



# Marjon Growth Plan - Phase 2

**Centred on Student Success**

2017-2025

# Introduction Marjon 2025 – Growth Plan phase 2

Early implementation of the 2017 Growth Plan has been hugely promising and exciting. Thanks to admirable and dedicated work across the staff team we have enjoyed a very positive uplift in performance and morale. The finances are considerably stronger, recruitment is up 20% for 2018 entry, in excess of our ambitious targets and Marjon achieved 12th= in NSS 2018. We can build on these exceptional achievements with great confidence.

This update to the Growth Plan takes our strategic planning forwards to 2025, demonstrating a bold and ambitious vision and a confident direction of travel. The next seven years require a commitment to the continued development of Marjon's performance, reputation and estate. Key underlying priorities include: sustained enhancement of teaching excellence, continued diversification of undergraduate curriculum, determined improvement of graduate employability, continued enhancement of student engagement, phased development of the campus, year-on-year increase in student recruitment, steady increase in postgraduate recruitment, continued development of research culture including the first REF submission, sustained enhancement of civic and stakeholder engagement.

In a period of considerable turbulence for the sector, much is uncertain, including the future unit of resource per student, the funding mechanism, the nature and impact of subject-level TEF, the UK's future relationship with the EU and whether English politics will continue to see an evacuation of the middle ground. But the agenda for Marjon is very clear: to cast a bold, persuasive and compelling vision, demonstrating that we have the ability to achieve a strong and confident growth plan. Building on our exceptional heritage and values-driven approach to students and staff, we will keep innovating to build a vibrant future in which we will have every reason to be proud to be Marjon.

The Growth Plan 2017-2021 represented phase one, taking us to a position of being match fit for the demographic upturn in 2021. There is a huge amount yet to achieve, but the journey has begun.

Yours expectantly



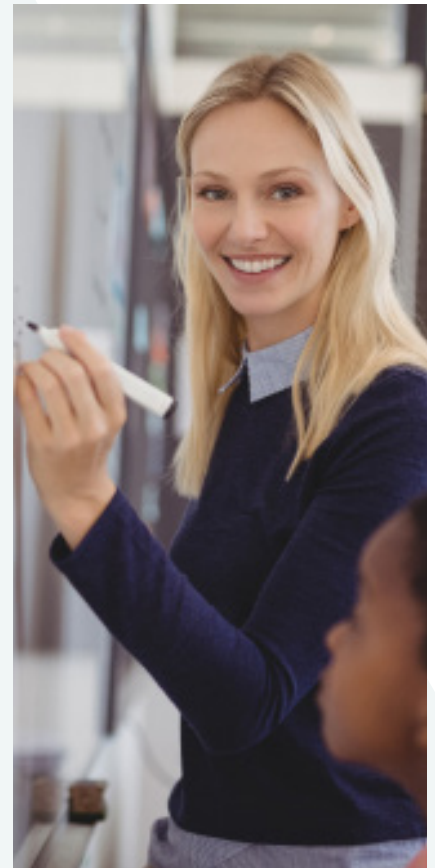
**Professor Rob Warner**  
Vice-Chancellor and Chief Executive

# Marjon Growth Plan

The plan addresses a wide range of issues in the life of the University, but does so under three key headings:

- 1. Proud to be Marjon**
- 2. Centred on Student Success**
- 3. Building a Vibrant Future**

This document is deliberately short, providing an ambitious direction of travel. Indicative rather than exhaustive, it will be supported where appropriate by a series of strategy and action documents, for example: personalised learning and retention; values in action; graduate careers; curriculum development; REF 2021 plan; estate redevelopment; estate utilisation; civic and business interface; collaborative provision and international.





**PROUD  
TO BE  
MARJON**

# 1. Proud to be Marjon

## Our heritage

Our origins were 180 years ago in our foundation in London as an Anglican institution for training teachers. We have always been committed to the transformational power of education, ensuring that everyone with the ability to achieve through education can have the opportunity to succeed.

