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# CORPORATE PLAN 2009-2011

*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.

# OUR VALUES

*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.



# VICE CHANCELLOR'S INTRODUCTION

*“We have now embarked on the task of making our Vision a reality by focussing on each of these eleven key objectives.*

*As we work to achieve each of them, this Corporate Plan sets out a number of intermediate goals (‘milestones’) for each of the next three years.”*

**Our exciting and ambitious new Vision was agreed in December 2007:**

**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.**

**Specifically, we are working to ensure that:**

1. 9 out of 10 students would recommend us to a friend.
2. Each Faculty's teaching receives public endorsement of its quality overall and is recognised as a UK leader in one or more of its disciplines.
3. Each Faculty hosts one or more international standard research centres.
4. 25% of our activity is at postgraduate level and we award at least 50 PhDs across at least 10 disciplines each year.
5. We educate an equal number of students off-site and on-site, through remote delivery partnerships at home and abroad, and distance learning.
6. Anglia Ruskin at Cambridge and Anglia Ruskin at Chelmsford are known as magnets for overseas students and 20% of our UK campus-based students are from outside the EU.
7. Every student may study entrepreneurship and 10% of our students choose self employment when they leave us.
8. Every year, we help at least 2,000 organisations with Knowledge Exchange in particular, through a range of on-campus business incubator facilities.
9. We are recognised for successful innovation in the way in which services are provided and for imaginative new learning environments.
10. We are champions of employer and community engagement.
11. We readily attract talented staff and prepare everyone to achieve our goals through continuing staff development.

When we have successfully implemented our Vision, Anglia Ruskin University will be a community of about 40,000 students, of whom 10,000 will be postgraduates. We will have at least 550 research students. 20,000 students will study on our major UK sites while the remainder will study off-site through distance learning pathways and at remote campuses in both the UK and overseas. Of the 20,000 on-campus students 4,000 will be from overseas countries outside the EU. The majority of our students will be studying part-time.

We have now embarked on the task of making that Vision a reality by focussing on each of these eleven key objectives. As we work to achieve each of them, this Corporate Plan sets out a number of intermediate goals (‘milestones’) for each of the next three years. For each key objective we summarise our starting position and then list a number of strategies which we shall employ to achieve the given objectives. Our aim has been to set targets which are stretching but realistic.



**Professor Michael Thorne**  
Vice Chancellor  
December 2008

# OBJECTIVE 1

*9 out of 10 students  
would recommend  
us to a friend.*

## Strategies

### We will:

Make explicit our determination that each student shall succeed on their chosen pathway.

Ensure our Student Charter makes clear what students can expect from us and what we expect of them and that it is reviewed and updated regularly.

Ensure our curriculum takes into account the changes in school syllabuses and new qualifications as they are introduced.

Develop our customer service by achieving formal public recognition through Customer Service Excellence (formerly Charter Mark) accreditation.

Develop new and more flexible ways of learning, teaching and assessment which respond to the widest possible range of learning styles.

Take action in response to student feedback, particularly in relation to the organisation and management of our learning and teaching, and publicise our responses to student feedback in a variety of ways.

Ensure that our curriculum is well managed and that internal processes are online wherever possible.

Review our SES and module evaluation instruments to see if they can be developed to assess student satisfaction and identify underlying issues and problem areas more clearly across the widest range of our taught student population.

Create opportunities for our students to interact with individuals who are regarded as national leaders in their field of endeavour.

Require staff to attend the highly acclaimed Excellence: Serving You Right! (Customer Service) workshops which we provide as part of their staff development.

## Milestones

### By December 2009:

85% of staff will have undertaken customer service training.

We will remain in the top quartile of student satisfaction in the annual International Student Barometer Survey.

According to the 2009 NSS 70% of our final year undergraduates will be satisfied with the quality of their pathway.

We will have achieved a SES score of 78% for students who would recommend us to a friend.

### By December 2010:

We will have achieved Customer Service Excellence accreditation.

We will remain in the top quartile of student satisfaction in the annual International Student Barometer Survey.

According to the 2010 NSS 75% of our final year undergraduates will be satisfied with the quality of their pathway.

We will have achieved an SES score of 79% for students who would recommend us to a friend.

### By December 2011:

We will remain in the top quartile of student satisfaction in the annual International Student Barometer Survey.

According to the 2011 NSS 80% of our final year undergraduates will be satisfied with the quality of their pathway.

