by colleagues across Anglia Ruskin University which helped us achieve this success and look forward to working with them over the next three years to accomplish the goals in the new Plan.

A handwritten signature in white ink, appearing to read 'Michael Thorne', written in a cursive style.

**Professor Michael Thorne**

Vice Chancellor

# Corporate Plan 2012–2014

Our driving passion for local, national and global success with our four core visions.

Having grown in the last five years from 24,000 to around 30,000 students we are continuing work to achieve our Vision. This will see us as a community of about 40,000 students, of which 10,000 will be postgraduates and more than 1,000 of them doctoral students.

More than half of our students will be studying part-time. 20,000 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 the 20,000 on-campus students, 4,000 will be from countries outside the EU.

Our teaching expertise will be acknowledged by our own students, evidenced by their success, and acclaimed by both professional and statutory bodies and our industrial and commercial clients. We will build further on our world-leading research and 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.



# Our Values

## A sense of belonging

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

## Academic ambition

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

## 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.

## 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.

## 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.

## Concern for the environment

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

# Our Vision

- We are passionate about the advancement of knowledge and the education of students.
- We take university education in imaginative new directions.
- We are important to the region and want to be viewed in the UK and internationally as exceptional.
- Our key contribution is to the enhancement of social, cultural and economic well-being.



# Our Goals

- 01 More than 90% of our students will succeed, be satisfied, and will recommend us to a friend.
- 02 The Destination of Leavers from Higher Education (DLHE) Survey will report that 95% of students are in work or further study six months after leaving us; our graduates' earnings will match average graduate earnings; and 7% of students will leave us to start their own businesses.
- 03 All judgements of our academic quality and reputation show continuous improvement and at least 95% of all external assessments are positive, including those of Professional, Statutory and Regulatory Bodies.
- 04 Every member of academic staff will be engaged in research or current professional practice in their academic discipline.
- 05 Our Research Institutes (The Childhood and Youth Research Institute; The Cultures of the Digital Economy; The Institute for International Management Practice; The Postgraduate Medical Institute; and The Global Sustainability Institute) will have national recognition.
- 06 More than 90% of staff will find their work satisfying, will recommend working here to friends or family, and will receive job-related training and development each year.
- 07 Students will use the Virtual Learning Environment (VLE) on a daily basis, sustainability will be a feature of their experience, and most full-time on-campus students will be involved in activity outside the academic curriculum.
- 08 To enable our academic programme to be administered and delivered affordably at home and abroad, face-to-face and online, we will maximise its efficiency through the use of student and staff friendly online systems. We shall strive to exceed national and sector benchmarks for the sustainability of our buildings and processes.
- 09 We will become a leading UK provider of Professional Doctorates, work-based learning and the Accreditation of Prior Learning.
- 10 20% of our campus-based students are from outside the EU and we educate an equal number of students both on-site and off-site.
- 11 20% of our activity worldwide will be at postgraduate level and we will award at least 50 PhDs across at least 10 disciplines each year.
- 12 The number of organisations we work with will grow by 5% a year, as will our external commercial earnings, while profitability will remain at least at 10%. We will mainstream our not for profit sector development work and expand activity in this area so as to become a recognised centre of excellence.
- 13 Establish a Business Innovation Centre (to support the growth of new businesses based on ideas emanating from both inside Anglia Ruskin University and in the broader community we serve) which we manage and for which we provide academic support.
- 14 We will investigate, and if feasible, establish a 'Med Tech Campus' in Essex, a Science Park which uses its connections with Anglia Ruskin University (particularly the Postgraduate Medical Institute) to attract local and international businesses to relocate to Essex because of the supply of high quality graduates and our related research base.
- 15 We will increase our engagement with local communities, including those associated with our international partnerships.



# GOAL 1

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More than 90% of our students will succeed, be satisfied, and will recommend us to a friend.