Our great heritage includes 180 years of values driven education, social mobility and social justice, a strong sense of an inclusive community and a personalised education for every student.

## Our impact

We have a very proud tradition of personalised teaching excellence, which has been recognised in the award of TEF silver. We have a heritage of social transformation, and we are known as one of the leading universities for social mobility.

We are now working to increase our civic impact, our collaborations with business and the arts, and we are developing several centres of research excellence.

The 2017 research review demonstrated that we have an established research capacity on which we can build to strengthen our research environment, intensify our research outputs and deepen our research impact in preparation for a successful first submission in REF 2021.

## Our student experience

We have been located in Plymouth since 1973, where our students and staff can thrive in the wonderful quality of life in the South West. With a stunning coastline, unspoilt countryside and the rugged beauty of Dartmoor on our doorstep, we also experience a city on the up, with a thriving arts scene, a rich variety of restaurants and pubs, and a business community that enjoys increasing growth and prosperity.

Our notable successes include outstanding sports facilities for elite athletes that can also be enjoyed by all students and staff, NHS-endorsed health and well-being clinics and programmes, highly praised actors and the top earning teachers in the South West and Wales five years after graduation.

**The National Student Survey 2018 results reveal our students think the following about Marjon:**

- ❖ Our class of 2018 ranked us joint 12th in the UK for student satisfaction
- ❖ The University achieved over 90% student satisfaction on 13 of its courses, including 100% scores for courses in BSc (Hons) Strength and Conditioning, BA (Hons) Outdoor Adventure Education and BA (Hons) Physical Education.
- ❖ In all question areas, the University was ranked above or matching sector, with students showing their delight in the supportive teaching and learning style at Marjon, with results such as 91% satisfaction with “the teaching on my course” and 90% satisfaction with “learning opportunities”.



**The Teaching Excellence Framework Panel 2017 emphasised in awarding silver to Marjon:**

- ❖ The acquisition of knowledge, skills and understanding that are valued by local employers through extensive partnerships which provide access to professional settings and professional practitioners
- ❖ A personalised approach to delivery that promotes good engagement
- ❖ Course design and assessment practices which provide scope for high levels of stretch
- ❖ Significant investment in physical and digital resources used by students to further their learning

Given all that has already been achieved and all we are now working to achieve, we have every reason to be Proud to be Marjon.





# **CENTRED ON STUDENT SUCCESS**

## 2. Centred on student success

For 180 years we have been bringing out the best in our students. We are absolutely committed to enabling every student to discover and fulfil their potential. For everyone who works at Marjon, student success will continue to be our number one priority. Renowned for being friendly and highly supportive, we do all we can to empower our students to succeed.

**We will focus on three key areas:**

- (i) Student success in their degree**
- (ii) Student success in their university experience**
- (iii) Student success in preparing for their future careers**



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### **(i) Student success in their degree**

We provide high quality learning and teaching opportunities, in well-equipped lecture rooms, with excellent IT equipment and software. Our lecturers deliver research-informed teaching and provide dedicated personalised learning and support for each student. Our lecturers peer observe one another's teaching to share best practice and encourage innovation. We listen carefully to student evaluations of our teaching and we are small enough to act quickly on students' suggestions. We make constant efforts to ensure the continuous enhancement of our learning and teaching.