We will have achieved an SES score of 80% for students who would recommend us to a friend.



# OBJECTIVE 2

*Each Faculty's teaching receives public endorsement of its quality overall and is recognised as a UK leader in one or more of its disciplines.*

## Strategies

### We will:

Implement a new process for the periodic review of our academic pathways to places greater emphasis on the enhancement of our learning and teaching activities.

Recruit a majority of external examiners from universities with an international research reputation in the subject.

Make the system of module evaluation by taught students more robust and systematic and manage a more rigorous response to the issues raised.

Implement data systems to facilitate the monitoring of student progress and make more use of internally produced management information specifically designed to measure student success by Faculty and overall as an institution.

Focus on key points in the undergraduate lifecycle when students are especially at risk of not continuing with their

studies e.g. during the induction period, the subsequent six weeks of teaching and when students go off-campus into practice placements related to their pathway.

Re-define the role of the Head of Department, to place greater focus on academic leadership and management of the academic standards and quality of the pathways for which they have responsibility. This will be backed up by a specific development programme for Heads of Departments.

Communicate our success stories to interested parties such as secondary schools, colleges, employers and the media.

Introduce refreshed and more focussed processes for academic appraisal and peer observation of teaching which highlight the enhancement of learning and teaching.

Ensure each Faculty identifies one or more disciplines in which it wishes to be recognised as a UK leader.

## Milestones

### By December 2009:

We will improve undergraduate student retention to exceed our external benchmark figures by an additional 2%.

95% of PSRB visits will succeed at the first visit.

40% of our external examiners will come from universities with an international research reputation in the subject.

No more than 5% of our external examiners will draw matters of concern to our attention in their annual report.

90% of our academic staff will participate in appraisal and peer observation of learning and teaching .

80% of students will participate in module evaluation, of whom 75% will express satisfaction with the quality of their learning and teaching experience for those modules.

Each Faculty will have identified at least one discipline for which it wishes to be recognised as being a UK leader.

### By December 2010:

We will improve undergraduate student retention to exceed our external benchmark figures by an additional 3%.

97% of PSRB visits will succeed at the first visit.

50% of our external examiners will come from universities with an international research reputation in the subject.

No more than 3% of our external examiners will draw matters of concern to our attention in their annual reports.

95% of our academic staff will participate in appraisal and peer observation of learning and teaching.

85% of students will participate in module evaluation, of whom 78% will express satisfaction with the quality of their learning and teaching experience for those modules.

Each Faculty will develop and promote at least one discipline for which it wishes to be recognised as a UK leader.

### By December 2011:

We will improve undergraduate student retention to exceed our external benchmark figures by an additional 4%.

98% of PSRB visits will succeed at the first visit.

A majority of external examiners will come from universities with an international research reputation in the subject.

No more than 3% of our external examiners will draw matters of concern to our attention in their annual reports.

100% of our academic staff will participate in appraisal and peer observation of learning and teaching.

90% of students will participate in module evaluation, of whom 80% will express satisfaction with the quality of the learning and teaching experience for those modules.

Each Faculty will have at least one discipline which is recognised as being a UK leader.

# OBJECTIVE 3

*Each Faculty hosts one or more international standard research centres.*



## Strategies

### We will:

Invest £1m in the implementation of the Research and Scholarship Strategy (a major use of which will be the pump priming of a limited number of interdisciplinary research institutes).

Evolve our staff recruitment strategy and the "Expectations of Academic Staff at Anglia Ruskin University" policy document to underpin the commitment to grow our scholarly output in both volume and overall quality.

Promote an increase in both the number of bids for EU funding and the proportion of those bids which are successful through securing the appointment of significant numbers of our existing

academic staff as evaluators for EU Directorates General project bids.

Develop our research institutes, in line with regional priorities and developments where there are existing funding streams to support us.

Set performance goals for each research institute, including research income and publications and embed research and scholarship targets in annual appraisal objectives for individual members of academic staff.

Find more time for research and scholarship by ceasing to offer modules with less than 10 students and ceasing to offer pathways delivered at our Chelmsford and Cambridge campuses with less than 30 student registrations at all levels.

## Milestones

### By December 2009:

We will have established three new research institutes and set performance goals for each of them.

At least 15% of our staff will be internationally recognised as research active.

Our external research income will be £1.2m, £100,000 of which will be from the EU.