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## Strategies

We will:

- Ensure that our revised student charter is better communicated and that everyone adheres to its promises.
- Improve teaching: implement the new Learning, Teaching and Assessment Strategy which promotes new and flexible ways of learning, teaching and assessment in response to the widest range of learning styles and different international education systems.
- Put in place a rigorous teaching observation scheme, linked to appraisal, which entails every member of lecturing staff being observed in the classroom at least once every year.
- Ensure that we retain our Customer Service Excellence accreditation on each annual revisit.
- Implement the ARISE (Anglia Ruskin Initiative on Student Engagement) strategy to ensure that staff have a shared understanding as to what underpins an improved student experience costing almost £9000 – including what students get up to while they are here – and student expectations, for example that all classes will occur as scheduled and that they can rely on the basic mechanics of course delivery such as the publication of, and adherence to, timetables.
- Improve our 'early warning' systems: develop our own annual NSS-style survey to question each group of students (undergraduates, part-time, postgraduate, and international) not yet facing an external survey of their views and ensure that sufficient students are surveyed to make the results statistically significant; extend the use of mystery shopping on a regular basis; take determined action on student feedback; and develop more effective mechanisms to publicise the actions we have taken.
- Unambiguously clarify who is responsible for a group of students by simplifying degree course management: replace the two-tier programme and pathway system with a single tier approach; reinvigorate and redefine the role of those who lead degree courses; and ensure that adequate resource is devoted to course leadership by further reducing to below 100 the number of undergraduate degrees we offer.
- Work strategically with the Students' Union as a champion for all students and identify an individual staff champion for each group of students (undergraduates, postgraduates, international, etc) whose task is to keep track of, and identify improvements to, the experience of the relevant group.
- At their very first tutorial, ask each and every undergraduate student to identify their own degree classification goal with regard to their background and qualifications on entry (as we already do in teacher education). The student's personal tutor will then regularly review attendance and progress towards the student's own goal to help the student keep on his or her chosen track.
- Further simplify the timetabling process and continue to refocus it on student needs and ensure that the number of subsequent in-year changes is reduced to a minimum.
- Systematically address the issues highlighted by the International Student Barometer so that our performance is at least on a par with the Million+ university responses.
- Benchmark our Support Service provision against sensibly comparable national and international bodies (not just universities) in order to stimulate innovative thinking and improve customer focus.

<b>Milestones</b>	<b>Target 2012</b>	<b>Target 2013</b>	<b>Target 2014</b>
The proportion of full-time first degree students who will achieve their degree within 3 years.	83%	87%	90%
The percentage of full-time first degree students continue with us after their first year of study.	91%	92%	93%
The percentage of part-time students who continue with us after their first year of study.	87%	88%	89%
The percentage of undergraduate students who are satisfied overall with the quality of their course.	77%	84%	90%
The percentage of postgraduate students who are satisfied overall with the quality of their course.	77%	84%	90%
The percentage of international students who are satisfied overall.	86%	88%	90%
The percentage of students who will recommend us to a friend.	66%	78%	90%
Percentage of academic staff whose teaching is observed within the year.	50%	75%	100%



## GOAL 2

The Destination of Leavers from Higher Education (DLHE) Survey will report that 95% of students are in work or further study six months after leaving us; our graduates' earnings will match average graduate earnings; and 7% of students will leave us to start their own businesses.



## Strategies

We will:

- Seek students' views on their employment prospects when they begin their studies and ensure that we intervene to support them in reaching their full potential. Provide advice at the very beginning of their studies on such employability skills as digital literacy and language skills: incorporate this in their individual learning plans.
- Ensure that when we design our curriculum, thought is given to how we maximise the employability of students following it – recognising that academic staff have the greatest influence over student career choice. Change the curriculum approvals process to ensure that we check that this has happened before approving a course. Maximise the number of degree courses with external, work related, accreditation.
- Put in place an Employability Strategy which ensures that the key measure of success for our employability service is getting students into jobs, not activity with students. Monitor at course level the employment of alumni.
- Move from our current 'volunteer' arrangements to systematic engagement with all our final year students to ensure that they are equipped with the necessary job-finding skills such as interview technique.
- Build stronger and deeper links with employers to help our students get jobs and so that our students have access to any fast track recruitment routes those employers may offer.
- Improve opportunities for work experience and accrediting work experience.
- Ensure that all students are offered enterprise and entrepreneurship training, involving alumni wherever possible.
- Develop a comprehensive strategy to increase the number of students considering starting their own businesses, including through providing on-campus facilities in which students can experience running their own business, and by offering a series of competitions in which students are asked to come up with business plans for the commercialisation of their ideas.

