

# VISION 2028

**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.



Enhancing lives and changing futures

**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

## 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...

**35,000+** new homes built

**£22bn** invested in East London area

**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

Pioneering Futures Since 1898

# STRATEGIC SUMMARY

Pioneers of future careers and sustainable innovation for a changing world.

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	<b>FUTURE GRADUATE</b> Participation, progression, experience and successful attainment of life-changing, life-long education and training	<b>FUTURE PROFESSIONAL</b> To address industry and community skills gaps. Increasing access to and acceleration of graduate – level employment	<b>FUTURE LIFE</b> To increase the economic, social and cultural impact (reach and value) of our activities to the communities we serve	<b>SUSTAINABILITY</b> To increase financial, physical, digital, environmental and human resilience, maximising value, reducing waste and incentivising behaviour
2028 goals	<ul style="list-style-type: none"> <li>• Top quartile student experience</li> <li>• Median student success</li> <li>• Gold TEF</li> <li>• 0% attainment gap</li> <li>• Enhanced learner transitions through a 4-104 year old educational eco-system</li> <li>• Sector-recognition as leading economy 4.0 education</li> </ul>	<ul style="list-style-type: none"> <li>• Top quartile in sector for proportion of graduates employed by employers in Times Top 100 Employers</li> <li>• Top 50% in sector for CPD and Facilities-related income</li> <li>• Top quartile in sector for proportion of international students of total student body</li> <li>• Top third in sector for graduate start-ups</li> <li>• Top quartile in sector for apprenticeship numbers</li> </ul>	<ul style="list-style-type: none"> <li>• Top quartile REF2028 Impact</li> <li>• Sector-recognition as leading economy 4.0 innovation</li> <li>• Economic and societal impact as anchor and in target glocal communities</li> </ul>	<ul style="list-style-type: none"> <li>• £200m p.a. revenue</li> <li>• 3% surplus</li> <li>• 20K learners</li> <li>• Carbon neutral footprint</li> <li>• Sector mean operational efficiency</li> <li>• An engaged, economy 4.0-equipped workforce</li> </ul>
Sub-strategies	<b>Education &amp; Experience</b>	<b>Careers &amp; Enterprise</b>	<b>Impact &amp; Innovation</b>	<b>Sustainable Growth &amp; Diversification</b>
Institutional KPIs	Learner experience Retention Attainment gap Learner success	Employment readiness Graduate employment International growth Employed learner growth	Research quality Innovation growth Research impact International growth	Financial performance Market attractiveness Operating efficiency Growth
Implementation pillars	<b>Learning Futures: delivering the future of learning and work today</b>	<b>Building a glocal education, skills and innovation eco-system</b>	<b>Advancing knowledge and innovation to help people and planet</b>	<b>Developing operational competencies and business process optimisation</b>
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