## **We have introduced a number of enhancements to support student success:**

- ❖ We provide at the start of the academic year a personal development tutor for every student. Every academic and student is given a clear understanding of what is expected and available. We've long had personal tutors and academic advisors, but this redesigned approach is designed to enhance still further our academic and pastoral support, customised to each student's needs, interests and ambitions.
- ❖ We have undertaken a rigorous scrutiny of regulations and assessment schemes to ensure every student's success is fully rewarded and celebrated.
- ❖ Academics and professional service teams will work harder than ever to ensure that every student has the opportunity to develop digital confidence and global awareness in a world that is rapidly becoming ever more digital, automated and globalised.
- ❖ We will enhance the prompt return of informative and useful feedback on student assessments.
- ❖ We will ensure that all programmes are organised to the highest standards of professionalism, minimising in-year changes to the timetable and maximising excellent communication with students.
- ❖ Retention and good honours are critical metrics for academic quality monitoring and the TEF, and our performance is reported to the Academic Board and to the Governors' Academic Standards and the Student Experience Committee. We will continue to achieve annual enhancement in both these areas, working to exceed sector benchmarks.

We keep every aspect of teaching and assessment under review to ensure that 'centred on student success' is not just a strapline but an ethos that drives forward continuous enhancement in our academic provision. 'Centred on student success' is not just a priority for academics; every professional service is encouraged to consider how their work with students can reinforce this priority in action.

## **KPIs**

- 1. Academic performance will be monitored throughout the year to ensure high expectations are fully met, through peer review and student evaluations.**
- 2. NSS results will measure further enhancement of student satisfaction. We were joint 12th in the NSS 2018 and will be consistently top ten by 2020.**
- 3. Retention and good honours will continue to show improvement year on year. Retention will exceed sector benchmarks by 2020.**

## (ii) Student success in their university experience

A university education is much wider than a degree. We will provide a values-driven learning community in which we seek to support the holistic well-being of every student and staff member. We want our students to graduate as active and responsible citizens, with a commitment to social justice and an awareness of global responsibility for people and the environment.

We also seek to provide a rich variety of opportunities for students to explore new interests that can enrich their lives beyond graduation, through sport, the arts, volunteering in the community, developing business skills, working as student ambassadors, making fascinating international visits, enjoying great work placements and in as many other ways as students and staff can devise.



Since 2017-18 we have introduced a number of new and enhanced opportunities:

- ❖ **A new student bar**
- ❖ **A state-of-the-art student hub for professional support services**
- ❖ **A 24-7 video games room**
- ❖ **An open-air cinema in the Quad and a dedicated student cinema within the updated Lecture Theatre.**
- ❖ **New enhancements to volunteering, work placements and career coaching**
- ❖ **A refurbished music studio and photographic studio**
- ❖ **Upgrade to the Marjon Arts Centre**
- ❖ **Opening of 'The View' as a brand new student and staff social and dining space**
- ❖ **Modern new dining room**

We will use our newly launched initiatives around Marjon Values and Marjon Balance to promote an ethical, respectful and holistic approach to how we work with students and staff alike. At the same time, we will empower students to be innovative co-creators of the Marjon community.

### KPIs

1. The new initiatives will run successfully in 2017-18.
2. Student social life on campus will become ever more vibrant, year by year.
3. Volunteering hours (student and staff) will continue to rise, year by year.
4. The Values and Balance initiatives will become established as integral parts of the Marjon community.



### **(iii) Student success in preparing for their future careers**

A Marjon university education is designed to equip our graduates for successful careers: empowered for critical questioning, enterprising innovations and evidence-based solutions. Graduate employment will increasingly develop through a series of careers rather than a single lifelong pathway. Preparing for student success in the workplace therefore requires not just career readiness by graduation, but the strengthening of transferrable skills and an appetite for lifelong learning.

#### **Employers increasingly look for soft skills:**

Working in teams to achieve more together, respecting others, gender and equalities inclusivity, active listening, expressing empathy, demonstrating resilience and self-reinvention.

#### **And employers also want evidence of power skills:**

Critical thinking, openness to new ideas, complex problem solving, evidence-based reasoning, evaluating contradictory arguments, digital confidence and agility, operating without easy answers, writing and speaking in a clear and persuasive manner, decision-making grounded in carefully weighed options, coming up with unexpected questions and innovative solutions.



