

Corporate Strategy

2021-26



Ravensbourne
University London

Ravensbourne Strategy Refresh

Overview

Who we are

A specialist creative university,
designed for industry.

Our mission

To develop people, ideas and innovation,
in collaboration with industry.

Our vision

We will influence the world through
creativity and technology in learning,
research and business.

We will inspire a highly diverse range
of people, valuable to and valued by
the world beyond university.

We will innovate as a resilient, agile
and future-facing organisation, to
extend our reach and relevance.



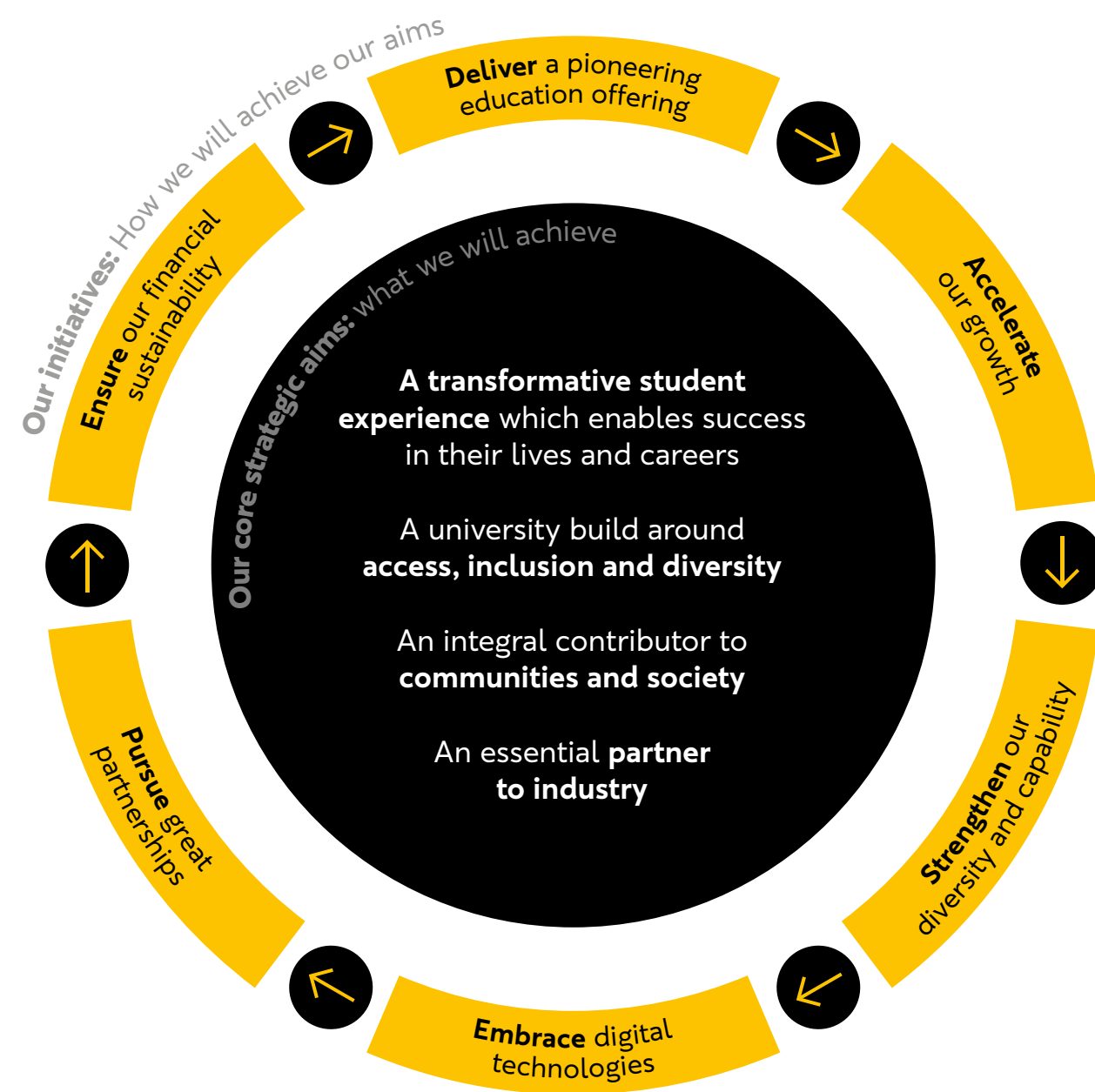
**Ravensbourne
University London**
6 Penrose Way
Greenwich Peninsula
London
SE10 OEW
United Kingdom

