



Students First

Protecting our history and securing our future

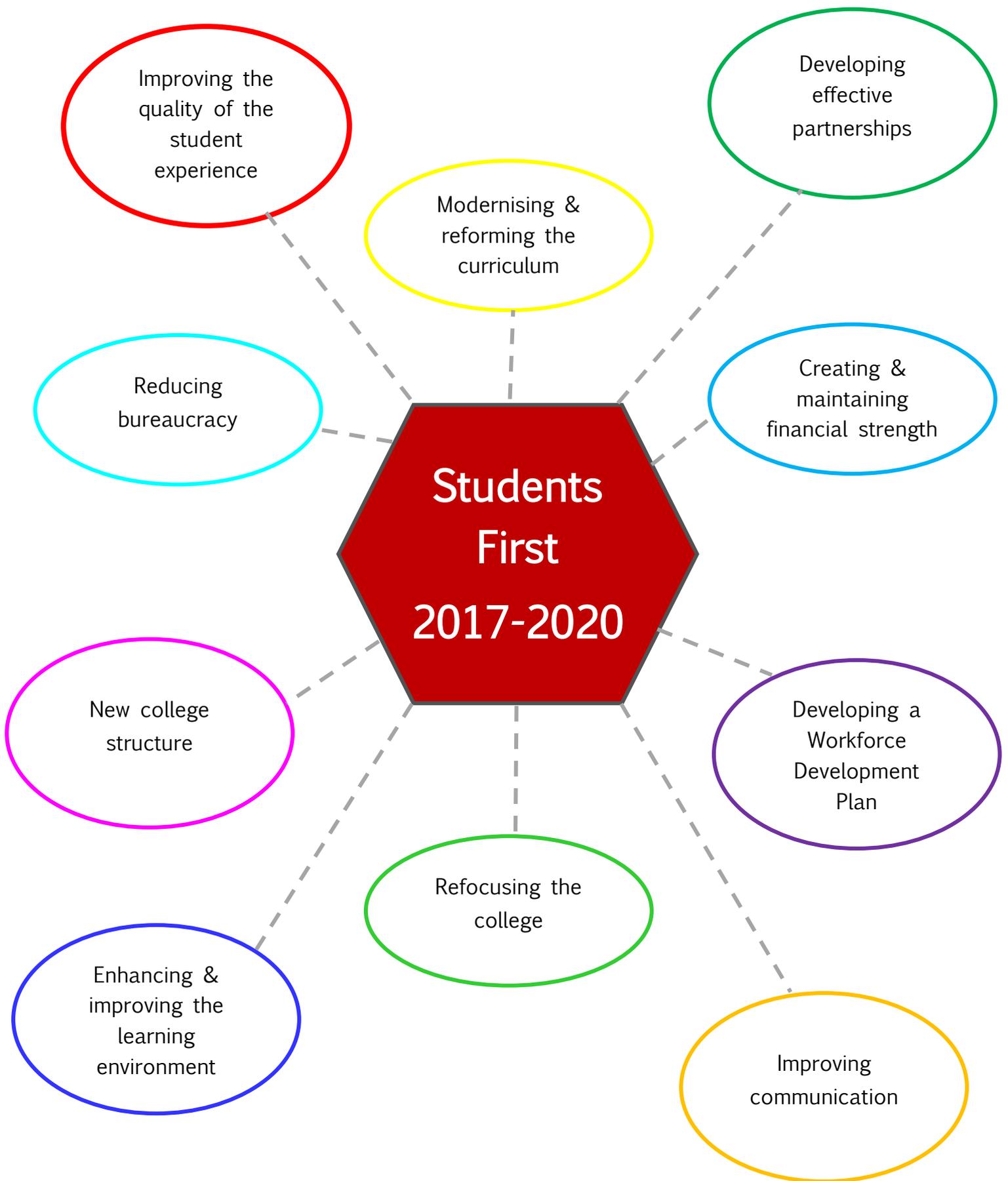
3 Year Strategic Plan

2017-2020



Ruskin College
Oxford





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1. Introduction

Protecting our history and securing our future

Ruskin College has been providing educational second chances since 1899. We offer life changing opportunities to adults with few or no qualifications. This ethos is central to everything that happens at Ruskin and must be protected and cherished. However, the world is changing rapidly and we must adapt and modernise to ensure that we remain relevant, stable, and responsive. We must make sure that we are producing students who can thrive in this changing world. If we want to continue enriching lives and improving our student's chances of success in an increasingly competitive environment we must review what we do, how we do it, and what we offer.