***Our nation's future is in the hands of today's undergraduates***

The Marjon Business School will make available enterprise and entrepreneurial training to all students, and the Enterprise and Employment Hub will empower students for successful graduate careers. Some students and recent graduates will start their own businesses and will receive hot desk and mentoring opportunities.

These soft and power skills are essential for a lifetime of effective and fulfilling employment and will be woven creatively into every Marjon programme. Forward-looking businesses look to young graduates to thrive in a rapidly changing world and bring into their workplace the transformative insights of the digital generation. Our country needs graduates who are not merely employed, but create new opportunities for work and wealth - for science and technology, culture and enterprise, health and well-being, sport and education. Our nation's future is in the hands of today's undergraduates; their task will be to deliver an up-skilled economy, world-leading innovations, strong productivity and prosperity in every UK region. And all of us need tomorrow's graduates to become the new guardians of liberal democracy, committed to social justice and resisting the insidious rhetoric of 'strong leaders' and fake news.

Students will be supported towards their future careers with an imaginative and engaging range of career resources, ranging from CV building to a positive online presence, from persuasive interview techniques to developing a compelling career plan.

Students also need to acquire the confidence and the ambition to operate effectively in a range of work settings; from a drinks reception to a formal meeting, we will provide the preparation to be confident, effective and successful. We will draw on the expertise of governors, business coaches, civic leaders and alumni to empower our students' future careers and provide role models of successful leaderships.

## ***Preparing students to be confident, ambitious and successful***

Marjon has a long history of working very closely with schools, and increasingly with multi-academy trusts, to enhance the future careers of our student teachers. We have also developed a far-reaching network of sport organisations and professional teams. Many schools across our region have head teachers and teachers who were trained at Marjon and many professional sports teams and local children and adults enjoy our renowned sporting facilities. In these ways we have made a major regional contribution for decades. But we are ambitious for more, working hard to add to these strengths the rapid growth of our health and well-being provision and also to generate equally influential networks with the business community, the professions and the arts.

### **KPIs**

- 1.** We launched the Marjon Business School and the new Enterprise and Employability Hub in 2018 and they will rise from strength to strength.
- 2.** Our networking of the business, sport and arts communities will generate new undergraduate degrees, work placements and career opportunities.
- 3.** An imaginative range of events will be developed to enhance our students' career opportunities.
- 4.** Our graduates' careers will continue to rise from strength to strength.
- 5.** Students will be empowered with enterprise skills and some will be supported to start their own business.
- 6.** Our new partnership with the BBC will launch for 2018-19.



# **BUILDING A VIBRANT FUTURE**

# 3. Building a vibrant future

## New programmes to develop advanced skills for the region

Marjon will continue to build on our current strengths – Teaching, Education, Sport, Health and Well-Being and the Arts - doing what we already do extremely well, but even better. And we will also diversify our strengths. Postgraduate numbers have begun to rise rapidly, and will continue to grow. Our programmes will be shaped by ambition, innovation and enterprise.

Our new Business School, emphasises the development of entrepreneurial skills and working with local businesses and in social enterprise. Marjon Business School will explore a summer school for pre-University students and will provide Continuing Professional Development for Small and Medium-sized Enterprises, working in close partnership with the Chamber and SWBC.

We will build upon the national reputation of our acting programme with new programmes in musical theatre and commercial music. Marjon Arts will make full use of our two on-site theatres, our music studio and the quad as a superb open-air performance space. Marjon Arts will also seek to launch a range of children's performing arts clubs and summer schools, building on the longstanding success of our children's sports clubs. Marjon Journalism and Media will explore a dynamic new interface with Britain's world leaders in these professions.

## Research

The 2017 research review has confirmed that Marjon is on-target to make a successful first REF submission in 2021. This is a major milestone in the rounded development of Marjon as a university. We will continue to invest in research active staff, to shape our research environment, to recruit PGR students, and to develop research impact. By 2021 we look to achieve not only success in the REF, but also to achieve RDAP.

