

**OUR AMBITION IS TO SHAPE
THE CREATIVE LEADERS OF THE
FUTURE, PROMOTING IN THEM
AN INSTINCT FOR INNOVATION
THAT IS CULTIVATED FROM
COLLABORATIVE CREATIVITY.**

Technology is integral to Ravensbourne's DNA. As the only independent higher education institution with a longstanding specialism in Design, Media, Communication and Technology, and exceptional links with the dynamic creative industries we serve, our purpose is to:

_ Transform the lives of our diverse student population, through a unique specialist educational experience which combines an imaginative blend of tools, practices and techniques.

_ Harness creative talent by delivering the skills that enable people to flourish as innovative, self-sustaining practitioners.

_ Bridge gaps and move with agility between industry and education.

_ Link research with real-world application as a world-leader in the creative exploitation of emerging technologies in order to deliver sustainable, positive, social and economic change.

AIM_1

Academic Excellence

To deliver academic excellence in the learning, teaching, research and knowledge exchange of design, media, communication and technology through the development of new educational models for HE and industry.

1_ To secure Taught Degree Awarding Powers and University Title.

2_ To develop innovative approaches to learning and teaching for our vocational and industry-relevant courses in the creative disciplines, including work-based learning and apprenticeships.

3_ To continue to assure and enhance the standards and quality of our provision to achieve academic excellence in delivery.

4_ To ensure we have enhanced and efficient learning support services, to support all our students and maintain our strong social mobility profile.

5_ To extend opportunities to an increased number of students, supporting the learning journey of between 2,500 to 2,700 students by 2018.

6_ To build an applied research and knowledge exchange culture that drives change, prioritises industry collaboration and underpins learning and teaching.

7_ To create a world-leading environment that allows us and our partners to exploit interconnectivity and collaboration between industry and practice-based research and teaching and business.

8_ To remain at the forefront of the creative exploitation of digital technology.

AIM_2

Valuing Staff

To invest in and value our staff, and ensure the development of our organisational capability.

1_ To ensure that Ravensbourne's reward and recognition structure is competitive within the higher education sector and that our offer to students is supported with appropriate staffing capability.

2_ To ensure HR processes support the effective recruitment, growth, well-being and leadership-development for our staff in academic, practitioner and professional fields.

3_ To review academic planning and resource allocation systems so that we make best use of our financial and staffing assets.

4_ To continue working towards the achievement of a diverse workforce so that it mirrors the diversity of our student community.

5_ To continue to be an attractive employer for well-established as well as emerging practitioners and professionals who are leaders in their fields, whether they come from the UK or abroad.

6_ To ensure Ravensbourne is an ethical organisation, enabling us to go beyond compliance by 2018.

7_ To ensure that the staff voice continues to play an active part in the implementation of our strategy and the evolution of our institution.

8_ To ensure that the Strategy is fully embedded in operational, business and academic planning.

9_ To respond with agility and inventiveness to policy and funding changes and opportunities in our specialist industries, and ensure our innovation work is sustainable, affordable and realisable.

AIM_3

Student Experience

To enable access to a distinctive and inclusive ‘Ravensbourne’ student environment and experience.

1_ To ensure we have the resources, space and teaching model to deliver our distinctive portfolio of courses and teaching styles.

2_ To continue to enable our students to participate in a professional practice and industry environment, and ensure they are equipped with cutting-edge skills to succeed in a professional creative working life.

3_ To ensure our students are partners and co-creators in Ravensbourne’s academic activity and governance and to continue to develop and enhance mechanisms that enable effective response to student feedback.

4_ To expand our current model of student peer-to-peer mentoring and collaboration.

5_ To enhance the student experience by creating a sense of belonging; developing an environment that allows the opportunity for both collaborative and independent study, innovative development and social interaction.

6_ To enable Ravensbourne’s graduates to become tomorrow’s entrepreneurs, working with our local community to identify opportunities in Greenwich.

7_ To develop our post-digital/hybrid cross-disciplinary portfolio, enabling connection to and cultivation of emerging job markets.

8_ To enhance a culture of progression – from foundation to undergraduate level and on to postgraduate study and incubation for graduate start-ups and alumni.

AIM_4

Partnership

To forge and maintain dynamic relationships with our UK and international partners in industry, in higher education, and in the cultural sector and with the locality and our alumni.

1_ To undertake, in conjunction with our staff and our existing and potential partners, a fundamental and cross-departmental review of all our partnerships, the objective of which is to develop a more strategic, professional and pro-active approach to the development, due diligence and management of our partnerships.

2_ To strengthen our external facing functions, enabling us to maximise opportunities around partnerships, commercial activity, marketing, public relations, fundraising and alumni, careers and industry liaison.

3_ To be recognised as a national and international leader in creative industries education and training, strengthening our reputation for short courses and consultancy, and delivering new generations of highly-skilled employees for our specialist industry sectors.

4_ To work with our locality and local authorities, securing effective partnerships with corporations, SMEs, Greenwich Borough Council, and the London LEP.

5_ To connect our staff and students to innovators, professionals and practitioners at the cutting edge.

**Ravensbourne's activities are
founded on 3 core 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 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. These reflect the professional and collaborative nature of our staff and the employability of our students.

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 profile of practitioners in the creative industries.

FUTURES IN THE MAKING

RAVENSBORNE

STRATEGIC PLAN 2015–2018