This three-year strategic plan (2017-2020) 'Students First' clearly sets out how we will respond to those challenges. It sets out our vision for preparing Ruskin for a changing world. We will do this by simultaneously protecting our history whilst securing our future. The 10 'Strategic Priorities' and actions in this plan are closely linked to the existing 'Strategic Aims'. This new clarity will enable the plan's progress to be monitored at all levels of the college. I look forward to working with all members of the Ruskin community to make this plan a success.

Paul Di Felice

Principal



2. Our Vision, Mission, and Values

Our Vision

A society where everyone has access to a quality education regardless of their background, and the opportunity to fulfil their potential

Our Mission

To provide the best level of education and inclusion opportunities to adults, particularly those who may be excluded or disadvantaged – and to transform the individuals concerned along with the communities, groups, and societies from which they come

Our Values

- **Students First**
Inspirational Teaching & Learning
- **Respect**
Valuing everyone all the time
- **Equality, Diversity & Inclusion**
Creating a supportive environment
- **Excellence**
Setting high expectations
- **Pride, Celebration, & Loyalty**
Positive about studying & working at Ruskin



3. The Students First Commitment

Ruskin College is dedicated to its students. In other words, we put our students first. That is easy to say but more difficult to deliver.

We strive to make the 'Students First' concept a reality. Every decision we make starts and ends with our students. Decisions are made in full knowledge of their impact on learning and the value to the student.

We aim to put Students First by bringing our Mission, Vision, and Values to life through our strategic plans. Delivering on our priorities will ensure that both teaching and support staff are aligned to respond to the needs of our students, thereby keeping the 'Students First' concept at the centre of everything we do.

The Students First Objectives

- The student experience
- Student outcomes
- Academic support
- Pastoral support
- Learning and skill development
- The learning environment
- Partnerships



4. The Structure of the Plan

This three-year strategic plan is structured to provide a clear link between national policy and our vision for Ruskin. We have done this by creating 10 strategic priorities, each of which is broken down into achievable actions. To ensure accessibility and brevity only the top three actions against each priority are written into the plan. The detailed actions sit in the implementation plan which is available separately. Occasional reference is made to other documents and occurs when an extensive piece of work was completed before this plan was written but still remains pertinent.

The strategic plan has triggered six 'Response Plans'. These are being written to support its implementation and ensure we stay true to our Students First ethos.

- **Teaching & Learning Plan 2017-2020**
- **Finance Response Plan 2017-2020**
- **Human Resource Response Plan 2017-2020**
- **Property Response Plan 2017-2020**
- **Marketing Response Plan 2017-2020**
- **Media & IT Response Plan 2017-2020**



5. Our 10 Strategic Priorities

	Linked to Strategic Aim
1. To improve the quality of the student experience	1-10
2. To modernise and reform the curriculum	1,2,3,5
3. To develop effective partnerships	2,3
4. To become and remain financially strong	1,2,3,5,7,8,9
5. To develop a workforce development plan	1-10
6. To improve communication	1-10
7. To refocus the college	1-10
8. Enhancing and improving the learning environment	1,2,3,4,9
9. To create a new college structure	1,3,7,8
10. To reduce bureaucracy	1-10



6. Strategic Priorities & Actions

Strategic Priority 1

To improve the quality of the student experience

This is the first priority for every member of college staff, the governing executive, and the general council. Students who have a high quality experience are more likely to be engaged, motivated, and successful.

To be an outstanding college the student experience must be outstanding

To achieve this we will; (top 3 actions)

- Establish, via a whole college consultation exercise, what Ruskin considers to be an outstanding student experience
- Build a 'student experience' evidence base' to identify distance travelled and inform future actions and improvements
- Foster innovation and the sharing of best practice across Ruskin, Institutes of Adult Learning, and other colleges and Universities



Strategic Priority 2

To modernise and reform the curriculum

We need to grow student numbers at the same time as ensuring that our current programmes are run as cost effectively as possible. We will follow national policy and Ruskin's Mission to ascertain which curriculum areas need to grow, consolidate, or reduce.

