



Ravensbourne
University London

Corporate Strategy

2025–2030



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From creative specialist to an engine room for the industries of **the future.**

We took on a changing world

Following the cataclysmic impact of the Coronavirus pandemic, we took stock of the seismic shifts happening around us. Increasing globalisation, technological advances, global warming, unprecedented challenges in our sector. And an industry landscape in which the creative, technology and business sectors had become inextricably interwoven – leaving employers in need of people with skills that straddled all three. We knew exactly how to respond.

We've always been agile

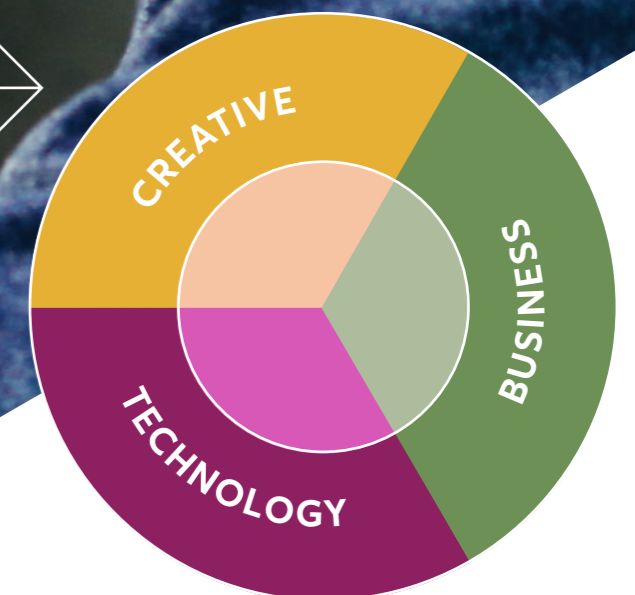
We constantly adapt our teaching based on what employers tell us they need, and our students work alongside world-leading brands like Barclays and Apple from day one, learning to respond to the changing demands of their future workplace. We used that innate agility, and a heritage that already blended creative and digital, to challenge the very conventions of traditional university models.

We've built a truly collaborative cross- disciplinary curriculum

To our renowned creative curriculum, we've added new business and technology courses and facilities, along with new ways of learning that encourage collaboration across the three disciplines. Our students work together in state-of-the-art facilities like our in-house creative agency, Creative Lab, or our multi-million-pound Centre of Excellence in Emerging Technology (CEET).

They also regularly attend work placements that build the transferable skills that industry need.

Ravensbourne
University London
is in the midst of a
metamorphosis.



