



Anglia Ruskin  
University

# **Designing our Future 2017 – 2026**

Our Strategy

# Foreword

Launched on the 25th anniversary of our achieving university status, this strategy sets out our vision, priorities and ambitions for the next ten years. It is built around three central themes: what we will do, who we will need, and the key enablers to support this.

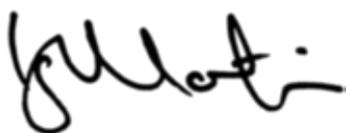
We will define our success by the positive impact we have on the lives of our students and the communities we serve. By weaving together our values, our approach to addressing challenges and prioritising those areas where we can make the greatest impact, we will create a distinctive university that is entrepreneurial in nature, strongly focused on our students and fully inclusive of all who want to study, work or partner with us.

If we are to succeed in delivering on our plans, we must prioritise. Each time we make a decision, we must have the courage to ask ourselves whether the outcome will strengthen ARU, provide strategic benefit, and make the most effective use of our resources. We need to be responsible stewards of our income and ensure that we use our resources wisely. This plan guides those decisions by outlining the strategic direction for the University.

Underpinning this strategy will be an internally-facing three-year rolling operational plan. This will set out in greater detail the choices we need to make, the actions we will undertake to deliver on our strategic aims and a set of key performance indicators to help us measure our progress.

As well as our own priorities and challenges, there is continued uncertainty in the external environment, not least those due to the UK leaving the European Union and the speed of technological advancements. Delivery of this strategy will be challenging; it will require determination to succeed, and there will be difficult choices to make. We have retained the best from our past in this strategy, building upon our entrepreneurial spirit, student focus and inclusive approach, while recognising that we must let go of some activities if we are to focus on new priorities and realise our full potential.

I look forward to working with you in delivering on this strategy which will define the future of our University.



Iain Martin  
Vice Chancellor

# Designing our Future 2017-2026

Transforming lives through innovative, inclusive and entrepreneurial education and research

Our values are core to who we are: they guide us in making the decisions that shape our future and we act in accordance with them. It is for this reason that we place them at the front of our strategy.

## Our values

### Ambition

We are determined to achieve our goals and continually strive to enhance our University for the benefit of all.

### Innovation

We will apply our collective and individual creativity to conceive and develop new ideas, implementing them for the benefit of the communities we serve.

### Courage

We are bold in taking the decisions we feel are right, even when it is difficult to do so.

### Community

We greatly value working collaboratively, supporting each other and helping everyone to achieve their potential.

### Integrity

We do what we say we will do and are fair and transparent in our decision-making and actions.

### Responsibility

We take decisions and act in a way which respects environmental, societal and economic considerations, and which best supports those who study and work with us.

## Creating a leading learning and innovation ecosystem that delivers:

### An outstanding and inclusive educational experience

Our students are at the heart of our University: their educational experience engages, challenges and empowers them to reach their full potential. Through highly innovative approaches to education, and in delivering a consistent experience across all our campuses and partners, we will become an educational leader whose benchmarked student outcomes consistently place us in the top quartile nationally.

#### To do this we will:

- systematically integrate the best of face-to-face and digital learning and teaching into all of our courses, providing an inclusive, stimulating and innovative curriculum which supports our diverse student population;
- combine data and our knowledge of individual students to personalise the student learning experience and support them to reach their full potential;
- integrate a suite of innovative additional activities which enhance our students' academic success, satisfaction and employability;
- substantially increase the number and range of degree apprenticeships we offer;
- engage with industry, public sector and other partners to increase work-based opportunities for our students for mutual benefit;
- work with students and the Students' Union to create a learning community which encourages active student learning, engagement, and ultimately success.

### Transformative research and innovation

Our research and innovation draw on the breadth of ARU strengths to develop ideas and solutions which have the potential to transform lives and communities and enrich our curriculum. Over the life of this strategy we will deliver a step change in our research capacity to maximise its impact for the communities we serve.

#### To do this we will:

- focus our investment in people, infrastructure and our research institutes in key areas of international excellence and regional need, delivering research and innovation of outstanding quality and impact;
- build and develop stronger and more productive relationships with collaborators and stakeholders, including industry, public sector and businesses in areas linked to our research strengths;
- deliver a culture and working environment in which collaborative and multi-disciplinary research and innovation thrive, careers flourish, and research leadership is strengthened;
- adjust the balance of workload between individuals, to enable our most productive researchers to focus more on research and related activities;
- identify and nurture a small number of substantial relationships with overseas universities whose values and research expertise complement ours.