## Campus and community life

Marjon enjoys an extraordinary campus, with views of the sea and the moors. We are one of very few universities where a deer herd runs free. In 2019-20 we plan to upgrade the buildings around our Quad, and re-landscape the central green space. In 2020-21 we want to upgrade our halls of residence, in line with student expectations for contemporary living spaces. These building plans are ambitious but appropriate as Marjon builds a vibrant future.

Both the diversification of programmes and the redevelopment of our campus depend upon financial resilience. We will therefore ensure at all times rigorous financial planning and careful control of expenditure. We will pursue full utilisation of our assets through commercialisation of our buildings, on strict condition that there is never any compromise of our governing priority – centred on student success.

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***A strong future as a civic university***



## **An innovative and enterprising civic university**

We will continue to work to build a strong future as a civic university, recruiting students from across the region and the UK, and serving our city and region as a generator of future prosperity - economic, educational and cultural. We will strengthen regional partnerships in teaching, sport, health and well-being, business and the arts.

## **Growth in student numbers**

This plan focuses upon building the quality of Marjon: the quality of teaching and research; the quality of our new programmes; the quality of our regional partnerships as a civic and enterprising university; the quality of our extra-curricular provision and career preparation; the quality of our campus and community life. As we build a vibrant future, centred on student success, we will increase our national and international reputation, increase our student numbers and increase our annual turnover.

We will work for growth in student numbers in six ways:

- ❖ **growth in existing programmes**
- ❖ **recruitment to new programmes**
- ❖ **increased retention**
- ❖ **growth in postgraduates**
- ❖ **growth in collaborative provision**
- ❖ **growth in international recruitment**

This strategic plan is grounded in the pursuit of excellence rather than growth as an end in itself. Consistent delivery of excellence across our provision will result in growth in student numbers and income, but every new initiative will be grounded in the same principle – the Marjon community - values driven, inclusive and enterprising - is centred on student success.





# Marjon 2025

The Marjon Growth plan is centred on three pivotal themes: *Proud to be Marjon, Centred on Student Success* (in their degrees, their wider university experience and their graduate careers), and *Building a Vibrant Future*. These themes underline the strands explored below of reputational advancement, curriculum (and therefore recruitment) enhancement, partnerships and campus development.

## NSS and reputational advancement

As we continue to drive up the performance in the two previous areas of weakness in the NSS - delivering rapid and useful feedback and ensuring all our programmes are managed effectively, with students actively engaged in the evolution of their programmes - Marjon has the opportunity to achieve by 2019 a top 10 rating in the NSS. This will feed through into the league tables, so that Marjon can soon break into the top 100 in the Sunday Times, working to continue to ascend. These ambitions have required a major redesign of academic team leadership, so that high standards are consistently delivered across all programmes and modules. Middle management will connect better with the Executive from 2018-19, ensuring a much more effective, rapid and consistent two-way cascade of vision, priorities, innovations and concerns.

We will be in a position to consolidate these strengths, so that Marjon aims to be top 5 in the NSS by 2021. By 2020, Marjon has the opportunity to average around 80th in the league tables. A successful REF will give further uplift from 2022, and by 2025 we can aim to be rated around 65th. We aim to have achieved RDAP by 2022, and the new Deputy Vice Chancellor will have led in these successes and in establishing a rich culture of ambitious research and the mentoring of new researchers, as well as establishing a suite of professional doctorates alongside our PhDs.

Extensive civic networks will need to underpin our educational provision and graduate employability in every part of the curriculum. National awards and recognition for our contributions to social mobility, social enterprise and the delivery of the Industrial Strategy in the South West would further cement our reputation as a University that exceptionally transforms life opportunities for our students.

