



Reimagining Education

Strategic Plan 2023-2028

Introduction

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

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

Our journey over the past two years has been one of transformation, of reimagining what a contemporary university experience could be. Having made huge strides in reshaping our organisation, our ways of working and our educational approach, we're now entering the next stage of our evolution.

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

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

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

Purpose

Reimagining Education

Promise

A premium, transformative education, rich in global connections

Outcome

Globally minded graduates that bring purpose and passion to people and planet

As a university and as a community, our ambition is to have a positive impact on people and planet in everything we do. To this end, we're aiming to become a B Corp in 2024 and measure our continuous improvement through annual impact reports.



Strategic Focus

To deliver on our purpose and promise, our strategic focus for 2023-2028 is on three, mutually reinforcing, priorities:



Teaching
Excellence



Commercial
Focus



Cultural
Change

Teaching Excellence



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

Most of our current TEF metrics are classed as very high quality and we were awarded Silver in the TEF 2023. Now is the moment, as we implement the Regent's Model, for us all to commit to take it one step further and achieve Gold.

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

Target:
Gold TEF

Strategic Initiatives

Implement the Regent's Model

We believe students learn best, learn deepest, when they're challenged, when they're making things happen. The Regent's Model is our framework for active learning and authentic assessment, combining a subject core with a focus on industry and entrepreneurship, supplemented by Special Electives.

Year 1 ambition: Successful implementation of the model for new students, ensuring satisfaction remains high.

Develop the Regent's Academic

Reimagining education also means reimagining the role of the educator. We will define the skillset and mindset we believe are needed to deliver excellent outcomes for our students. These will underpin our approach to teaching and learning under the Regent's Model as well as how we recruit, develop and promote academics.

Year 1 ambition: Define the Regent's Academic and begin to recruit, develop and promote in relation to it.

Move the dial on Continuation

Student success is built on strong attendance, engagement, progression and completion. That's why we strive to make every class at Regent's unmissable and every course unleaveable, within a culture of wellbeing, belonging and a premium customer experience.

Year 1 ambition: Launch the retention strategy, monitor in-year losses and operationalise a framework of lead indicators.



Commercial Focus



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

The growth will be driven primarily by rising student numbers (to 3,000 on-campus, degree-seeking students) and an increasingly market-aligned portfolio of courses and partnerships. Our expanding Conferencing & Events business and Regent's School of English will also play a vital role.

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

Target:
£100m revenue

Strategic Initiatives

Instil a customer-centric mindset

Drawing on a deeper understanding of our customers, we'll put their needs and wants at the core of our decision-making and initiatives. The foundation of this is a refresh of our brand narrative, rooted in customer research and insights.

***Year 1 ambition:** Successful implementation of our refreshed brand narrative and visuals across core business areas and touchpoints.*

Grow our course portfolio

We will expand our portfolio with 10 new courses by 2024 in Technology, Sports Management, Luxury Hospitality, and Global Art Markets. We'll develop a further 3-4 new courses across our portfolio in each of the following years, including in the Health vertical, through Psychology & Psychotherapy.

***Year 1 ambition:** Launch a range of innovative new courses for September 2024 that resonate with target audiences, deliver at least 100 new enrolments and set the stage for future focused growth.*

Expand our Study Abroad and Collaborative Provision portfolio

Our burgeoning reputation for teaching excellence and customer-centricity will help grow our Study Abroad and Collaborative Provision partnerships, enabling us to take a strategic approach to choosing partners that are genuinely aligned with our brand.

***Year 1 ambition:** Refresh and reinvigorate our portfolio of existing partners. Identify strategic targets for establishing new relationships. Productise our Collaborative Provision offering.*

Grow Regent's School of English and our Conferencing & Events business

Following two record-setting seasons, we will continue to grow and develop our client base for corporate and private events. We'll also reposition our English language school in the market to help us attract more students and grow our offering, building on our recent success.

***Year 1 ambition:** Regent's School of English to generate over £1.3 million in tuition fees. Conferencing & Events business to generate £3.2 million in revenue while improving the quality of the product and service delivered across the entire estate.*



Cultural Change



Our ambition is to be a workplace and a community where people thrive and love coming to work. Monday mornings should fill all of us with excitement for what we can achieve together in the coming week.

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

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

Target:
Glint index 72

Strategic Initiatives

Improve staff engagement and belonging

Our shared strategic objective is to deliver a premium, transformative education for our students, rich in global connections. In support of this, we will build a culture where people feel inspired, have a sense of purpose, and know that they make a meaningful difference.

Year 1 ambition: Increase our staff engagement index from 65 to 68 and our net promoter score from 66% to 70%.

Leverage technology for growth, to transform our ways of working and in support of teaching excellence

We will develop technology and systems to drive improvements in our processes and ways of working, to support a premium customer experience, more efficient and effective workflows for staff, and more inspiring learning environments.