We will have made 125 bids for research funding support in the previous 12 months, 25 of them to the EU.

20% of our bids will be successful.

Our total annual refereed publications will exceed 100.

### By December 2010:

We will have established a further three new research institutes and set performance goals for each of them.

At least 18% of our staff will be internationally recognised as research active.

Our external research income will be £1.5m, £250,000 of which will be from the EU.

We will have made 175 bids for research funding support in the previous 12 months, 50 of them to the EU.

22% of our bids will be successful.

Our total annual refereed publications will exceed 120.

### By December 2011:

At least 20% of our staff will be internationally recognised as research active.

Our external research income will be £2.0m, £500,000 of which will be from the EU.

We will have made 250 bids for research funding support in the previous 12 months, 75 of them to the EU.

25% of our bids will be successful.

Our total annual refereed publications will exceed 150.

# OBJECTIVE 4

*25% of activity is at postgraduate level  
and we award at least 50 PhDs across  
at least 10 disciplines each year.*

## Strategies

### We will:

- Develop and implement a Research and Scholarship Strategy.
- Increase the number of students studying research degrees, including professional doctorates, and increase research degree completion rates.
- Identify 10 disciplines on which to focus expansion of our research student community.
- Build the research community to 200 full-time and 350 part-time research students.
- Create an external network of research supervisors to enhance our capacity, using the model adopted by the Open University.

Build internal research supervisory capacity to 35% of academic staff by encouraging staff to register for research degrees (both professional doctorates and PhD programmes) and through the recruitment of new staff.

Broaden the range of taught Masters pathways available in each Faculty.

Market our Masters degrees to our undergraduate students and alumni.

Market our research degrees to our Masters students.

## Milestones

### By December 2009:

- 18% of our students will study taught postgraduate pathways.
- We will have identified 10 disciplines on which to focus the expansion of our research student community.
- We will have 100 full-time research students and 250 part-time research students, with at least 10 students in each of our 10 chosen disciplines.
- 30% of academic staff will be qualified to act as research degree supervisors.

### By December 2010:

- 22% of our students will study taught postgraduate pathways.
- We will have 150 full-time research students and 300 part-time research students, with at least 20 students in each of our 10 chosen disciplines.
- 33% of academic staff will be qualified to act as research degree supervisors.

### By December 2011:

- 25% of our students will study taught postgraduate pathways.
- We will have 200 full-time research students and 350 part-time research students, with at least 30 students in each of our 10 chosen disciplines.
- 35% of academic staff will be qualified to act as research degree supervisors.



# OBJECTIVE 5

*We educate an equal number of students off-site and on-site, through remote delivery partnerships at home and abroad, and distance learning.*

## Strategies

### We will:

Work with existing collaborative partners to increase recruitment of students to franchised pathways and explore opportunities for introducing new academic pathways with those partners.

Identify new, high quality partnerships in both the UK and strategic international locations which will yield increased student numbers that are financially viable and sustainable.

Forge commercial partnerships (for example, with educational publishers) to provide expertise, investment and access to new markets in order to accelerate growth in student numbers.

Use the HEFCE funding awarded for the Higher Skills@ Work project to develop close relationships with employers, and specifically to identify a limited number of large scale partnerships, to facilitate growth in the number of employees who can study our degrees and diplomas in their workplace.

Turn our activity in the accreditation of prior learning into a major component of our work, resulting in very significant student numbers equal in size to one of our larger Faculties.

Ensure that the necessary information systems infrastructure is put in place.

## Milestones

### By December 2009 we aim to achieve the following:

21,000 students on-site.

4,500 students off-site.

500 distance learning students.

### By December 2010 we aim to achieve the following:

21,500 students on-site.

5,500 students off-site.