### Impactful community engagement and leadership

The future success of our education and research will increasingly require strong engagement with a range of partners and communities. We will play a significant role in making a strategic contribution to the economic, social and cultural wellbeing in the cities of Cambridge and Chelmsford, and through more focused activities the wider region.

#### To do this we will:

- build stronger partnerships especially with businesses and employers and work together to solve problems, develop our curriculum and deliver graduate attributes which best reflect future societal and employment needs;
- communicate the impact of our research and education to a wider audience;
- make our social, cultural and intellectual resources more accessible to enrich our regional communities;
- value the importance of public engagement activities, aligning our resources and processes to reflect this;
- use our expertise and research to inform policy discussions and decision-making.



# Building and nurturing vibrant university communities comprising:

### Students

Our education attracts, engages, challenges and empowers students from a wide range of academic and societal backgrounds to reach their full potential. We will be inclusive and welcoming of all who want to study with us, measuring our success by their success.

#### To do this we will:

- improve depth and quality of provision, growing student numbers when this complements our ambitions and campus plans, rather than being driven solely by size;
- increase our taught and research postgraduate student communities;
- focus on academic provision at degree level and above, substantially reducing the amount of directly provided sub-degree (level 3 provision);
- work with other colleges and institutions to provide clear pathways through to our degree courses;
- continue to attract and retain international students to make up at least 15% of the total UK-based student body;
- collaborate with UK colleges and overseas educational providers where such arrangements enhance and broaden the reach of our mission, meet quality aspirations, and are financially sustainable.

### Staff

Our staff underpin the success of ARU. Building on our reputation as a good employer, we will focus on attracting, keeping and growing the very best people we can. We recognise and value the differing but equally important contributions that all groups of staff make to our university.

#### To do this we will:

- maximise our investment in academic activities by ensuring our processes and staffing structures are arranged in the most effective and efficient way;
- be more flexible with the allocation of academic workloads to enable some academic staff to spend more time on research, while others focus on teaching;
- deliver a practitioner educator role that will enhance our educational offering and support our academic staff community;
- build leadership capability at all levels in faculties and professional services, supporting and empowering our staff to make more decisions, take more responsibility and increase local accountability;
- achieve a staffing and leadership profile which reflects the diverse communities we work with and serve.

### The wider ARU community

The wider ARU community has the potential to create a university that is greater than the sum of its parts. We will nurture our wider community, drawing on the talents and networks of individuals and groups to support the delivery of this strategy.

#### To do this we will:

- build stronger links with regional schools and colleges to identify and support prospective students and be more successful in attracting them to study with us;
- create a vibrant and engaged alumni community who are proud to be part of our wider University;
- work with friends and supporters to grow our philanthropic base.



# Strengthening the underpinning operations of the University by:

## Embedding a distinctive and people-facing approach to solving challenges

We will be known for our systematic use of innovative, user-focused approaches to problem solving that balance risk and benefit.

### To do this we will:

- build on our existing expertise and reputation for entrepreneurship and innovation, further embedding these qualities into all our educational, research and operational activities;
- systematically embed and integrate the benefits of digital technology across the University, becoming known as a digital leader rather than simply being users of technology;
- put the current and future needs of those who study, work and partner with us at the forefront of the way we design our activities.

## Delivering high-quality and sustainable infrastructure

We will build and maintain the physical and digital infrastructure that enables us to sustainably and effectively support our activities across multiple campuses and partners.