ravensbourne.ac.uk
hello@rave.ac.uk
+44 20 3040 3500

@RavensbourneUK
f t i

Ravensbourne Strategy Refresh

Overview





Our values

Be creative

We provide a provocative, dynamic learning environment where students are challenged to become visionary professionals of the future. Working collaboratively and purposefully, we approach our endeavours with a mind-set that is open and receptive to challenge. We empower our staff and students not just to imagine, but also to create, the future.

Be inclusive

We take pride in a culture that anticipates, supports and celebrates equality of opportunity. Reflecting the diversity of our local community, we are proactive and holistic in our approach to promoting social mobility, internationalisation, and inclusion, enabling change beyond Ravensbourne, to the socio-economic and ethnic profile of practitioners in the creative industries.

Be integrated with industry

We value a rich and sustained engagement with our industry partners. This drives our practice-based approach to learning and teaching, research and knowledge exchange. We support creative leadership and innovation through partnerships, conversations and connections with industry, and the diversity of our governing body. These reflect the professional and collaborative nature of our staff and the employability of our students.



Our behaviours

Collaborative

We will search for opportunities to share diverse thinking to achieve goals both internally and externally, recognising and celebrating the success of the team.

Socially Responsible

We cultivate an environment where everyone can flourish and where individuals are enabled to work and create to their fullest potential, celebrating the range of talents, qualities and cultures of those who form our community.

Connected

We will develop influential networks that will help us to realise our goals and to remain informed in key areas of our academic and commercial operation.

Resilient

We reflect on our practice and learn from our successes and mistakes We adopt and encourage a positive approach to meeting the challenges of working life.

Courageous

We will take brave but sound business decisions to forward the achievement of our strategy, balancing risk with opportunity.

Our core strategic aims

What we will achieve

A transformative student experience, which enables success in their lives and careers

Ravensbourne will deliver a world-class, life-changing learning experience to a diverse range of students through our holistic approach to technology-led creative design education. We will equip our graduates with the core knowledge employers and the wider economy and society seek by integrating and attuning our course content to the changing needs of our industry partners. Our students will also leave with the wider skills, mindsets and network of contacts needed to thrive in their careers and in their lives more broadly.

Our educational offerings will match the needs of different people (and those they work with) at different stages of their lives and careers. We will foster a culture of connection and collaboration with our students—and help them connect with each other—throughout their time at Ravensbourne and in their lives beyond.



A university built around access, inclusion and diversity

We will be an exemplar for social mobility, inclusion and equality of opportunity in both higher education and the creative industries, ensuring that every member of our community is able to succeed, regardless of their background.

We will ensure that:

- The pathways to a Ravensbourne education are open and accessible to all those with the potential to benefit from our offer
- We promote the culture, mindsets and structures that enable every member of our community to feel included and to flourish and succeed at Ravensbourne and beyond
- We actively work to develop our staff and student populations to reflect and embrace the diversity required for Ravensbourne to thrive



Our core strategic aims

What we will achieve

An integral contributor to our communities and wider society

We will elevate and enhance Ravensbourne's physical and digital presence locally, nationally and internationally to provide greater opportunities for positive change.

We will be:

- A source of students and graduates who are advocates for positive change and who have the necessary skills to tackle real-world problems
- A creator of research, ideas and knowledge which benefit wider society
- An active contributor to environmental sustainability
- An initiator of change in our local area, helping to develop a creative, diverse and prosperous local community.