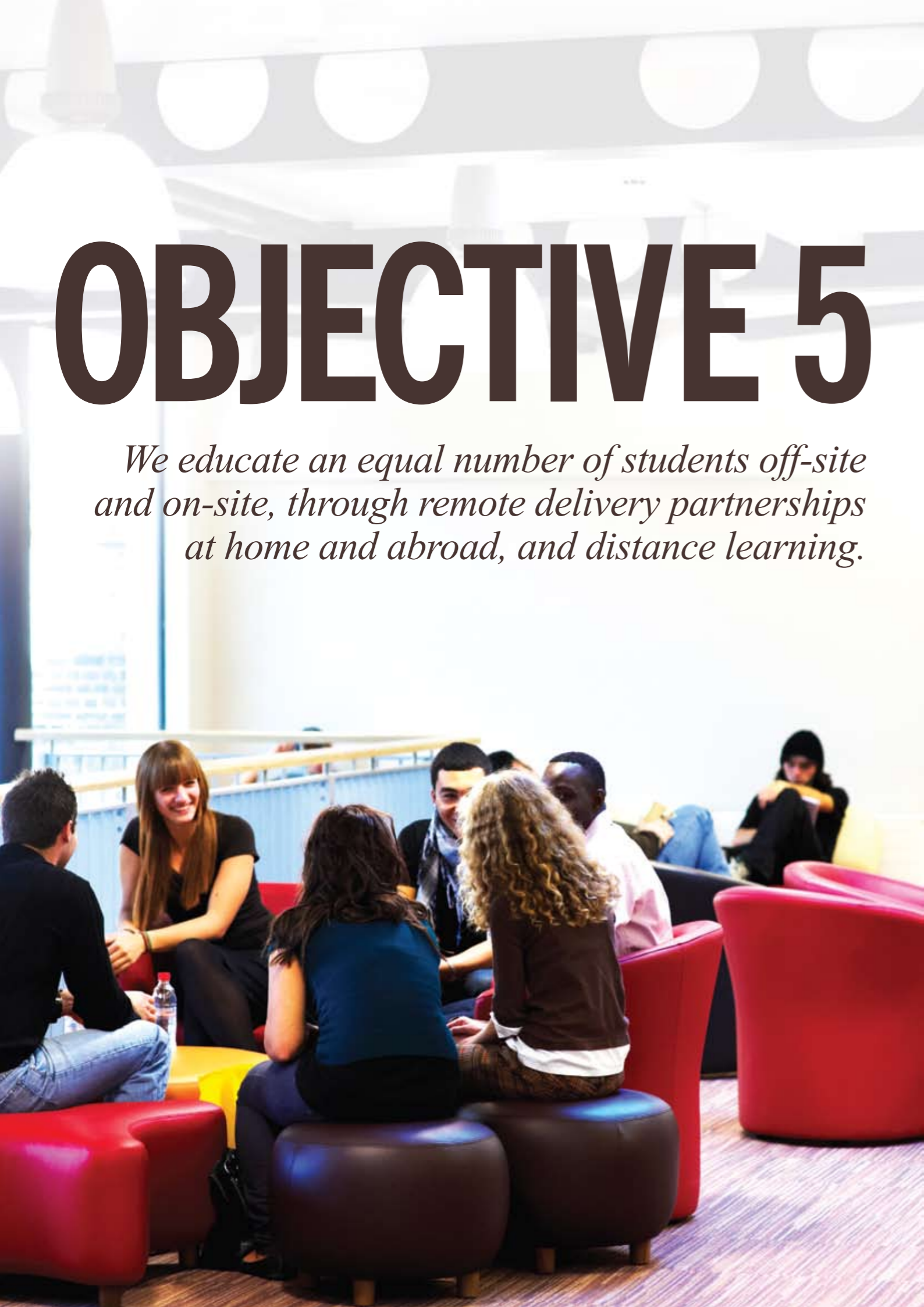
1,000 distance learning students.

### By December 2011 we aim to achieve the following:

21,500 students on-site.

6,500 students off-site.

2,000 distance learning students.



# OBJECTIVE 6

*Anglia Ruskin at Cambridge and Anglia Ruskin at Chelmsford are known as magnets for overseas students and 20% of our UK campus-based students are from outside the EU.*



## Strategies

### We will:

Use market intelligence to create undergraduate and postgraduate pathways across all Faculties which are attractive to the international marketplace, especially focussing on taught Masters pathways.

Expand our credit recognition activities to maximise the number of overseas students who can use academic credit achieved in their home country to enter the appropriate level of study to complete an Anglia Ruskin degree in the UK.

Establish a recognised brand to position us in the International marketplace building on our locations in Cambridge and Chelmsford.

Develop our global alumni networks.

Establish a refocussed International Office staffed to recruit increased student numbers, including students from English Language Schools.

Put in place agent networks and a local regional office infrastructure in key markets (e.g. China, India and Pakistan).

Build more student residences.