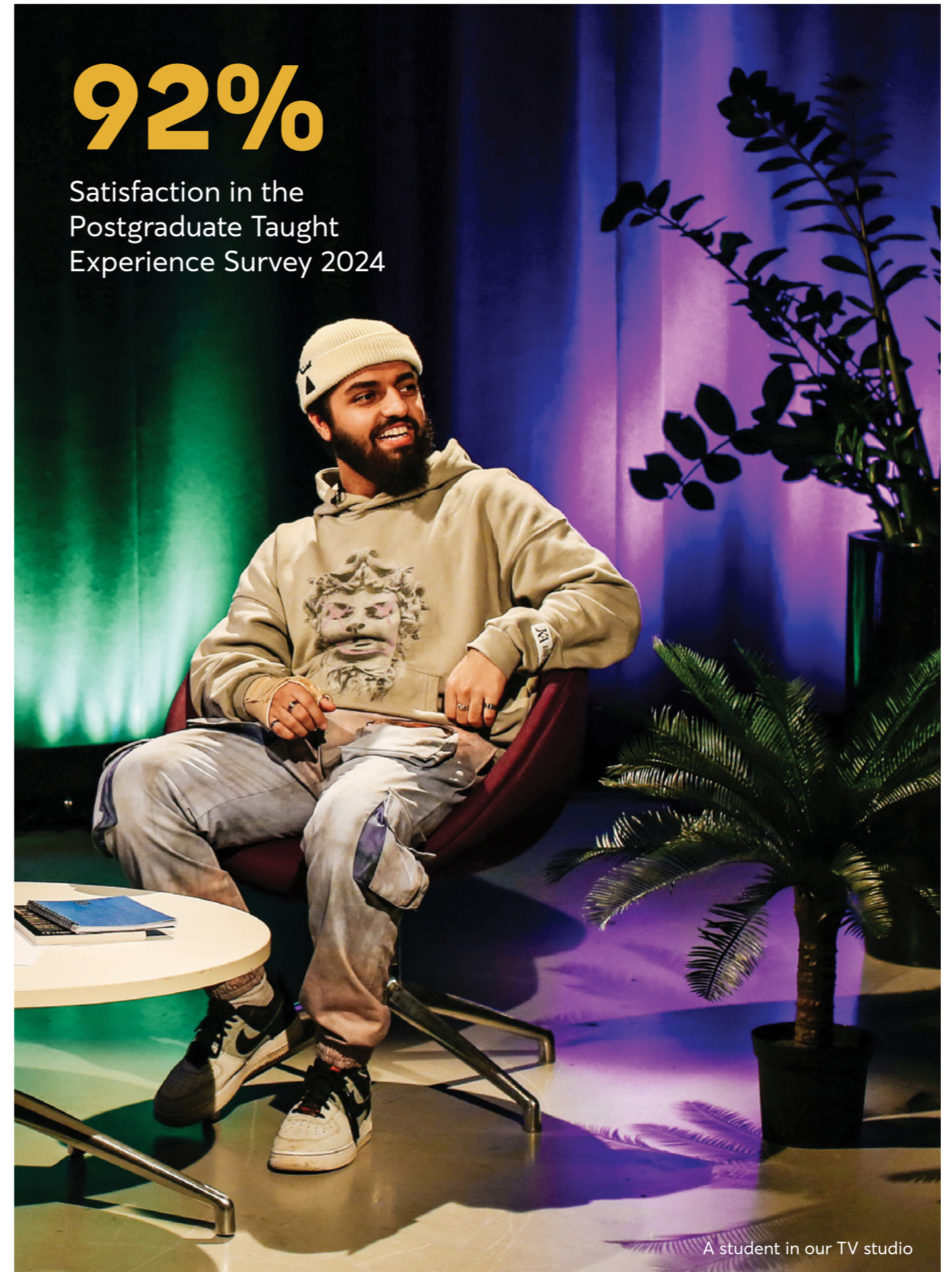
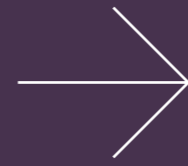
A truly cross-disciplinary curriculum

We've also become even more responsive to industry

Our students work continuously with businesses at the intersection of our three disciplines, driving innovation and growth for both students and the businesses alike. Students get the opportunity to challenge current practice and to break into notoriously exclusive industries, while industry gains bold new voices and solutions from our diverse student body.

We're already reaping the benefits of our changes

Between 2021/22 and 2023/24, our turnover more than doubled, as did our student population, and we added two new buildings to our estate. Our alumni continue to lead their sectors, our students regularly win awards for their industry projects and land jobs through the connections they've forged. And our industry partners are constantly inspired by their talent.



92%

Satisfaction in the Postgraduate Taught Experience Survey 2024

A student in our TV studio



Now it's time for the next part of our journey

This strategy sets out a bold vision that will help us complete our transformation into the university we're already well on the way to becoming.

A model wearing an outfit designed by a Ravensbourne student

“Ravensbourne pushes you in every aspect of design, and they are all interlinked. I think the creative freedom Ravensbourne encourages is one of the best learning methods, sometimes making mistakes is the best way to learn and develop.”

**Clare Woodward – BA (Hons) Fashion,
Senior Print Designer at Stella McCartney in London**



Who we're becoming

A convention-defying space for world-changing collaboration

Every university has the power to make the world a better place, it's why we come to work every day. What sets Ravensbourne apart is how we'll make our mark.

We're transforming the worlds of work and education from the inside out by deepening our connections with industry. We've always been a university where 'collaboration with industry' aren't just buzzwords but a way of life, and a route to real change. Now, we're creating a space where the industries of the future and the next generation of talent team up to solve real-world problems.

Where students learn to constantly adapt to the changing needs of industry, and start to make an impact from day one of their course. Ravensbourne is a place where industry gets the invigorating influx of fresh voices, diverse perspectives and new ideas that will lead them and the world to a stronger future.

Our new **purpose, vision and mission** encapsulate this ambition, and our values are already helping us achieve it.





Our purpose – why we exist

We create bold new thinkers who shape industries at the intersection of business, creativity and technology.

Our vision – what we aspire to be

A university that challenges convention to meet the needs of students and industries in a changing world.

Our mission – how we'll get there

We learn with industry, industry learns with us and together we transform lives.

Our values

These core principles which guide our behaviour, decision making and actions, and serve as the foundation for our culture.

Professionalism

We are relentless in the pursuit of excellence, seeking quality in all we do. We learn together as a student, staff and alumni community, and evolve with the best practice in the industries we serve.