An essential partner to industry

We will foster a collaborative and mutually beneficial relationship with our industry partners. We will continue to play our part as an essential participant in the wider creative sector, including actively strengthening our alumni network, with increasingly porous boundaries between ourselves and industry.

We will be:

- An institution with a reputation for outstanding research and knowledge exchange, helping to promote constant development and innovation in the creative industries
- A source of excellent and industry-ready graduates with the knowledge and mindsets to meet industry skill gaps, and both disrupt and advance their chosen fields
- A pioneer of innovative new course models which support continuous improvement for current stakeholders and new audiences across our partner industries



Our initiatives

How we will achieve our core strategic aims

Deliver a pioneering educational offering, unconstrained by traditional assumptions

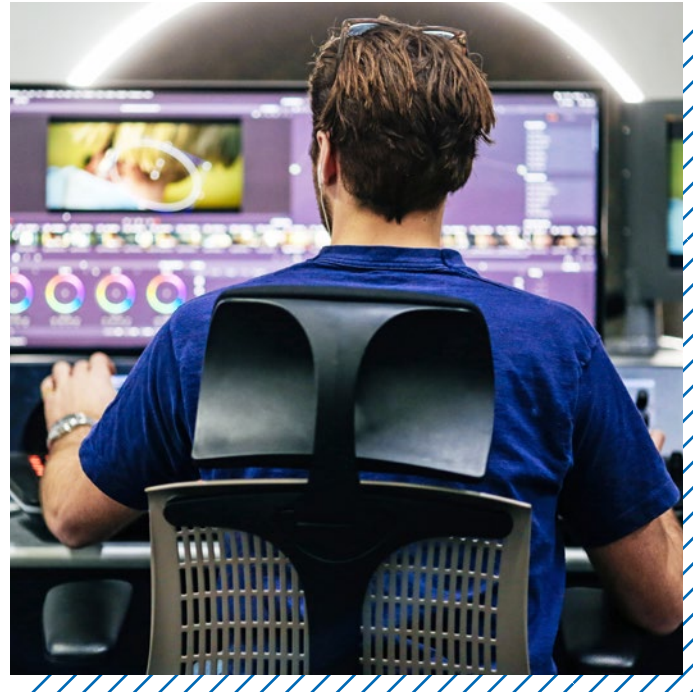
Place the student at the heart of our educational model and drive up our student satisfaction and retention performance.

Provide a flexible education through our hybrid teaching and learning approach and new offerings that has digital thinking, industry involvement and 'real work' study experiences at its centre.

Adapt our educational offer in line with changing student and industry needs and expectations, delivering an experience which is user-centred and geared towards industry employment.

Deliver our New Mindsets programme to equip students with the required digital mindset and the knowledge to thrive in a changing industry, through a focus on industry skills, coaching and career mentoring.

Harness ideas, creativity and technology and provide provocative and challenging approaches to design and media education by leveraging our research capabilities, connections with industry and the community, and existing talent within our staff and student body.



Accelerate our growth to build scale and amplify influence

Consistently grow and protect our student numbers through:

- new educational offerings
- new pathways into the university
- new markets, both locations and student types
- responding to opportunities to address and contribute to the skills agenda; and
- supporting FE students to progress through to our HE courses and similarly UG into PG.

Grow our applied research offer from its current scale.

Establish the Institute for Creativity and Technology and Expert Hubs to build our reputation for technology-led innovation and collaboration among students, researchers and industry partners.

Influence and be influenced by industry through its active involvement in our curriculum, strategic partnerships, research and knowledge exchange.

Develop and implement an international strategy to enhance our global reach and reputation among partners and students.

Deliver commercial activity that complements and advances our strategic aims.

Be open to validating, licensing and collaborating with other education providers, to expand and protect the pipeline into creative industries higher education.



Our initiatives

How we will achieve our core strategic aims

Strengthen the diversity and capability of our staff and students

Celebrate, maintain and improve the diversity profile of our staff and students, striving to reflect the diversity in our communities through our recruitment and our continued commitment to our access and participation plan and to the Race Equality Charter.