Internationalise our curriculum offer where relevant.

Review our enquiry management systems and establish admissions systems specifically designed to turn around overseas students' applications within two working days.

Build on our successful relationship with CRIC.

## Milestones

### By December 2009 we will have:

850 overseas students.

4% of UK campus-based students from outside the EU.

### By December 2010 we will have:

1,300 overseas students.

6% of UK campus-based students from outside the EU.

### By December 2011 we will have:

2,100 overseas students.

10% of UK campus-based students from outside the EU.

# OBJECTIVE 7

*Every student may study entrepreneurship and 10% of our students choose self-employment when they leave us.*



## Strategies

### We will:

Offer all students the opportunity to study a module in entrepreneurship.

Encourage, where appropriate, an entrepreneurship module to be available in undergraduate degree pathways.

Establish a 'hot hatch' to allow those students interested in starting their own businesses to have an early experience of operating in a business environment with support available.

Publicise existing success stories of alumni who have started their own businesses and invite such graduates back as guest lecturers.

Create an environment which enables students in all Faculties, if they wish, to become aware of the benefits and pitfalls concerned with starting their own business.

## Milestones

### By December 2009:

The Ashcroft International Business School will offer a module in Enterprise and Entrepreneurship to all undergraduates who wish to take such a module.

The Ashcroft International Business School will deliver a series of lectures, seminars and workshops in Enterprise and Entrepreneurship to 200 students.

The Ashcroft International Business School will offer an extra mural business start-up programme to all undergraduates.

5% of our full-time undergraduates will choose self-employment when they leave us.

We will have established a hot hatch facility.

### By December 2010:

The Enterprise and Entrepreneurship module will be offered as a mandatory core module in all Ashcroft International Business School undergraduate pathways.

The Enterprise and Entrepreneurship module will be offered as an optional accredited Certificate for all other undergraduates, attracting 750 students each year to undertake the module.

6% of our full-time undergraduates will choose self-employment when they leave us.

### By December 2011:

The Enterprise and Entrepreneurship module will be offered as an optional accredited Certificate for all other students, attracting 1,000 students each year to undertake the module.

10% of our full-time undergraduates will choose self-employment when they leave us.

# OBJECTIVE 8

*Every year, we help at least 2,000 organisations with Knowledge Exchange in particular, through a range of on-campus business incubator facilities.*



## Strategies

### We will:

Increase our number of active KTPs and related programmes to make us one of the leading KTP delivery centres in England.

Draw on the expertise and resources in Ixion Holdings to develop a strategy for small business support in all of our UK locations.

Decide on the number, nature and locations of the BICs which we wish to establish and put together funding packages to progress these initiatives.

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.

## Milestones

### By December 2009:

Our external income will exceed £6.5m (excluding research grants and contracts).

We will engage annually with 1,250 companies.

We will have 15 KTPs.

### By December 2010:

Our external income will exceed £7m (excluding research grants and contracts).

We will have established at least one BIC.

We will engage annually with 1,500 companies.

We will have 18 KTPs.

### By December 2011:

Our external income will exceed £7.5m (excluding research grants and contracts).

We will have established a second BIC.

We will engage annually with 1,750 companies.

We will have 21 KTPs.

# OBJECTIVE 9

*We are recognised for successful innovation in the way in which services are provided and for imaginative new learning environments.*

## Strategies

### We will:

Seek and act on regular feedback from student and staff users of each of our Support Services and pursue Customer Service Excellence accreditation.

Implement the Information Systems Strategy. This strategy includes *inter alia* a programme of projects related to e-administration designed to ensure that all students on all pathways at all locations benefit from an integrated online student administration system.

Promote the fullest possible adoption of online systems across the institution.

Install the new VLE and produce a strategy for institution-wide adoption on a significantly increased scale.

Build lecture theatres at both campuses and refurbish the Cambridge campus.

Invest in new timetabling software and promote greater collaboration between all groups of staff involved in the timetabling process.

Benchmark our Support Service provision against national and international comparators in order to stimulate innovative thinking and improve customer focus.

Design and implement strategies specifically to reduce our environmental impact and to improve our energy efficiency focussing on staff and student engagement, detailed energy monitoring and clear communications.

## Milestones

### By December 2009 we will:

Be piloting the new VLE environment.

Be on target with the first phase of the Cambridge re-development including new lecture theatres for the Cambridge campus.

