



## The University

Richmond is a unique and pioneering institution, global in outlook and in practice, diverse and cosmopolitan in its cultures. A leading private not-for-profit institution we are accredited in the United States by the Middle States Commission on Higher Education and registered with the Office for Students in the UK, with taught degree awarding powers. We award both UK and US degrees and bring together the best of British and American higher education. We are a successful institution with a long history of innovation and excellence and with growing enrolments, high academic standards, and award-winning student support. We are the only US university where all degrees are UK awards; we are the only UK university where all undergraduate degrees are taught in an accredited liberal arts framework.

The University has been offering degrees in liberal arts and business studies accredited by the Middle States Commission on Higher Education since the 1980s and in 2018 became the first American university to be granted Taught Degree Awarding Powers. Richmond is a private-not-for-profit [501(c)3] university, registered in the state of Delaware. Operating in London since 1972, the University is true to its vision of being a leading liberal arts university, and to delivering its mission to educate and inform future generations by providing them with the knowledge and support to think critically, the freedom to challenge assumptions and the skills to work with others.

Our new Strategic Plan, 2021-2026 provides a strategy for institutional growth and development as the institution advance toward our 50<sup>th</sup> year, and it develops the exciting partnership with China Education Group. Building on foundations of academic excellence and high-quality student support, the new Strategic Plan will deliver key development and performance to the benefit of our students and to advance our operations.

Phil Deans, President and Vice Chancellor

## **Our vision, mission and values**

### **VISION**

To be a leading liberal arts university.

### **MISSION**

Our mission is to educate and inform future generations by providing them with the knowledge and support to think critically, the freedom to challenge assumptions and the skills to work with others.

### **VALUES**

The University is committed to:

1. Building an academic partnership in which students and staff work together in pursuit of knowledge.
2. Providing the best of US and UK higher education by offering the breadth of the liberal arts with the focus of single subject degrees. We will remain accredited in both the US and the UK to award degree in both the US and the UK.
3. Creating an environment of academic enquiry and challenge, where students are encouraged to engage, work with and participate in a vibrant academic community where interdisciplinary teaching and learning is key to the curriculum.
4. Ensuring dedicated student support so that all students can meet their academic and personal challenges no matter their background or educational need.
5. Fostering a culture of responsibility, so that students engage with the world around them to take on responsibilities while at University and pursue roles that seek to make a positive contribution after graduation.
6. Recognising diversity in our population and in ways of thinking, teaching and considering the world. Richmond is committed to living by the motto of 'Unity in Diversity' – we aspire to understand, accept and celebrate what makes us different from each other.
7. Supporting academic research and professional engagement, for its value in innovation and creativity and to inform best practices in teaching and learning.

# The Strategic Plan 2021-2026

To deliver our vision of being a leading liberal arts university and our mission to educate and inform future generations by providing them with the knowledge and support to think critically, the freedom to challenge assumptions and the skills to work with others, Richmond the American International University in London has agreed its core aims and objectives for the next five years. These aims and objectives arise directly from our shared values, and the Strategic Plan 2021-2026 aligns this with the commercial and regulatory environment within which we operate.

By the conclusion of the Strategic Plan the University shall:

- Be an institution with a growing national and international reputation for excellence in international liberal arts education;
- Educate and support a diverse student body of around 2,000 students studying for degrees and on accredited short programmes;
- Operate efficiently and effectively with a turnover of approximately £23m generating a sustainable surplus for reinvestment.

The focus of the University will be on undergraduate liberal arts provision, with an enhanced offer of taught masters degrees. The University will provide opportunities for international education through its curriculum and through developing study abroad programmes and visiting partnerships with other institutions, with a focus on North America and East Asia. Opportunities to develop professional education will be explored, and the work of the University will be underpinned by a clear research mission on the themes of equality, diversity, and inclusion.