Milestones	Target 2012	Target 2013	Target 2014
Percentage of our graduates in work or further study 6 months after leaving us.	92%	93.5%	95%
Percentage of our graduates earning at least average graduate earnings.	60%	65%	70%
Percentage of our graduates who are self-employed.	4.6%	5.8%	7%
Percentage of students who receive enterprise and entrepreneurship training.	5%	15%	25%

## GOAL 3

All judgements of our academic quality and reputation show continuous improvement and at least 95% of all external assessments are positive, including those of Professional, Statutory and Regulatory Bodies.



## Strategies

We will:

- Continue to refocus the activity of the Senate (and its standing committees) on the consideration of data.
- Ensure almost all external examiners come from universities with an international research reputation in their subject.
- Provide clear evidence of responses to external examiners' concerns.
- Anticipate and address during the development and implementation stages, quality issues which may arise from the rapid growth in our collaborative partnerships and immediately address any such concerns if they materialise.
- Take targeted steps to improve our position in league tables and our entries in university guides.
- Take steps to underpin the academic authority of those staff who are teaching by expecting staff to be research active or, for those teaching in a professional area, to require that they engage with their profession in formally agreed 'cutting edge' activity for half a day a week. This is to ensure the currency of their own professional practice and to utilise their academic expertise to lead advances in their profession.
- Move the focus of our marketing efforts from recruitment to reputation building with key reputational targets to be achieved in terms of stakeholder feedback: including a year-on-year increase in positive perception of Anglia Ruskin following an initial survey of that perception.

Milestones	Target 2012	Target 2013	Target 2014
Percentage of external examiners who draw attention to matters of concern in their annual report.	9%	7%	5%
Percentage of PSRB visits which succeed at their first attempt.	97%	98%	100%
Percentage of external examiners who come from universities with an international research reputation in their subject.	80%	85%	90%
Percentage of stakeholders who agree that we are important to the region.	92%	94%	96%
Average position across the league tables.	90th	85th	80th



# GOAL 4

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Every member of academic staff will be engaged in research or current professional practice in their academic discipline.

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## Strategies

We will:

- Continue to invest significantly in our research and scholarly activity – as much as funds allow.
- Develop a European Research Activity and Funding Strategy. Promote an increase in both the number of bids for EU funding and the proportion of those bids which are successful. Secure the appointment of sufficient academic staff as bid evaluators for EU grants that the EU Directorates General recognise us as a serious EU player.
- Work with collaborative partners to develop research hubs in different parts of the world.
- Set performance goals for each research institute, including research income and publications, aimed at each of them achieving national recognition by the end of the term of this plan.
- Work with our academic community to achieve higher levels of research activity. Launch a communications exercise to re-emphasise the broad range of research which can be undertaken, why we need to do it, and what we want out of it, and offer more training to help those not research active to get started, recognising that this can be daunting if all your recent experience is just teaching. Introduce a suitable programme of mentoring support, bid writing assistance, peer review systems and individual training packages. Set and monitor targets for outputs by actively engaging Heads of Departments in speedily changing the culture and monitor the quality and quantity of research and/or external professional activity for each member of academic staff.
- Rapidly review the workload allocation system so that everyone's commitment to research or professional practice is explicit and transparent.
- Revise the appraisal system so that, if a grading system is adopted, then to achieve a 'good' appraisal it will be necessary to provide evidence of research or agreed innovation in professional practice – thereby enabling those achieving a 'good' appraisal to use that in bids for promotion internally and externally.
- Find more time for research and scholarship by ceasing, by 2014, to offer modules with fewer than 10 students and ceasing to offer courses delivered at our Chelmsford and Cambridge campuses with fewer than 30 student registrations at all levels.
- Set much more demanding targets for the number of staff achieving doctorate awards and develop a support framework for the relevant staff so as to help achieve this, especially for those arriving here from a professional background.
- Implement a package of support for early career researchers and research students to ensure that they successfully develop their research careers.
- Implement the Research Concordat (which sets European standards for the terms of employment and career development of researchers) with a view to gaining the 'HR Excellence in Research' award which is the European badge of excellence for this – and likely to be a requirement for anyone seeking Research Council funds.
- Make sustainability a theme that runs through much of our research work.