Have established streamlined timetabling processes and have identified and purchased new timetabling software.

Have created and embedded a formal Environmental Management System that will achieve certification to the ISO 14001 standard.

Have created a strategic plan for energy efficiency improvements and carbon reduction across our estate, and ensured that our annual strategic planning discussion with Faculties and Support Services incorporates this agenda.

### By December 2010 we will:

We will have an institution-wide online student administration system, available to on- and off-site students.

The VLE environment will be available to all staff and students and regularly used by 3,000 students.

The new timetabling software system will be implemented successfully.

We will have achieved the Customer Service Excellence award for the whole institution.

The first phase of the Cambridge re-development will have been completed and new lecture theatres built in Chelmsford.

### By December 2011:

Students will consistently rate our online student administration system as excellent.

6,000 students will be regular users of our VLE.

With regard to sustainability, national benchmarking will show us to have exceptional staff and student engagement and to have been outstandingly successful in energy saving.

# OBJECTIVE 10

*We are champions of employer and community engagement.*



## Strategies

### We will:

Become recognised as a leading organisation in Cambridge, Essex and more widely across East Anglia as evidenced through appropriately targeted population surveys.

Establish the Higher Skills@Work team, funded by the HEFCE SDF bid, dedicated to addressing the needs of employers in relation to accreditation and delivery of workbased degree level study.

Work with Ixion Holdings to increase our employer engagement activities.

Continue to expand our employer mentoring scheme and involvement in employer recruitment fairs.

Actively promote and publicise our successes in employer and community engagement and contribute our expertise to influencing public debate and emerging policy.

Encourage and support as many staff and students as possible to represent and promote us positively at external events and ensure that our media strategy incorporates local communities wherever possible.

Promote student volunteering and the formation of sports partnerships, and increase student placements in local organisations.

## Milestones

### By December 2009:

We will have an additional 250 students studying in the workplace.

We will have organised 30 community engagement events in the previous 12 months.

94% of our undergraduates will be in work or further study six months after leaving us.

### By December 2010:

We will have an additional 500 students studying in the workplace.

We will have organised 40 community events in the previous 12 months.

95% of our undergraduates will be in work or further study six months after leaving us.

### By December 2011:

We will have an additional 1,000 students studying in the workplace.

We will have organised 50 community events in the previous 12 months.

96% of our undergraduates will be in work or further study six months after leaving us.

# OBJECTIVE 11

*We readily attract talented staff and prepare everyone to achieve our goals through continuing staff development.*



## Strategies

### We will:

Implement the newly agreed HR Strategy.

Ensure our employment packages are attractive, sustainable and competitive in the marketplace and consider how we can help existing and potential employees to value fully the total reward package, including the benefits of the final salary pension schemes.

Continue to offer opportunities and support mechanisms to enable staff to gain higher qualifications.

Review our probationary and appraisal schemes to ensure that they are aligned with our Vision and Values with the aim of simplifying systems where possible. Make explicit the link between the appraisal processes and identification of staff development needs.

Work on developing our own colleagues so that they have the skills and capabilities necessary for appointments in difficult-to-fill areas, including through a structured graduate training programme.

Continue to offer sabbaticals and secondments as a means of personal and career development.

Extend the Leadership and Management Development programme to middle managers.

Actively promote staff and institutional success.

Actively promote the engagement of every single member of staff in our change agenda.

Implement new arrangements for succession planning for Deans/PVCs, Directors of Support Services and Heads of Departments, including skills development for future role-holders.

Focus on empowering individuals to deal with issues within their remit.

## Milestones

### By December 2009 we will:

Fill 90% of vacancies at the first attempt.

Ensure that 70% of academic staff have attended at least one development event dealing with sector-wide issues during the year.

Support CMT through a Leadership and Management Development programme.

### By December 2010 we will:

Fill 95% of vacancies at the first attempt.

Support 40 middle managers through a Leadership and Management Development programme.

Have established a graduate trainee scheme for support staff.

Establish e-recruitment so that 95% of vacancies are filled through online application.

Ensure that 80% of academic staff have attended at least one development event dealing with sector-wide issues during the year.

### By December 2011 we will:

Ensure that all academic staff have attended at least one development event dealing with sector-wide issues during the year.

Have recruited the first cohort of support staff onto a graduate trainee programme.

Establish e-recruitment so all vacancies are filled through online application.