To achieve this we will; (top 3 actions)

- Carry out a detailed curriculum review and mapping exercise to identify curriculum gaps and help identify which areas should grow, reduce or stay the same.
- Identify areas of curriculum growth and develop new 'Centre of Excellence'
- Review the Ruskin teaching model



Strategic Priority 3

Develop effective partnerships

Working with the right partners can bring enormous benefits to Ruskin. They can provide greater choice for students, enhance the student experience, help us grow, reduce costs, and enhance our reputation. In short, our partners can help us become more success. We will choose partners who are aligned to our values.

To achieve this we will; (top 3 actions)

- Review current partnerships
- Identify new partnerships
- Create and launch a new partnership manifesto



Strategic Priority 4

To become and remain financially strong

The financial management of the college needs to provide for the investment in the capital and revenue resources that are required to deliver the high quality student experience articulated throughout this plan. It also needs to ensure that the financial framework responds to the external environment and that by remaining financially viable and with sound controls, management time can remain primarily focused on students.

To achieve this we will; (top 3 actions)

- Establish a comprehensive business planning cycle
- Ensure revenue budgets enable the teaching and learning priorities to be delivered
- Develop a long term cost reduction plan



Strategic Priority 5

To develop a Workforce Development Plan

The aspirations running through this plan will only be realised through professional and committed staff. The development of an effective Workforce Development Plan is therefore crucial. The plan will need to understand future staffing needs, provide opportunities for professional development, manage performance, and create high levels of staff engagement.

To achieve this we will; (top 3 actions)

- Form a working group to start the review of staff terms and conditions
- Develop a staff engagement plan
- Develop a new staff induction and support process for new staff



Strategic Priority 6

To improve communication

Improving communication to keep colleagues informed and engaged is an obvious priority. Improved communication also helps free up time for colleagues to focus on the actions that add value to student experience. For colleagues to thrive at work and for Ruskin to become outstanding communication needs to improve.

To achieve this we will; (top 3 actions)

- Improve the quality and efficacy of staff meetings
- Develop a college 'team brief' process
- Use Moodle to improve college communication



Strategic Priority 7

Refocusing the college

As we move into the next phase of Ruskin's development we need to look at the college culture and ways of working and make sure that we are focusing on things that matter. The main element of this is to look at the leadership style throughout the college to identify what tasks and actions we need to reduce, eliminate, increase, or develop.

To achieve this we will; (top 3 actions)

- Carry out the 'Leading the Focused College' exercise
- Establish which activities and tasks managers should start/stop/reduce/raise
- Establish clear leadership priorities



Strategic Priority 8

Enhancing and improving the learning environment

Our learning environment needs to address the educational and broader needs of the students, covering teaching and learning, physical and mental wellbeing, and environmental responsibility. We want to create high quality, contemporary spaces, which are safe, healthy, comfortable, and welcoming. Resources need to be in excellent condition and support the delivery of an innovative curriculum. Our environmental responsibilities will include recycling and reducing energy usage.

To achieve this we will; (top 3 actions)

- Develop a new three-year property strategy
- Develop a plan to modernise the college's social space
- Improve the day to day management of the college estate



Strategic Priority 9

To create a new college structure

A new college structure will follow from the work carried out in Strategic Priority 7 – *Refocusing the College*. The new structure will be fit-for-purpose to deliver the priorities in this plan, to establish clarity, and ensure we become flexible and responsive.

To achieve this we will; (top 3 actions)

- Review the current academic structure
- Review the current support staff structure
- Communicate and embed new structures



Strategic Priority 10

To reduce bureaucracy

This priority in many ways underpins all 10 strategic priorities. That is because if we are to deliver the ambitious programme of work inherent in this plan extra time needs to be found. The best way of doing this is to review and streamline all of our systems and process to make them as lean and efficient as possible.

To achieve this we will; (top 3 actions)

- Review the college meeting structure
- Review the college paperwork processes and systems
- Review the college electronic processes and systems