Evolve and improve our EDI policies, governance structures, training, action plans and reporting to ensure we are fostering an inclusive learning environment where all students and staff have equal opportunities to participate, grow and succeed throughout their time at Ravensbourne.

Strengthen our staff support, development and retention processes and continue to recruit staff members who will reflect and enhance our institutional culture of diversity and inclusion.

Cultivate a digital first culture among our staff and students by embracing and adopting new technology-led academic models and teaching methods.

Ensure our professional services are equipped to support the delivery of both our academic vision and an excellent student experience.

Improve our internal capability and capacity to deliver the innovation and services that will attract and retain key partners and enhance our academic profile.



Embrace digital technologies

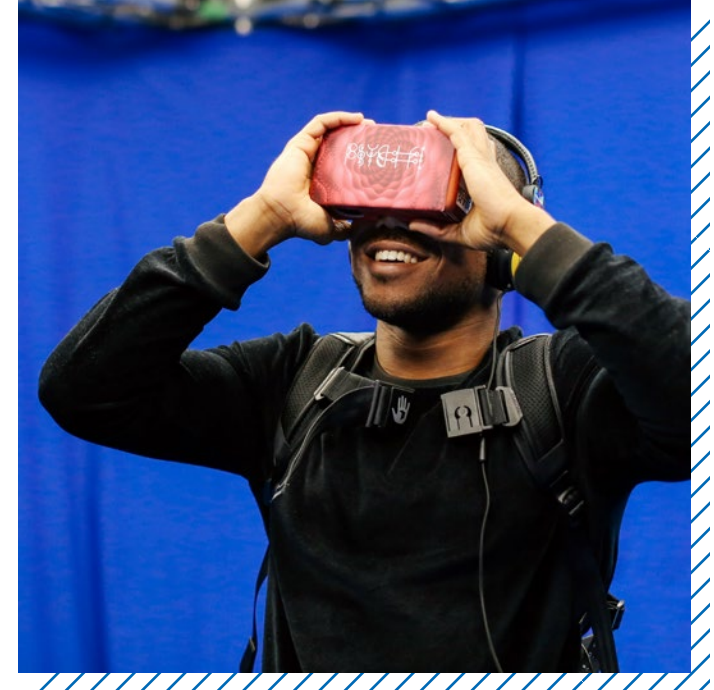
Develop our digital learning offer and continue to innovate in our course structure, including new and sustainable approaches to postgraduate and flexible learning.

Embrace and encourage the technological transformation of the creative and digital industries.

Upgrade and evolve our e-learning technology and resources to provide a best-in-class teaching and learning platform, which delivers a high-quality, consistent experience for all users.

Take a data-informed and evaluative approach to ensure:

- We continue to support our students to belong and thrive at Ravensbourne
- We operate our institution more effectively, including supporting a more sustainable and efficient use of our estate.



Our initiatives

How we will achieve our core strategic aims

Pursue great partnerships

Exploit our natural strength in industry engagement through integrated working practices with industry—whether physical or virtual—and welcome our partners' people to our institution to apply their expertise to creative projects.

Implement a partnerships strategy that secures new significant industry partners, guides our commercial activity and promotes diversity and inclusion in the creative sector more generally.

Develop our Expert Hubs to encourage a step change in networking and cross-disciplinary collaboration between students and our industry and alumni partners.



Ensure financial sustainability

Balance our finances in order to generate sufficient surplus required to fund innovation, enhanced student experience, new educational ventures and ongoing capital investment.

Increase and diversify our revenue and improve our capacity to leverage funding by working with other education institutions, industry players, private sources, sponsorship, and philanthropy.

Develop a sustainable estates strategy that supports more effective physical and reputational presence on the Greenwich Peninsula, and reflects our current and future needs, opportunities, capacity and efficiency.



**Ravensbourne
University London**
6 Penrose Way
Greenwich Peninsula
London
SE10 0EW
United Kingdom

ravensbourne.ac.uk
hello@rave.ac.uk
+44 20 3040 3500

@RavensbourneUK
f t i n