The Strategic Plan is organised into two cognate areas with clear links and synergies: Our Students, and Our Operations. These, in turn, are supported by a series of Delivery Plans designed to provide clear and measurable targets and goals, and a set of defined Major Projects required to deliver the Strategic Plan.

# The Strategic Plan 2021-2026: Our Students

Students are at the heart of the University. Our Student Strategy has the following core goals:

1. To develop and implement a clear pedagogical stance and create and maintain high quality academic programmes which are attractive to prospective students, cost effective to run, and which add value.
2. To supports academic research and professional engagement for its value in innovation and creativity and to inform best practices in teaching and learning.
3. To deliver co-curricular and extracurricular activities to support the growth and development of students.
4. To encourage and support students to pursue roles that seek to make a positive contribution after graduation.
5. To maintain a relationship with our students that extends well beyond their graduation and for our graduates to be lifelong members of the university community and ambassadors for our values.
6. To ensure that the students we recruit and enrol understand our offer and have the academic, social and financial ability to complete our programmes.
7. To ensure we admit students who are able to complete their programme of study, and offer support and assistance to students facing academic, personal and financial challenges.
8. To deliver access to international learning, and international diversity across the University's curriculum, pedagogy, and research and in the student body, staff and faculty

## The Strategic Plan 2021-2026: Our Students – Table of Contents

### SDP1 **The Academic Plan**

#### A. *The Learning and Teaching Plan*

Education is the core purpose of the University. The delivery of education effectively and efficiently in line with the vision, mission and values is essential to develop and implement a clear pedagogical stance, create and maintain high quality academic programmes which are attractive to prospective students, cost effective to run, and which add value.

#### B. *The Research and Professional Engagement Plan*

The University supports academic research and professional engagement for its value in innovation and creativity and to inform best practices in teaching and learning. Research is not intended to be a significant area of income generation, but to enhance and improve the students experience in the classroom

and in co-curricula and extra curricula activities, and to provide an avenue for the personal and professional development of faculty. Over the period 2021-2026 the University will develop a national and international profile as an institution known for producing high quality research and professional engagement on the themes of equality, diversity, and inclusion.

## **SDP2 The Student Experience Plan**

The student is at the core of the vision, mission and values of the University. Co-curricula and extracurricular activities, and support for the growth and development of students is key to delivering the University's vision and mission.

### *A. The Student Employability Plan*

One of our values is to encourage and support students to pursue roles that seek to make a positive contribution after graduation, which includes providing students with the knowledge and skills to find employment. We nonetheless we seek to educate rather than to train our students, and that education extends to co- and extra-curricula activities.

### *B. The Alumni Plan*

Our vision, mission and values expect our relationship with our students to extend well beyond their graduation and for our graduates to be lifelong members of the university community and ambassadors for our values. The Alumni Plan is designed to provide ways for our graduates to remain in contact, and is specifically and deliberately separate from, but parallel to, any role of alumni in fundraising and development.

## **SDP3 The Student Delivery Plan**

### *A. Admissions, Scholarships & Portfolio Development Plan*

To deliver its vision, mission and values the University must ensure that the students we recruit and enrol understand our offer and have the academic, social and financial ability to complete our programmes. Scholarships will be targeted on the basis of the delivery of our values and in a way that is financially sustainable. To attract students, we must provide degree programmes, academic courses, and other parts of our offer meet the demands and needs of students, are cost effective, and satisfy regulatory requirements on quality and standards.

B. *Marketing, Recruitment and Public Relations Plan*

The University is dependent on student tuition for growth and sustainability, for the delivery of its core business as well as its vision mission and values. Upholding and enhancing academic standards and delivering a diverse student body equipped for the challenges of higher education are fundamental to the University. Promoting the University, its work and its achievement to a wider audience aligns with our mission and vision and demonstrates of the public benefit we provide.