Connection

We value what happens together and collaborate to achieve common goals. We build our university community to connect with individuals, institutions, and professions and develop strong industry partnerships.

Dynamism

We embrace every opportunity to adapt and optimise. We have the confidence to embrace change, the agility to respond, and the courage to do things differently.

Inclusion

We celebrate our diversity and we embrace difference as a source of strength. We strive for an inclusive Ravensbourne community, removing barriers and challenging exclusionary and discriminatory practice.

Transformation

We are a catalyst for social mobility. We open doors, creating opportunities for everyone, helping an increasingly diverse range of students break into their chosen fields and rebalance cultural and economic inequality.

Relevance

We engage proactively with the energy and ambition of the learners we work with, the communities we serve and the industries we work alongside.



Our new strategy focuses specifically on meeting the future needs of industries that require creative, technology and business expertise.

Here's why...

They're the industries shaping our world

Facebook, Amazon, Apple, Microsoft, Netflix, Google. The world's most successful and influential organisations exist at this intersection of creative, digital and commerce. As more and more businesses replicate their model, our courses prepare students to be able to compete in this new world of work.

It helps us level the playing field

Historically, many of the industries we serve have been difficult for students to break into without a personal connection or the financial backing to take on internships. With our support, teaching, and industry partnerships, students from a range of backgrounds get the skills and contacts they need to break into their dream careers.

We change industries from the inside out

Thanks to our knowledge exchange and research our courses are built on cutting-edge insights from industry, academia, the public sector and the community. The latest thinking in sustainability, for example, is embedded in our courses from fashion through to architecture. We teach our students to use these insights and their own unique perspectives to shape future thinking within their industries and tackle the challenges and opportunities of our times.

4th

in London for
student experience

Student Crowd





“Over the past three years, we’ve been continually impressed by the creativity Ravensbourne students bring to our competition entries. By working on live briefs and in real-world agency settings, we aim to offer students valuable experience that helps shape their careers.”

Nancy Dales

Brand Manager at Kopparberg



“The London Exchange has been transformational for our US students. The annual trip has allowed our young men the opportunity to leave their communities while also fostering relationships across borders. This Ravensbourne partnership has been essential with supporting our young men in pursuing their aspirations. Ravensbourne has allowed our young men the opportunity to work with Vault 49, Jordan Brand, Nestle Kit-Kat and also received national recognition that resulted in a MidWest Emmy Nomination.”

Christopher Crater

Manager of MBK Chicago at Obama Foundation



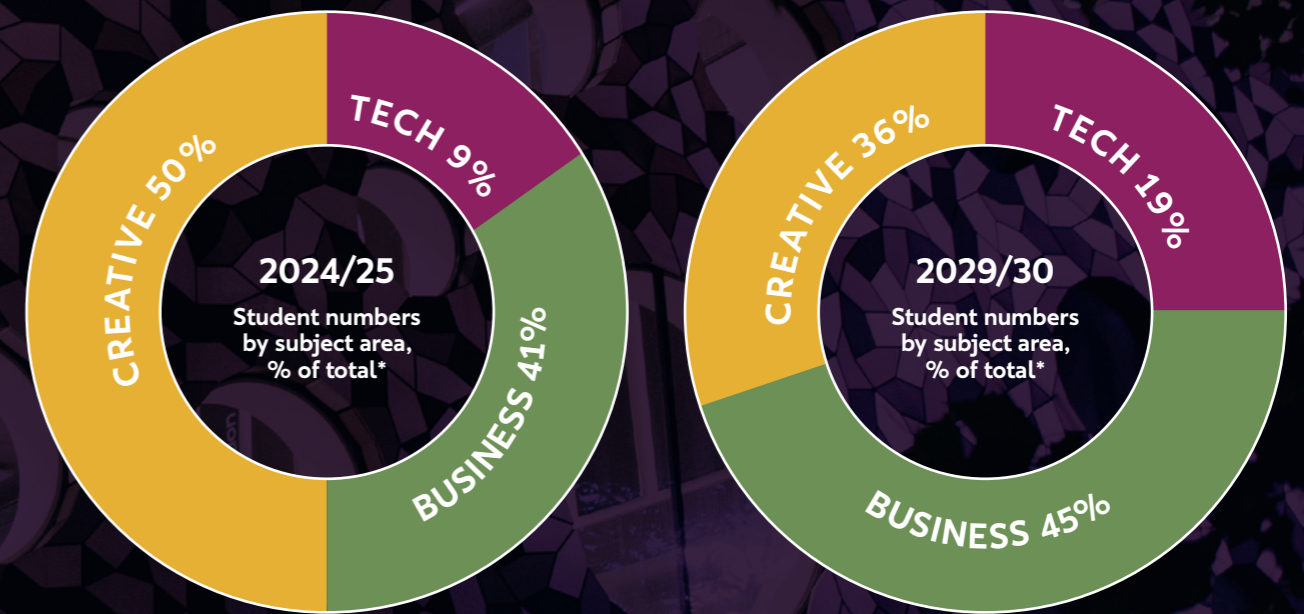
Strategic objectives & initiatives

How we'll get there...