The Marjon values (*Humanity, Ambition, Curiosity and Independence*) will increasingly shape our behaviours and programmes, how we relate to our students, how colleagues work together and the partnership between governors and the executive. We will continue to work to enhance the wellbeing and mental and physical health of students and staff. Staff surveys will demonstrate year-on-year indicate we are living by our values, as an employer of choice, providing for the professional development and well-being of our staff. It will take a great deal of training, monitoring and cultural retuning to get there, but our ambition for consistently embedded customer service values should mean that students will consistently praise the ways in which they are treated by all staff.

Not that we see students reductively as mere customers; they are co-participants in learning and teaching, co-designers of iterative improvements to programmes and assessment, co-contributors to the unique richness of the Marjon community, and co-creators of the Marjon Graduate. We will work with our students to enhance their social capital, networking, interview and self-presentation skills, so that increasing numbers are not only graduate job ready, but promotion ready.

# Curriculum enhancement

We recognised in 2017-18 the vital and urgent need to build on our existing strengths while broadening our reputation. Being known solely as the 'teacher training college' or the 'sport college' was too self-limiting in the context of the marketisation of higher education and the agreed objective to grow our student numbers. As soon as possible Marjon will have six thriving academic schools.

## 1. Teacher Education

Building on a strong OFSTED in 2018, teacher education at Marjon will continue to grow from strength to strength. Our reputation through LEO data for providing excellent preparation for successful careers was strengthened further by our DfE-recognised strength in supporting the retention of early career teachers in schools.

Our alumni who are senior and head teachers will increasingly be seen as our ambassadors; we celebrate their achievements and they commend Marjon to their students. We work closely with the local authorities and MATs across the region and from 2019 intend to develop the Marjon Literacy and Numeracy Centre for Plymouth schools. We have become increasingly the teacher education provider of choice in the South West and our graduates become the highest earning young teachers in the region.

Marjon in Cornwall, at our Truro base, can become influential in supporting teachers across the county. Postgraduate CPD for senior teachers, NQT training, literacy and numeracy enhancement and a new MA in Leadership and Governance all demonstrate Marjon's profound support for schools across Cornwall, working closely with the RSC, MATs and local authorities. Through discussion with these strategic stakeholders we will explore the possibility in due course of providing similar centres in North Devon, and in Taunton for Somerset schools.

## 2. Sport, Health and Well-being

It is not acceptable to have the fourth best sport facilities in England but to be rated for our teaching in sport at 54th (Guardian, 2018). Our aim is to move from 54th to at least 35th within five years. Through working closely with the Business School and Enterprise Hub, Sport science will have established by 2020 a strong trajectory of successful self-employment and start-up companies for many of its graduates. This resolved previous weaknesses in graduate employment and the subject level TEF rating. In 2021 we want Marjon Sport to become gold-rated in the TEF.

We will explore launching in 2020 elite squad-based accelerated degrees, with women's football the pioneer. The students will study one of two accelerated degrees, and gain entry to the squad through elite trials. At the end of the two years of intensive training, most will achieve good honours and all are superbly match-fit and ready for a professional career. Elite squad accelerated degrees will attract more non-regional students, and by 2025 the ethnic diversity of the sport students will accurately reflect the BAME representation in professional sport in the UK. It would be appropriate to anticipate appointing our first black professor of elite sport by 2020.

Through the development of focus sports, the recruitment of inspiring early career academics, an all-round improvement of teaching quality and outstanding academic leadership, Marjon will become recognised as an indisputably premier sport science centre of excellence in the South West.

In the period 2017-19, Marjon's outstanding reputation for therapeutic clinics and sport physiotherapy will extend rapidly. Osteopathy, Psychology and Psychotherapy will all quickly become established as thriving programmes, with increasing numbers of students every year. In 2018 the new advisory board for Marjon Health and Well-being will bring together senior leaders from the health professions across the region, who will assist us in opening placement opportunities for new health programmes. We will explore a Health and Well-being practitioner degree for 2020. Marjon will aim to be in a credible position to be invited to contribute to the new nursing associate and nursing apprenticeship provision, as a University which is adaptable and flexible and can make a significant contribution to resolving the nursing shortage in the region.