<b>Milestones</b>	<b>Target 2012</b>	<b>Target 2013</b>	<b>Target 2014</b>
Number of bids for research funding (especially from the EU) made.	125 (25)	150 (35)	175 (50)
Percentage of research bids which are successful.	22%	24%	26%
Percentage of academic staff meeting their research output/external professional activity targets.	50%	75%	90%
Percentage of academic staff achieving a 'good' appraisal by providing evidence of research or innovation in professional practice.	75%	80%	85%
Percentage of academic staff holding doctorates.	30%	35%	40%
Applied research income (research grants and contracts plus KTP and allied programmes income).	£2.25m	£3m	£4m
Research Excellence Framework (REF): Number of units entered.	N/A	N/A	12
Research Excellence Framework: 3* and 4*-rated work entered.	N/A	N/A	35%



# GOAL 5

Our Research Institutes (The Childhood and Youth Research Institute; The Cultures of the Digital Economy; The Institute for International Management Practice; The Postgraduate Medical Institute; and The Global Sustainability Institute) will have national recognition.

## Strategies

We will:

- Complete the outstanding Director and Research Fellow appointments in the first year of this plan.
- Establish, implement and promulgate a vision for each Institute to achieve national recognition during the lifetime of the plan.
- Create and put into practice a business plan for each Institute which delivers the sought level of income, academic publications, conference activity and interactions with other organisations.
- Instigate a promotional campaign for each Institute to raise its profile internally and externally to assist engagement with academic colleagues and the wider community.
- Put into place a strategy for each Institute which positions it to submit to future Research Excellence Frameworks.

Milestones	Target 2012	Target 2013	Target 2014
Level of income achieved.	£2m	£2.5m	£3.5m
Number of academic publications.	50	75	100
Number of invited papers and paper presentations.	100	150	200
Number of memberships of international panels and peer review groups.	5	10	15
Number of visiting academics.	25	50	75



## GOAL 6

More than 90% of staff will find their work satisfying, will recommend working here to friends or family, and will receive job-related training and development each year.

### Strategies

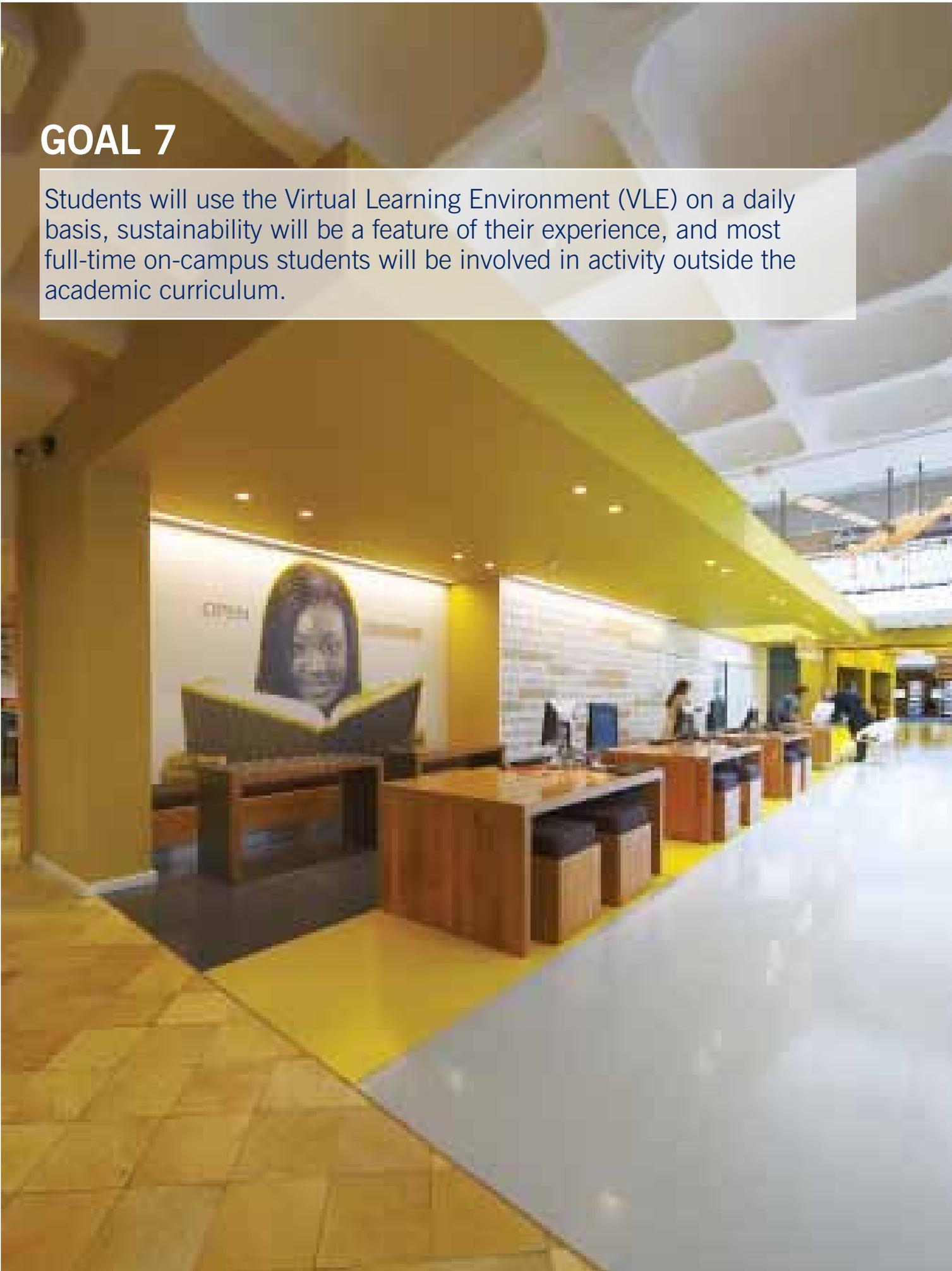
We will:

- Review and reinvigorate the appraisal system and (re) train all appraisers and appraisees. Use the revised scheme to underpin succession planning.
- Better articulate unacceptable behaviours of all forms and from all sources and improve performance management by requiring all managers and supervisors to attend appropriate training.
- Require all managers to attend a skills-oriented Change Management Workshop, which will identify good practice in communicating, managing and supporting change to ensure effective staff engagement whether the changes proposed are closely connected with their own area of work or more general changes.
- Actively promote our change agenda through line managers running local consultation events and tirelessly encouraging staff to utilise face-to-face and written opportunities to influence our developing agenda.
- Instigate widespread work-shadowing schemes and encourage colleagues to attend events which are outside their own immediate field – and monitor the level of this activity through our staff survey.
- Publicly celebrate success more often and work hard to build an even greater sense of pride in Anglia Ruskin.
- Offer more targeted staff development aligned with corporate priorities (including on such institution-wide issues as Customer Care and our 'green' agenda – particularly carbon reduction and sustainable energy initiatives) as well as vigorously promoting professional updating.
- Survey all those we interview for jobs to gain feedback on their overall experience.
- Raise awareness of 'lean' principles, appoint 'lean' champions and offer widespread training so that staff can take the lead locally in 'leaning' activity.
- Increase the overall response to the bi-annual staff survey.
- Maintain our liP status.
- Ensure that once this Corporate Plan is approved its targets are broken down into meaningful objectives at the team and individual staff level and reinforced through appraisal.

Milestones	Target 2012	Target 2013	Target 2014
Percentage of staff who recommend us to a friend or family member.	N/A	80%	N/A
Percentage of staff who find their work satisfying.	N/A	80%	N/A
Percentage of staff who engage in job-related training and development.	68%	70%	72%
Percentage of staff who have attended appraiser or appraisee training.	90%	90%	90%

## GOAL 7

Students will use the Virtual Learning Environment (VLE) on a daily basis, sustainability will be a feature of their experience, and most full-time on-campus students will be involved in activity outside the academic curriculum.