Here are the strategic goals, priorities, and actions that will see us complete our transformation within the next five years.

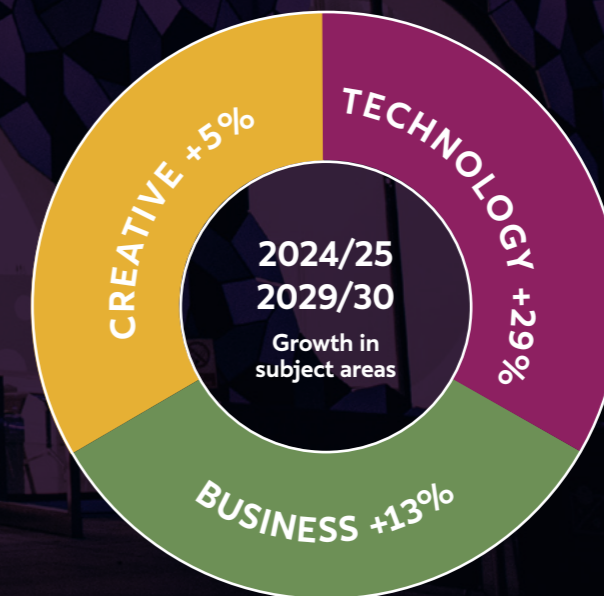
Our strategic goals:

What we'll achieve...



*Excluding franchising arrangements

● Creative ● Business ● Technology






01.

Learn with industry

We are the meeting point where industry experts and fresh talent team up to solve real-world problems, sparking growth through new solutions. We'll amplify that role by:

- Finding new ways for students to forge connections with industry, and constantly improving our work-based learning opportunities. Opportunities like our external work placements and mentorships, entrepreneurial projects via our StartUp Lab, and industry-partnered projects with the likes of Kopparberg, Britvic, Nestlé and The Obama Foundation.
- Continuing to expand our knowledge exchange and research, and our Knowledge Transfer Partnerships, in collaboration with industry, academia, the public sector and the community.



Our strategic priorities: areas we'll focus on to reach our goals

Here's how we'll make this happen:

“I believe that programmes like this broaden the minds of young people. They put them in new environments and immerse them in foreign cultures and new ideas. Such enriching experiences will teach them applicable lessons they'll carry forward in life – that they can't get any other way.”

Dominic Ofoedu

Ravensbourne student on the Obama Exchange



**Working
with industry**

02. Create opportunities to transform lives

We're door openers, always pushing to increase social mobility and the diversity of our staff and student populations. Now, as we move towards a world where people will need to top up skills or retrain several times in their career, we want to help an even more diverse range of students break into their chosen fields.

We'll create opportunities for everyone by:

- Offering more innovative and flexible ways for our students to learn
- Providing our students with even more personalised support to help them succeed

- Continuing to grow the global learning community we've built, maintaining our split of international and domestic students, and realising the benefits a multi-national cohort offers our students
- Maintaining our clear focus on positive graduate outcomes, particularly targeting students into highly skilled employment in their chosen industries, so that we build on our excellent graduate employability scores.



Our students create connections in their chosen fields by:

- Working on live briefs with industry professionals
- Industry placements
- Work-based learning being at the core of all courses
- The industry expertise of our academic staff
- Getting their business dreams off the ground with our Startup Lab and Self Employment Entrepreneurship Diversity Scheme (SEEDS) programme
- Visiting our Careers Lab for advice and guidance, 1-to-1 workshops, lectures and events on employability and professional practice
- Networking with alumni and industry experts at events like our Rave Lates and our London Fashion Week shows.

Ravensbourne student Paige Langan's winning designs for limited-edition Kopparberg labels

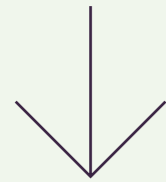


86%

in UniCompare's
employability
rating 2023/24



A model at London Fashion Week, wearing clothing designed by Ravensbourne student Hanaa Azhur Yusuf. Photograph by John Steven Martinez



03.

