



**University of Roehampton
Strategy 2030**

Growing Potential,
Unlocking Success



**University of
Roehampton
London**

Dear Colleagues, Students, and Partners,

I am delighted to share with you the University of Roehampton's Strategy 2030, a vision that will guide our university over the coming years. This strategic plan is the culmination of extensive consultation and collaboration with staff and students, reflecting the aspirations and dedication of our entire university community.

Our mission, underpinned by over 180 years of history through our four Colleges, will continue to drive what we do: transforming lives through professionally focused education, equipping our students with the confidence, knowledge, and skills for successful careers and fulfilling lives. We are committed to improving society and the communities around us through our impactful research and the knowledge we generate.

As we look towards 2030, our vision is to be a leading university that mobilises the potential of students from all backgrounds and enhances the communities we serve. Roehampton already enables individuals from all walks of life to thrive and make meaningful contributions to society. Our university stands among the most diverse in the UK, with a student body that is more than twice as ethnically diverse as the national higher education average. We also support nearly three times the national average of students from the most deprived areas, have almost double the national rate of first-generation university students, and a higher proportion of mature students than the UK average.

We will always place student success at the heart of everything we do, treating students as partners and supporting them to flourish. For our colleagues, we will continue to empower our diverse teams to support excellent teaching and research, in an inclusive culture. For our community, we will share the benefits of our education, research, and professional practice, ensuring that we are a key partner for communities across south-west London and beyond.

Roehampton's 2030 strategy is closely aligned with our academics' expert insights on the future of their field, equipping students not only with technical skills but also with essential social, ethical, and adaptive skills. By focusing on five key areas—adaptability and lifelong learning, career-focused education, inclusivity and social

justice, technology-driven transformation, and a globally connected community—we prepare graduates to thrive in a dynamic professional landscape.

Our flexible courses and strong alumni network will support continuous learning, while our commitment to inclusivity will foster graduates who can excel professionally and contribute positively to society. By cultivating resilience and a forward-thinking approach, Roehampton aims to produce graduates who are ready to navigate a world transformed by technology and interconnectedness.

We will deliver innovative and impactful research, in strategic areas that harness the opportunities and meet the challenges facing society over the coming years, including community health, the journey to net zero and sustainable growth. Our research and knowledge creation will be collaborative, and inclusive, opening pathways to further study and broadening career opportunities for students.

Through the coming years, we will continue to expand access to higher education by growing and diversifying the courses we offer, building partnerships in the UK and globally to open new opportunities. We will invest sustainably to deliver our goals, ensuring we continue to make ourselves more resilient and environmentally sustainable.

To deliver this, we will engage with and harness the power of new technologies, including AI, to enhance the services we provide and the experience of our students. We will innovate, and proactively adapt, to ensure we continue to provide the next generation of students with the education and confidence they need to thrive in a changing world.

Our successes to date have been achieved because of the dedication and values shared by our staff, students, alumni, and friends of the University. It is this dedicated, diverse and vibrant community that makes Roehampton distinctive, and which will enable us to deliver our ambitious goals over the coming years.



Professor Jean-Noël Ezingeard
Vice-Chancellor



Our Mission

Our mission is to transform lives with career-oriented education, empowering our students with the confidence, knowledge, and skills for a rewarding career and a fulfilling life. We aim to improve society and our local communities through our research and the knowledge we develop.

Our Vision

London's leading university for unlocking the potential of students from all backgrounds and improving the communities around us, we will enable individuals to thrive and make a positive impact. As a key institution in London and beyond, we will be the preferred partner for businesses, civic society, charities and the public sector.



Our commitment to our students, colleagues and community

For over 180 years, through our Colleges, Roehampton has valued social justice and expanding education access. We aim to create an inclusive environment that respects individuality, encourages free thinking, and supports personal goals and good citizenship.

For our students we commit to:

1. Putting their success at the centre of everything we do
2. Seeing them as partners in their education
3. Helping them flourish

For our colleagues we commit to:

1. Empowering our diverse teams to achieve
2. Supporting high performance through continuing professional development
3. Making Roehampton a great place to work

For our community we commit to:

1. Sharing the benefits of our education, research, and professional practice, in South West London and beyond
2. Upholding the values of our founding Colleges
3. Striving towards net zero and ensuring we contribute positively to sustainable development principles



THEME 1

Student Education

By 2030 we will be recognised as a university of choice in London for professionally focused education for all. We will foster an environment which champions achievement and ensures that learners leave ready for successful graduate careers with the confidence, the knowledge, and the skills they need to be successful.

Our education will continue to widen access and opportunity, support lifelong learning, and encourage students from all backgrounds and nationalities to succeed.



Strategic goals

1. CAREER-FOCUSED

Inspiring education that builds our students' confidence, knowledge, and skills through learning, professional experience and networks.

2. FLEXIBLE

Versatile entry points and study patterns that open opportunities to students of all backgrounds.

3. TAILORED STUDENT SUPPORT

Data-led teaching and student support, informed by the student voice, and designed to recognise our students' individual needs.

4. CONNECTED GRADUATES

A global and engaged alumni community supported to build their networks, improve their communities, and open opportunities for our students.

5. SOCIALLY ENGAGED CURRICULA

Courses that encourage our students to engage with vital global issues, including environmental sustainability.