## Strategies

We will:

- Include in all our prospectuses and the relevant website sections an explicit articulation of the student's complete learning experience for each of our courses and for research students – including the role of labs, libraries, the VLE, sports, cultural activities and clubs and societies.
- Increase the student take-up of the VLE to 90% and ensure students use the VLE on a regular basis, including prior to their arrival at Anglia Ruskin. Rapidly develop and utilise the VLE to its full functionality. Ensure that the content of the VLE is of a consistently high quality so as to attract greater student usage. Ensure all academic staff receive appropriate VLE training.
- Complete and then implement our sports strategy ('Active Anglia') to promote health lifestyles and to increase sports participation across our student body.
- Increase social space for academic and non-academic activity and ensure that the new library and social space at the Cambridge campus is fully utilised.
- Set targets for the number of students in paid employment with Anglia Ruskin University thereby providing them with work experience to help them get jobs.
- Introduce electronic attendance monitoring for all students across all campuses.
- Ensure that our course offer links fully and properly with the current school curriculum and the interests of university entrants and modify our approval process to ensure that these factors are taken into account.
- Continue to develop the student induction process to ensure a smooth transition to university life no matter when or from where a student joins us.
- Broaden the reach of the 'Buddy' scheme introduced to support international students so that all new full-time undergraduate students are paired with a 'Buddy'.
- Complete the refurbishment of classrooms so that they all have our standard audio-visual infrastructure and complete the upgrading of laboratories.
- Fully implement the Reading Resources Strategy to ensure that all academic staff can support it, that students are routinely provided with up-to-date reading lists and that a wider range of our students use our library facilities including the digital library.
- Pilot a system for the online submission of assessments in all faculties. This will include a review of our assessment methodology to facilitate online marking.
- Ensure all faculties create more opportunities for students generally to interact with our own national leaders/experts in their field of endeavour as well as external experts. Ensure that we better communicate the strengths of Anglia Ruskin University to the entire community, students and staff, and thereby instil a greater sense of pride in, and of wanting to belong to, Anglia Ruskin University.
- Incorporate sustainability across the curriculum and embed generally in student life and activities. Achieve a place in the top ten of at least one environmental benchmarking scheme.

Milestones	Target 2012	Target 2013	Target 2014
Percentage of students who use the VLE regularly.	70%	80%	90%
Percentage of on-campus students engaged by working for us or participating in clubs, societies, volunteering and mentoring activities.	20%	35%	50%
Percentage of students who say that sustainability was a feature of their experience.	10%	25%	50%

## GOAL 8

To enable our academic programme to be administered and delivered affordably at home and abroad, face-to-face and online, we will maximise its efficiency through the use of student and staff friendly online systems. We shall strive to exceed national and sector benchmarks for the sustainability of our buildings and processes.



## Strategies

We will:

- Support every aspect of the student life-cycle with user-friendly online systems for all student groups wherever and whenever they study. Design all administrative systems to meet student needs. Design all systems to validate inputs as they are made.
- Change our culture to ensure the normal way of getting things done is through our online systems, ensuring specified ownership of those systems across the community. Ensure all student administration tasks are online by 2014.
- Reorganise the way in which our data is stored on our key database system SITS (a proprietary product) so that it reflects our organisation around courses rather than modules, the better to enable the rapid development of IT systems and to ensure that modifications to them can be made easily.
- Improve access to online data and management information for all at supervisory levels and above.
- Ensure that all staff can use our information systems as a reliable source of information to support their own particular work as appropriate.
- Invest substantially in IT training both to ensure that we have the necessary base level of IT capability to use all our online systems and to ensure that the users of specific online systems are adequately trained to make best use of them: Information Systems and Media Services will take the lead on this.
- Further devolve quality assurance processes to Faculties within an agreed framework wherever appropriate – ensuring that our quality assurance processes are predominantly data driven. Further clarify the role of Heads of Departments and ensure that they are empowered to lead and manage all aspects of academic quality in their own Department – within the agreed framework.
- Further review our committee structure to ensure it is sufficiently 'lean' and fit for purpose while still enabling us to progress new ideas and deal with problems collegially.
- Develop an e-procurement system.
- Exploit the full potential of the new timetabling system by ensuring high quality inputs arrive to agreed deadlines.
- Use data to inform staff and students about sustainability issues and to improve active participation in green initiatives.
- Implement all elements of our carbon reduction management plan to reduce our carbon footprint by at least 25%.
- Extend the scope of our environmental monitoring to cover all sources of carbon emissions and other impacts to fully meet needs of legislation and other regulatory and sector bodies.

Milestones	Target 2012	Target 2013	Target 2014
Student administration fully online for all students in all locations.			Achieved
Financial savings from carbon reduction and energy efficiency.	£20k	£40k	£60k

## GOAL 9

We will become a leading UK provider of Professional Doctorates, work-based learning and the Accreditation of Prior Learning.