C. *Student Retention, Progression and Completion Plan*

Ensuring students complete their programmes of study in a timely manner is both an ethical, regulatory and financial imperative. The University shall ensure it admits students who are able to complete their programme of study, and offer support and assistance to students facing academic, personal and financial challenges. The primary focus shall be on undergraduate degree seekers, but retention and progression work shall also be carried out to review postgraduate, study abroad, visiting and other students.

**SDP4 International and Partnership Plan**

International education, access to international learning, and diversity is core to the vision mission and values of the University. This includes the student body, staff and faculty, and the University's curriculum, pedagogy, and research. As such the International and Partnership Plan goes beyond a simple consideration of the recruitment of international students, or 'international' options on the curriculum but seeks to promote a culture of thinking and behaviour. The development of Partnerships is a key element of this Plan, but has specific and distinct elements, and is included here as a subset.

# The Strategic Plan, 2021-2026: Our Operations

The University requires efficient and effective operational capacity to deliver its vision, mission and values. Our operational strategy has the following core goals:

1. To relocate to a new single site campus which will provide improved learning opportunities, and greater value for money.
2. To improve and enhance information technology to support both as well as core management and professional service functions.
3. To provide and support a diverse workforce that is carefully recruited, properly supported and trained, and appropriately remunerated.
4. Ensure students have access to timely, accurate and focused financial services, and that readily available and easily understood financial information is available to staff, faculty and stakeholders.
5. To raise funds through donations, charitable giving and other activities to deliver the vision, mission and values.
6. To provide a public benefit that is identifiable and outweighs any detriment in its delivery.
7. To promote and celebrate equality, diversity and inclusion as a good in and of themselves, as a value of the university, and as a means to improve the student, staff and faculty experience and to improve business performance.
8. To improve management and governance at all levels, introduce a comprehensive framework for institutional assessment, and to maintain the dual accreditation of the University; and to maintain and pursue recognition by relevant Professional, Statutory and Regulatory Bodies (PSRB).
9. To develop and conclude Major Projects to enhance operations.

## The Strategic Plan 2021-2026: Our Operations – Table of Contents

### ODP1 Infrastructure

#### A. *Estates and Facilities Plan 2021-26*

This Plan will be developed and delivered following the relocation of the University to its new premises in 2021. The relocation process is addressed as Major Project.

#### B. *IT Plan*

Information technology is a key infrastructure for the delivery of the vision, mission and values. This plan provides for the improvement and enhancement of existing activities to support students facing activities, including learning and teaching, as well as core management and professional service functions.

C. *HR Plan*

The University workforce both generates and delivers the institutional vision, mission and values. To do this the workforce must be carefully recruited, properly supported and trained, and appropriately remunerated. Its diversity should be respected and celebrated.

ODP2 *Fund Raising and Development Plan*

To deliver its vision, mission and values the University seeks to raise funds through donations, charitable giving and other activities.

ODP3 *Public Benefit Strategy*

The University shall provide a benefit that is identifiable and outweighs any detriment in its delivery and that the benefit is to the public in general. It shall do this through teaching, research and initiatives within local, national and international communities.

## Major Projects

The University has identified the following as key projects required to deliver the Strategic Plan. Each has a designated Project Manager on the University Board, clear reporting and frameworks and governance guidelines, and a set of defined of defined outcomes and completion timelines.

- MP1 Campus Relocation Project
- MP2 Student Record System Replacement Project
- MP3 Faculty Progression, Promotion and Workload
- MP4 University Title and TDAP Project
- MP5 Planning, Regulation and Institution Assessment Project
- MP6 Governance Project
- MP7 Trimester Proposal
- MP8 Finance Department Project
- MP9 Digital Project
- MP10 Richmond International College-CEG Validation Project

## Monitoring Frameworks

Monitoring Frameworks shall be established to ensure that areas which cut cross organisational and departmental units are addressed in a comprehensive and holistic way.

- MF1 Equality, Diversity and Inclusion Framework
- MF2 Environment and Sustainability Framework
- MF3 Retention Monitoring Framework