Actions to deliver goals

✔ **Prioritise skills that drive graduate success:** Equip our students with the skills valued by employers, through growing the proportion of students on accredited qualifications, work placements and study abroad programmes.

✔ **Invest in flexible learning:** Deliver courses that enable students to study in a more flexible way, in different patterns and with more entry points across our portfolio. This will recognise our students' wider commitments, support progression, and open opportunities for new communities of students to study with us through their lives.

✔ **Develop our student analytics and fast intervention capabilities:** Build further data insight and rapid response capabilities at module and course level, to enable us to meet the educational and wider support needs of our learners.

✔ **Bring alumni and career support closer:** Build new connections and collaborative activities between our global graduate community and current students, fostering personal and professional development opportunities, and inspiring our learners to succeed.

✔ **Colleagues equipped to innovate, collaborate and succeed:** Provide support, and professional development opportunities that enable our staff to fulfil our mission and realise their potential. Implement measures to foster a more inclusive environment that enables innovation in learning, teaching and student support.

Measuring success

Our success will be measured through the lens of student satisfaction and student outcomes and will be benchmarked against national metrics.





THEME 2

Research and Engagement



By 2030, we will have consolidated our position as the best modern university in London for research and its impact, recognised nationally and internationally for excellence. We will be a vital anchor institution in London and beyond, supporting and increasing opportunity for businesses, third sector partners, and communities.

Delivering positive economic, societal and environmental impact will be at the heart of what we do. Our research will drive our educational mission, enabling students and alumni worldwide to achieve their goals.

Strategic goals

1. INNOVATIVE RESEARCH PRIORITIES

Recognised for excellent research focused on addressing health inequalities; environmental sustainability and regeneration; inclusive growth; and creative exchanges.

2. IMPACT-FOCUSED RESEARCH

Providing solutions to our society's urgent needs and challenges, increasing commercial opportunities, and enriching our local communities.

3. PARTNERSHIP-DRIVEN CULTURE

A University recognised for excellent relationships with business, charities, and civic organisations, through which our shared knowledge supports communities.

4. GROWING STUDENT OPPORTUNITIES

An environment in which our student community are collaborators in research: opening pathways to further study and broadening career opportunities for them, including with our partners.

Actions to deliver goals

To achieve these strategic goals, we will:

- ✔ **Support centres of innovation and excellence:** Focus our investment on strategic research themes to promote interdisciplinary excellence, collaboration and impact, and ensure sustainable growth of our research cultures
- ✔ **Drive ambition:** Prioritise large scale, collaborative and strategically focused bids, and diversify income through commercialisation, including consultancy, development and training activity, and the use of specialist facilities.
- ✔ **Incentivise impact:** Incentivise and recognise partnership-building, knowledge exchange, and intellectual property commercialisation.
- ✔ **Foster talent and expertise:** Ensure our recruitment and professional development strategy focuses on rewarding excellence in research and knowledge exchange, promoting new career pathways, both internally and externally, and empowering research leaders, in an inclusive environment.
- ✔ **Engage students in research and knowledge exchange:** Develop programmes, projects and partnerships that engage our student community, facilitating their progression into postgraduate research programmes, and creating opportunities for them to contribute to research activity whilst improving career prospects.

Measuring success

Our success will be measured through our performance in the national assessment exercises (REF, KEF) and the success and experience of our PGR community.





THEME 3

Sustainable Investment

By 2030 the University will have grown in mission-aligned areas that create new opportunities for students from all backgrounds, throughout their lives.

Continued investment will allow us to take advantage of future opportunities that benefit students, staff, and local communities. We will operate efficiently, using technology to improve processes and considering environmental sustainability. We will have an inspiring work and study environment.



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Strategic goals

1. DIVERSE PORTFOLIO AND ACTIVITIES

Grow and diversify our courses and activities, to enhance our resilience.

2. SUSTAINABLE ACTIVITIES

Deliver in an environmentally and financially sustainable manner, to ensure our resources are directed to fulfilling our mission.

3. RESILIENT ORGANISATION

Digital and physical infrastructure that is resilient, in an organisation with the financial capacity to support our growth and investment for the future.



Actions to deliver goals

To realise these strategic goals, we will:

- ✔ **Expand the diversity of our portfolio:** Offer a diverse range of engaging courses, in the UK and in a wide range of countries overseas, including creating new apprenticeships, vocational provision, CPD and new education offerings as they emerge, on campus and through our global partners.
- ✔ **Grow online education:** Introduce online courses that inspire, to grow our brand and expand opportunities for students all over the world to gain a Roehampton education.
- ✔ **Grow alumni and fundraising:** Foster a culture of alumni giving and fundraising, to fund activities that support the next generation of students.
- ✔ **Invest sustainably in infrastructure:** Grow investment in our digital resources and estate to support our students and colleagues and reduce our energy consumption and wider environmental impacts, supporting national efforts to transition to net zero.
- ✔ **Innovate in teaching and research delivery:** Gradually transform our academic delivery models to a sustainable model of high-quality teaching and research, including through innovative use of technology, and partnerships in the UK and abroad.
- ✔ **Innovative support services:** We will alter our business model where possible to harness service innovation, technology, and shared services while simultaneously maintaining or improving service quality.

Measuring success

Our success will be measured through financial sustainability and income diversity metrics, with a broader sustainability focus and through various staff engagement initiatives.