## Strategies

We will:

- Benchmark our portfolio of Professional Doctorates against the leading academic providers in this field, including internationally.
- Require each Department to consider establishing a Professional Doctorate portfolio.
- Develop and implement a marketing strategy to promote our enhanced portfolio of Professional Doctorates to potential students and their employers.
- Ensure Heads of Department rapidly expand our portfolio of Professional Doctorates and if need be revise the Professional Doctorate regulations consistent with national practice to better address market needs, so as to increase the number of students on Professional Doctorate programmes so this is on a par with the number of full-time students on PhD programmes.
- Continue to grow our share of the provision of work-based learning by universities in the UK and EU to become the leading UK provider. Roll out the HS@W model through working with collaborative partners in other parts of the world, developing it to become self-sustaining after the HEFCE funded project finishes.
- Build up the recruitment of students given academic credit for their prior learning so that the number of such students is on a par with the number of students in one of our larger faculties.

Milestones	Target 2012	Target 2013	Target 2014
Number of Professional Doctorate students.	100	150	200
Number of work-based students (FTE).	880	1240	1500
Number of students who are admitted with academic credit for prior learning.	2,300	3,100	4,000

## GOAL 10

20% of our campus-based students are from outside the EU and we educate an equal number of students both on-site and off-site.



## Strategies

We will:

- Ensure sufficient housing to accommodate our expanding international student community and improve the quality of the existing accommodation as this is raised as an issue by students in the International Student Barometer.
- Retain our Highly Trusted Sponsor status with the UK Borders Agency.
- Improve the number of opportunities for international students to join us at different times of the year other than in September.
- Increase awareness of the role and function of, and resources available to, the International and Development Office to better assist other colleagues to develop our overseas student community.
- Double the number of students recruited through our partnership with Cambridge Ruskin International College (CRIC) and its Chelmsford counterpart over the period of this Corporate Plan.
- Expand our international collaborative partner network and ensure that we have adequate levels of activity (student numbers and net income) with each one so that we receive a full return on our investment.
- Increase the recruitment of students to franchised pathways by growing existing collaborations.
- Particularly focus growth in East Anglia at the College of West Anglia, Peterborough, Harlow and South East Essex VIth Form College as well as in London.
- Accelerate the growth in student numbers: identify new high quality, financially viable and sustainable partnerships in both the UK and in strategic international locations which will yield increased student numbers, both face-to-face and distance learning; and forge new commercial partnerships (for example, with educational publishers) to benefit from their expertise, investment and access to new markets.
- Facilitate ready access to all our online systems for all our collaborative partners.
- Ensure that in the next three years the majority of academic and support staff with clear potential to further our international ambitions at home or abroad visit a foreign country, the better to ensure that we have staff who have experienced some of the issues and problems international students face at first hand and that our links are broadened and strengthened.

Milestones	Target 2012	Target 2013	Target 2014
Number of international students.	2,200	2,700	3,200
Number of off-site and distance learning students.	8,300	9,300	10,300
Number of new students recruited to us through CRIC.	250	375	500

## GOAL 11

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20% of our activity worldwide will be at postgraduate level and we will award at least 50 PhDs across at least 10 disciplines each year.

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## Strategies

We will:

- Develop a Postgraduate Marketing Strategy. Actively market our Masters degrees to our undergraduate students and alumni. Agree and implement an e-marketing strategy especially focused on the postgraduate and international markets. Completely revamp our website and ensure that postgraduate students can readily access sections within it important to them (e.g. on research) without needing passwords.
- Ensure more undergraduate students become involved in research to encourage them to consider becoming Doctoral students – including through building on our undergraduate research taster summer-placement scheme.
- Actively market our research degrees to our Masters students.
- Increase the number of students studying PhDs/MDs and increase completion rates. Achieve a critical mass of research students with 350(FTE) PhD/MD students and 200 Professional Doctorate students.
- Continue to improve our supervisory capacity by constructing supervisory teams to enable those who have not yet had successful PhD completions to be supported through the process.
- Monitor the satisfaction levels of our research students through the national Postgraduate Research Experience Survey and ensure their concerns are met.
- Monitor supervisor performance through a series of agreed measures, including data on CPD undertaken to enhance supervisor practice.
- Ensure that there is sufficient space (meeting their specific needs) for our growing research student community in each faculty and enhance library provision targeted at the postgraduate student community.
- Improve the employability of all postgraduate students.