### To do this we will:

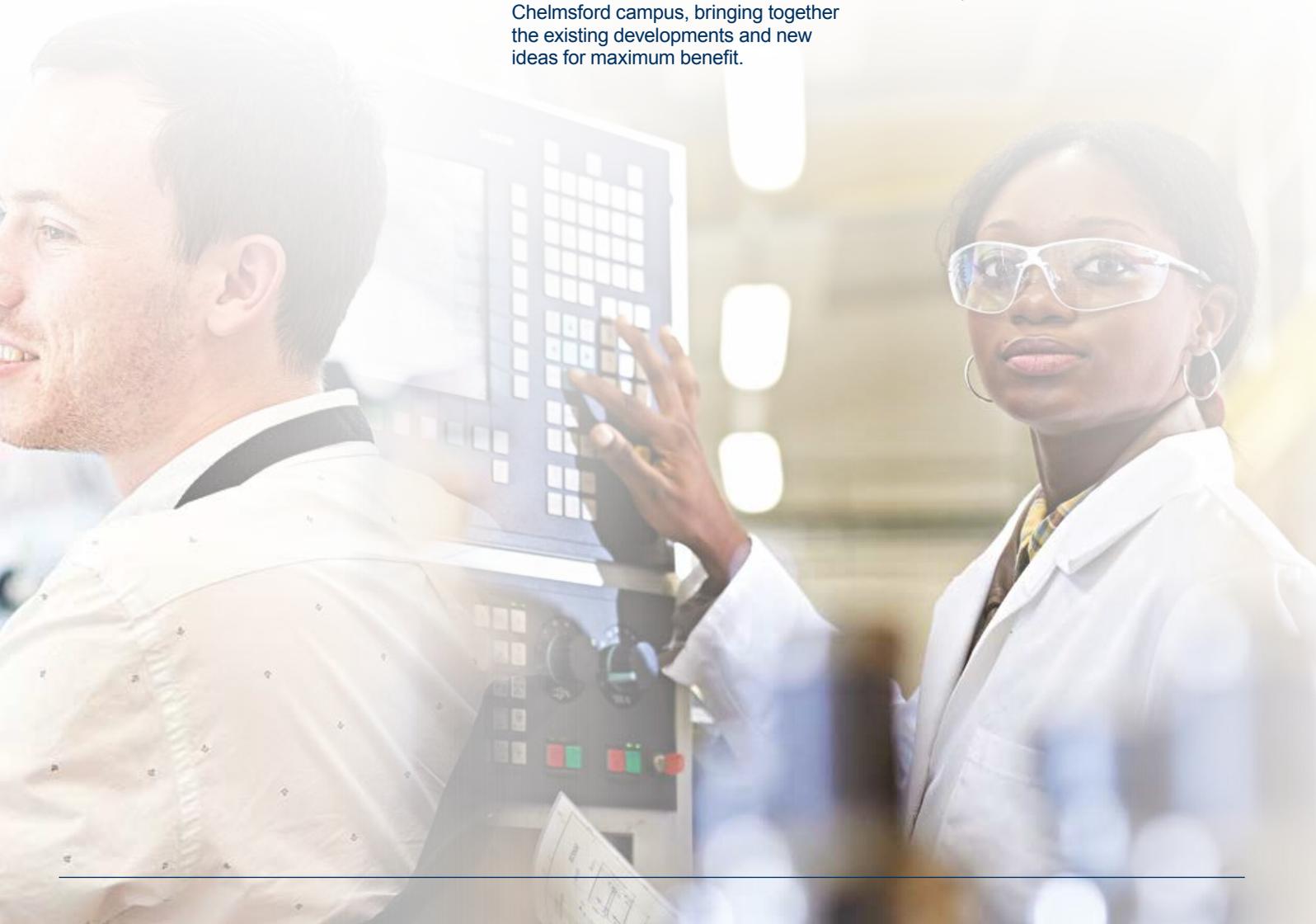
- significantly enhance our digital capability, bringing the digital campus to the forefront of our future developments to enhance our educational and research capabilities;
- deliver an infrastructure investment plan that balances this emerging digital campus with the complementary and differing needs of our physical campuses;
- integrate our systems and processes to best meet the challenges of multiple campuses, and to ensure that the connections between them and support for our activities are as effective and efficient as possible;
- deliver a new master plan for our Chelmsford campus, bringing together the existing developments and new ideas for maximum benefit.

## Ensuring the effective, efficient and sustainable use of resources

We must make the most of current resources and work consistently to grow these resources. We must be responsible stewards for our income and expenditure, ensuring that we spend wisely in alignment with our values, to support our mission.

### To do this we will:

- ensure that our processes and staffing structures are organised effectively, simply and efficiently, freeing up resources to focus more on priority area whilst ensuring that an appropriate level of quality is maintained;
- use data and evidence to identify best practice, areas for improvement, and future developments;
- ensure that we prioritise those activities and actions that will deliver the greatest impact and focus people and resources accordingly;
- avoid unnecessary duplication of activity across our multiple sites.



**Cambridge Campus**

East Road  
Cambridge  
CB1 1PT

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**Chelmsford Campus**

Bishop Hall Lane  
Chelmsford  
CM1 1SQ

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**Peterborough Campus**

Guild House  
Oundle Road  
Peterborough  
PE2 9PW

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