Further health programmes will be added to this suite, including art therapies; our acting, music and musical theatre students can then be joined for postgraduate art therapy programmes by graduates from Plymouth College of Art. We shall aim to enter into partnership with regional hubs for art and therapy, providing additional visibility, alongside our network of partnerships with Hospital Trusts and GPs across the region.

### **3. Education and Related Studies**

Building on provision in the School achieving excellent NSS results, this will be consistent across all programmes. With a strong focus on developing social capital, students will embrace the opportunity for national and international study, as the breadth of Partnerships evolve. The provision will continue to provide significant civic contribution and the students will embrace opportunities for engaging with the community, becoming ambassadors for the values-based foci of the School.

There will be postgraduate provision in all academic fields of the School, supported by dynamic practitioner-led research. The School will contribute significantly to the University's growth plan with regards to the Research Excellence Framework and Research Degree Awarding Powers. The diversity of growing alumni will promote the provision and celebrate the impact of the School's work. The significance of coaching and mentoring activity in both undergraduate and post graduate provision will become embedded across the university for both staff and students.

### **4. Business and Law**

Marjon Business and Law School will rapidly become known for its creative, enterprising, values-shaped and inspiring research-informed teaching. We want students to enthuse that the Marjon experience is compellingly different from the corporatist, conformist and rather predictable approach of many Business Schools. Students will be energised in their studies and soon become seen as a significant resource for the local economy. Student placements will become a way of taking businesses forward, in which the student and the business both experience considerably benefit.

Our partnerships with the chambers of commerce, SWBC, PABC and the LEPs will generate new initiatives across the region, particularly with SMEs. The Business School advisory board will become not only our critical friends but also our advocates. Marjon will be seen as the University that brings together research, enterprise, support for businesses and social enterprise. These synergies should result in external funding for mobile pop-up enterprise hubs. On campus, the Enterprise Hub will facilitate student start-ups and become the natural focal point for many business leaders. When Marjon hosts chamber of commerce events, we will be seen as a stand-out university-provider of business support across the region, particularly for SMEs.

# Curriculum enhancement

The apprenticeship programme and foundation year will achieve rapid traction in the Business School, before being rolled out to other areas with market demand. The work with the military, police and fire service will extend to management training for the health service and to other major employers in the region.

The addition of the Law programmes in 2020 will contribute to a further expansion of student recruitment, and further opportunities to work closely with the professions in the city, some of whom have already offered to provide pro bono specialist lectures in support of the academic team.

The Knowledge Exchange Framework (KEF) provides an opportunity for Marjon to be awarded an outstanding rating, recognising in particular the work of our Business School and Health and Well-being clinics as well as our work with NQTs and senior teachers. HEIF funding has the potential to become an annual opportunity to extend further our enterprise initiatives, on-site and across the region.

## 5. Arts and Humanities

The Marjon Arts Centre has the opportunity rapidly to build a reputation as a creative hub for the Plymouth-Tavistock catchment area. The foyer will undergo a relatively low-cost but visually dramatic overhaul by Easter 2019, becoming a social learning space for students and a shop window for Arts at Marjon. Our acting, musical theatre and commercial music students will develop a wide range of shows for the University and wider community. Marjon at the Edinburgh Fringe can become an established annual tradition by 2021.

Working closely with the Enterprise Hub, some students will build successful careers as self-employed performers, developing regional touring companies, increasingly with national and international opportunities. Some students will opt for a photography minor within their degree, and become successful in the worlds of photography, media, and promotions. Others will stay at Marjon for postgraduate training in art therapies, and some will develop social enterprise start-ups.