Milestones	Target 2012	Target 2013	Target 2014
Number of PhD students (FTE).	290	320	350
Percentage of our students who are studying at postgraduate level.	16%	18%	20%
Number of PhDs awarded.	55	60	65



## GOAL 12

The number of organisations we work with will grow by 5% a year, as will our external commercial earnings, while profitability will remain at least at 10%. We will mainstream our not for profit sector development work and expand activity in this area so as to become a recognised centre of excellence.



## Strategies

We will:

- Continue the year-on-year growth in the volume of external income by setting demanding targets for each Faculty and increasing the numbers of staff engaged in this work through recruitment and staff development.
- Develop and implement our Employer Engagement strategy and make better use of our alumni to develop new contacts who may lead us to new sources of external income.
- Maintain momentum in developing our KTP work, notwithstanding the fragility of KTP funding at the moment. Formulate a strategy to realise our ambition to become the largest provider of KTPs in East Anglia.
- Establish our own Graduate Internship Programme, which will eventually offer 100 internships a year, including within Anglia Ruskin University.
- Ensure that, by 2014, 30% of those organisations we work with each year will offer us more work on the completion of the current contract.
- Further increase our capacity to attract European funding outside the Framework Programme and to be able to offer services to organisations to help them attract European funding. Continue to grow the number of staff supporting this work as funding becomes available.
- Open up sustainable new markets based on a clear new business proposition through which we sell our students' capabilities and capacities, the combined skills of staff and students, our ideas, and our ability to attract funding in partnership.
- Buy in expertise, and then sell it on, in areas which are crucial to outside organisations but where we do not currently have sufficient expertise: for example, to meet the unprecedented demand from employers for leadership and management development.

Milestones	Target 2012	Target 2013	Target 2014
External income (excluding applied research income).	£8m	£9m	£10m
Number of companies we engage with.	1,800	2,000	2,200
Number of non-profit organisations we engage with.	100	300	600

# GOAL 13

Establish a Business Innovation Centre (to support the growth of new businesses based on ideas emanating from both inside Anglia Ruskin University and in the broader community we serve) which we manage and for which we provide academic support.

## Strategies

We will:

- Finalise the funding package either through submitting an appropriate successful ERDF application by the end of 2011 or through other partnerships. Construct the Centre and implement the business plan.

Milestones	Target 2012	Target 2013	Target 2014
Funding package established and secured.	Achieved		
Centre planned, constructed and formally opened.		Achieved	
Occupancy rate.		25%	40%
Income from collaborations.		£60k	£100k



# GOAL 14

We will investigate, and if feasible, establish a ‘Med Tech Campus’ in Essex, a Science Park which uses its connections with Anglia Ruskin University (particularly the Postgraduate Medical Institute) to attract local and international businesses to relocate to Essex because of the supply of high quality graduates and our related research base.

## Strategies

We will:

- Finalise the concept and business proposition and engage relevant external bodies to drive the initiative successfully forward.
- Agree the location, secure private sector leadership and funding and establish the initial phase of the Campus.

Milestones	Target 2012	Target 2013	Target 2014
Funding package and partnership established.	Achieved		
Site location identified and secured.	Achieved		
Business plan, campus design and initial building work commenced.		Achieved	
Innovation centre and anchor tenant building opened.			Achieved



# GOAL 15

We will increase our engagement with local communities, including those associated with our international partnerships.

## Strategies

We will:

- Work with the Students' Union to increase the number of students involved in volunteering activities.
- Ask each Faculty to consider establishing an initiative in which staff and students can contribute to the development of local or international communities following the successful model of Mission Croatia in the Faculty of Health, Social Care and Education.
- Develop and implement a Local Communities Engagement Strategy by the end of 2011 to achieve the planned level of engagement and support of the local communities.

Milestones	Target 2012	Target 2013	Target 2014
Percentage of stakeholders who would recommend us to one of their students, a family member, colleague or friend.	70%	75%	80%
Number of events which engage with our local communities (public lectures, exhibitions and performance art).	24	36	48
Number of staff and student days devoted to free events and volunteering to support local communities.	350	500	750







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