Year 1 ambition: Complete the next phases in our Salesforce and Workday implementations, improve our data capability in support of better continuation rates, design and pilot our ideal learning environment.

Grow our Continuous Improvement (CI) mindset

Our CI practitioners are continuing to challenge, review and improve how we work. We’ll empower even more colleagues through this methodology and support them with training, coaching, tools and, most importantly, trust.

Year 1 ambition: 30% of employees trained in Continuous Improvement and an increased score on ‘Regent’s continuously improves how things get done’ from 56% to 60%.

Distil ‘The Regent’s Way’

We will review the articulation of our values in The Regent’s Way to make sure they’re a simple and memorable distillation of our organisational culture.

Year 1 ambition: Distil and roll out the Regent’s Way to be embedded in recruitment and onboarding as well as regular Performance Development Reviews.



Key Performance Indicators (KPIs)

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

KPI	Actual 22-23	Target 23-24	Target 24-25	Target 25-26	Target 26-27	Target 27-28
Overall Student Satisfaction ¹	86.28%	86.62%	86.97%	87.31%	87.66%	88%
Undergraduate Continuation ²	tbc	79%	81%	83%	87%	90%
Positive Graduate Outcomes ³	85%	85%	86%	87%	87%	88%
Staff Engagement ⁴	65	68	70	71	72	72
New Enrolments ⁵	1,210	1,375	1,557	1,707	1,862	2,025
Positive Impact ⁶	N/A	80	81	82	83	84

1. Overall Student Satisfaction is measured by the OfS National Student Survey outcome as the sum of all positive responses by question, divided by the sum of all responses by question.
2. Continuation is measured as the percentage of undergraduate students who have continued their course 1 year from their initial term of enrolment. Unlike the HESA/OfS measure, it includes students who exit with a lower award, who leave early in the term and who transfer to other HE providers.
3. Our measure of Positive Graduate Outcomes (high-skilled employment, self-employment and higher-level study) derives from data collected in the Graduate Outcomes Survey, undertaken by the Higher Education Statistics Agency (HESA).
4. Staff Engagement is measured by the Glint Engagement Index through regular employee engagement surveys.
5. New Enrolments is measured as the number of new degree-seeking undergraduate and postgraduate students enrolling in autumn and spring terms.
6. We use the B Impact Assessment score (B Corp) to measure our positive impact on people and planet across five categories: governance, workers, community, environment, and customers. The numbers are subject to recalibration after we receive the score of our first B Impact Assessment.



Cultivating Possibility

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

If you were to visit Regent's in 2028, you'd understand the basis of its burgeoning reputation for teaching excellence.

You'd see fantastic teachers, brilliantly crafted content, in a curriculum model expressly designed to help graduates thrive in an unpredictable world. With students zooming in on their core areas of study but also zooming out to see the bigger picture beyond their discipline.

You'd see a much more active, tech-enabled learning environment. We believe our students learn best, learn deepest, when they're challenged, when they're active participants, when they're making things happen. They're learning by doing, working on live projects, collaborating in teams, joining the dots. Sharpening that most precious of skills: how to get things done.

You'd notice how unbelievably well-connected we've become. Our students have regular access to leading thinkers, Chief Executives, Managing Directors and Vice-Presidents from some of the world's best-known organisations across finance, technology, real estate, health, luxury, hospitality, the creative sector and more. Our Innovation Lab is a hotbed of entrepreneurial talent, and our reputation as a launchpad for creative founders continues to grow.

The look and feel of the campus itself has put Regent's in a class of its own – from the world-class welcome, through our stylish interiors and hospitality, our tech-rich learning environments and into our majestic gardens and grounds.

We've consolidated our position as the most cosmopolitan university in the UK. We're channelling this richness much more actively into the educational experience at Regent's, in the firm belief that intercultural and linguistic fluency is a cornerstone of successful, global careers.

Whilst enrolments have grown significantly, it's a more personal, customer-centric experience than ever. Everything we do now has our students at the epicentre – our best-in-class applicant journey, our welcome and on-boarding programme, our 24/7, multi-lingual health and wellbeing support, every element of our learning and teaching. It's crystal clear that we're here only to nurture the individual talents of each student and enable them to realise their full potential.

You'd see that Regent's is a workplace, a community where people thrive and love coming to work. You can see that employees feel inspired, stretched, valued. We're much more agile, more collaborative, more data-led. We're making better decisions together, drawing on better processes, getting the right expertise in the room at the right moment to rise to the challenge or opportunity of the day.

And there's a clear sense of belonging to something special, meaningful, purposeful – a 'force for good', certified in our B Corp status and captured in our continuously improving Impact Reports.

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

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