Help our people flourish

We're nothing without our people; they're the bedrock of our brand and the might behind our successes. So we want to support them as we all work towards our strategic goals, and help them flourish along the way.

We will...

- Live by the organisational values and behavioural framework we developed with our staff. These drive organisational performance, clarify ways of working, and help us foster the culture we all want
- Bring these values to life in everything we do, from recruiting and developing our staff, to teaching our students and choosing our industry partners
- Continue to offer development and upskilling in areas like new technology, leadership and management, so that we can all meet the needs of the strategy and our increasingly varied curricula.



04. Push our technology and facilities further



We're known for our world-class facilities. But 'world-class' changes every day. If our graduates are to lead their chosen industries, they need access to the technologies they'll encounter on their first day in the job.

We'll stay ahead of the game by:

- Continuing to invest in our multi-million-pound Centre of Excellence in Emerging Technology (CEET) and its specialist equipment, allowing our students and staff to keep experimenting with emerging technologies and how they might impact their practice
- Investing in a range of other new technologies and facilities over the next five years, which will support our students in their future jobs
- Further expanding and developing our estate, making sure we have the best possible spaces for learning, play and collaboration.

“My MSc in Digital Marketing from Ravensbourne has equipped me with the skills to deliver data-driven strategies that help businesses thrive in a competitive landscape.”

Sultan Kembayver – (MSc Digital Marketing),
Digital Marketing Executive

Our technology and facilities already include:

- Our multi-million-pound CEET, with two specialist labs and new technologies like 3D capture and virtual reality
- A fashion atelier run by industry experts
- Broadcast-standard HDTV and sound studios, with production control rooms, a post-production suite and a recording studio
- A kit store of industry-class equipment led by our technical support team
- A prototyping suite for realising concepts and creating final models and products
- A materials library with over 1,500 physical samples and information about 7,500 more on our database.



Prototyping workshop



05. Build our brand and culture

We're proud of the impact we make on the lives of our students and the industries we serve. Now we need to share the story of that impact with more of our stakeholders, especially in our broader global audience.

We'll do that by placing a greater emphasis on embedding our brand and values over the next five years, including:

- Activating new brand, communications and marketing strategies that target the markets we want to focus on as well as our new audiences in the UK and internationally
- Investing in partnerships and activities that build our brand
- Continuing to embed our values into everything we do so that every person or organisation we work with gets the same high-quality experience.



06. Stay agile

The world is rapidly changing, and so are the demands of industry and of our students. Agility is in our DNA, and we'll keep hold of that agility as we grow by:

- Quickly developing courses, modules and initiatives that truly respond to the changing skills the market needs
- Continuing to diversify our offering to include more technology and business courses, while remaining true to our core creative heritage
- Using cross-disciplinary courses, modules, projects and industry partnerships to blend technology, creativity and business in all of our teaching. This will create agile students ready for a workplace where technology adoption will remain a key driver of business transformation for the next five years.





Onto new horizons

In the most challenging landscape higher education has ever faced, we've pivoted towards an exciting new trajectory.

This strategy not only formalises the changes we've put in place, but will catalyse them, helping us complete our transformation by 2030.

And it's vital that we do. Growing and diversifying our student population, focusing on our chosen disciplines, and enhancing our industry partnerships will secure our future. Our transformation is also crucial for the industries and students we serve.

A photograph of a modern glass skyscraper with a blue sky and white clouds in the background. The building is partially obscured by a dark purple, semi-transparent geometric shape that frames the text.

“The course has really pushed me to think and design outside of my comfort zone, improved my creative thinking skills, as well as being open to new ideas.”

Layla Sreeraman BA (Hons) Architecture



As the fourth and fifth industrial revolutions continue to play out, the climate emergency heightens, and globalisation speeds up, the world will keep changing shape with ever-increasing regularity – and we'll all need to become infinitely more agile. This strategy will stretch our own agility, but also drive industry and our students to do the same. Working together, as our strategy proposes, they'll learn to constantly adapt to one another's perspectives, ideas and processes, driving reciprocal growth and innovation.



Our strategy deliberately covers the next five years and no more – in our fast-moving world it's foolhardy to plan any further ahead. By the time we reach 2030, the global environment that informed this strategy will undoubtedly have changed. It may even change before we reach 2030. We can't control that. But we know that the skills our strategy will foster in us, our students, and our industry partners – skills like agility, responsiveness, collaboration and creativity – will help us all weather whatever the world throws at us.

We look forward to embracing the challenges and opportunities ahead.



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