Vision 2028 is an ambitious 10-year strategy to become the UK’s leading careers-intensive university.

It aims to create a 4.0 education for learners producing graduates with the skills, tools and competencies sought by employers and entrepreneurs in a rapidly changing world.

As one of the most diverse, vibrant and socially-inclusive universities in the UK, the strategy builds upon the institution’s long-standing commitment to inclusion and social mobility and advances research and entrepreneurial knowledge to help people and planet. Our colleagues, students, alumni, industry and community partners and other supporters have contributed and consulted extensively on the development of Vision 2028, securing the commitment, innovative ideas and productive collaboration of our community for our 10-year journey.

The University of East London is the university which prepares its students for the jobs of the future. We have been doing that proudly for over 120 years, starting in 1898 during the second industrial revolution. Now, in the fourth industrial revolution – a world of artificial intelligence, quantum computing and the internet of things, the world of work is changing once more and so are we.

VISION 2028

LONDON’S MOVING EAST

We have 3 campuses in the youngest, fastest-growing and most diverse region in Europe.

**BY 2025 THE BOROUGH OF NEWHAM WILL HAVE**

- £22bn invested in East London area
- 35,000+ new homes built
- 100,000+ new jobs generated

Home to...
- London City Airport
- ExCeL London
- Olympic Park
- Tilbury Port
- Here East

In development...
- Royal Docks
- Silvertown Quays
- Crossrail station
- Hackney Wick

15k+ global learners (on-campus, learning whilst employed, in-partnership globally)

5th most socially inclusive institution in the UK

150+ nationalities represented in our vibrant learning community

11,737 volunteered hours by students to the local community between 2018 and 2019

London’s leading university of sport inc. one of the largest number of elite athletes in professional pathways

Industry award-winning students, graduates and academics

Unique full-range connected campus for living, learning and working

Enhancing lives and changing futures
## Strategic Summary

**Mission**
We accelerate inclusive talent by realising potential wherever and whenever it is found

We advance knowledge and innovation to help people and planet

**Values**
Passion, Diversity, Courage

### Strategic Objectives

#### Future Graduate
- Participation, progression, experience and successful attainment of life-changing, life-long education and training

- Top quartile student experience
- Median student success
- Gold TEF
- 0% attainment gap
- Enhanced learner transitions through a 4-104 year old educational eco-system
- Sector-recognition as leading economy 4.0 education

#### Future Professional
- To address industry and community skills gaps, increasing access to and acceleration of graduate-level employment

- Top quartile in sector for proportion of graduates employed by employers in Times Top 100 Employers
- Top 50% in sector for OPD and Facilities-related income
- Top quartile in sector for proportion of international students of total student body
- Top third in sector for graduate start-ups
- Top quartile in sector for apprenticeship numbers

#### Future Life
- To increase the economic, social and cultural impact (reach and value) of our activities to the communities we serve

- Top quartile REF2028 Impact
- Sector-recognition as leading economy 4.0 innovation
- Economic and societal impact as anchor and in target glocal communities

#### Sustainability
- To increase financial, physical, digital, environmental and human resilience, maximising value, reducing waste and incentivising behaviour

- £200m p.a. revenue
- 3% surplus
- 20K learners
- Carbon neutral footprint
- Sector mean operational efficiency
- An engaged, economy 4.0-equipped workforce

### 2028 Goals

- Top quartile student experience
- Median student success
- Gold TEF
- 0% attainment gap
- Enhanced learner transitions through a 4-104 year old educational eco-system
- Sector-recognition as leading economy 4.0 education

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### Sub-strategies

- Education & Experience
- Careers & Enterprise
- Impact & Innovation
- Sustainable Growth & Diversification

### Institutional KPIs

<table>
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<tr>
<th>Institutional KPIs</th>
<th>Learner experience</th>
<th>Retention</th>
<th>Attainment gap</th>
<th>Learner success</th>
<th>Employment readiness</th>
<th>Graduate employment</th>
<th>International growth</th>
<th>Employed learner growth</th>
<th>Research quality</th>
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<th>Research impact</th>
<th>International growth</th>
<th>Financial performance</th>
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### Implementation Pillars

- Learning Futures: delivering the future of learning and work today
- Building a glocal education, skills and innovation eco-system
- Advancing knowledge and innovation to help people and planet
- Developing operational competencies and business process optimisation

### Transformation Projects

- Strategic Academic Development Framework
- Career Passport: developing professional fitness and mental wealth
- A Learner Pathway Group
- Talent Futures
- Impact Showcases
- Well-being, physical activity and sport
- The Learner Journey