From summer 2018 the children's performing arts clubs will begin; they have the opportunity to grow year on year and become the perfect twin for the sports clubs. Our car parks will be full every weekend (until self-driven cars conquer the world) with keen parents dropping off their children for Marjon's sporting and arts activities. By 2021 Plymouth City Council will have recognised that we have become for the northern quarter not only a major sporting venue, but also the primary cultural hub. We will also explore Shakespeare in the Quad as a key part of the Arts at Marjon.

Working in successful partnership with the BBC, both in Plymouth and across the wider region, Journalism, Sport Journalism and Music Journalism will become ever more popular. Digital Journalism training will result in high profile vlogging careers for some students, while others will become successful journalists in digital news, sports and entertainment media.

Marjon Humanities is likely to launch in 2020. Initially students will take a Liberal Arts first year, before specialising in either History or English or continuing to study both. By 2023, some students will continue their studies at Marjon with a PGCE, art therapy MA or the new History and English MA programmes.

## 6. STEM

BY 2022 Marjon will aim to have bid successfully for funding through the Industrial Strategy for a new STEM Centre, utilising land bought from the now closed airport. This will enable the continued emergence of additional science-based undergraduate provision, including digital technologies, aligned with national and regional priorities.

### Partnerships

**A) HEIs.** Marjon will continue to develop our working relationship with Plymouth College of Art. We will aim to develop strong links with the University of Exeter, providing career-starter options for young academics who had just completed their PhDs. We will continue to work patiently for constructive collaboration with the University of Plymouth, and will explore whether, as they refocus their priorities, any departments or collaborative provision might best be transferred to Marjon.

**B) Civic.** Our links with the city, MPs and the business community will be steadily enhanced as we continue to demonstrate Marjon's values-based higher education generated significant public benefit. Our community open days will become important annual events, particularly after the redevelopment of the airport.

**C) Sporting and cultural.** Our sporting links will continue to deepen as our sport and health programmes grow yet more prominent in reputation. Our cultural role will likewise grow rapidly in renown as Marjon becomes known as a significant generator of cultural as well as sporting opportunities for the region.

**D) Church.** Our links with the dioceses of Exeter and Truro will be confident and strong, with the Bishops taking it in turn to lead and preach at our annual service of thanksgiving.

**E) Educational.** Strong collaborative provision, whether in the UK or abroad, whether with FE, charitable or private providers, is an important strand of Marjon's academic portfolio. We will be highly selective of strategic, high quality partnerships and will work with them closely to the best advantage of the students. We want to develop partnerships with FE colleges of mutual esteem and high collaboration, for the benefit of students across Devon, Cornwall and Somerset.

# Campus 2025

We will look back on 2018-19 as a decisive moment when the governors and executive agreed and began to implement a new and ambitious estate strategy. The plan committed Marjon to an estate that always puts students first, protects our distinctive green spaces, develops the buildings in a way that is sustainable, unified, coherent, ambitious and strategic and continually enhances our digital learning and communication opportunities. The first appointment of a Director of Estates and IT Infrastructure will make a strategic contribution to this forward drive for Marjon.

We have the opportunity to commit to the re-landscaping of the quad and an environmentally-friendly redesign of the quad buildings in 2018-20. The newly impressive green credentials of these buildings can be strengthened further if agreement can be reached for Plymouth City Council to cover the roof of the PAHC building with solar panels. Building on the success of the new hub in 2017-18, we will implement a variety of social learning spaces, enhancing our students' sense of community and opportunities to study and learn in environments suited to their individual needs.

2021-22 will see the reconfiguration and/or replacement of the old halls of residence and perhaps the staff houses. The optimal place on campus for the new halls needs to be agreed by 2019, so that as soon as affordable for the institution, students can enjoy halls where every room is en-suite, except for a limited number of rooms deliberately set aside as a low budget option.

One of the oldest halls, no longer suitable for residential use, can be repurposed as office space, and become the primary location (having outgrown the West Wing) for the Business School, their associated start-ups and the Marjon Digital Industries and Social Enterprise Business park. The Oaks, the house by the ponds, has the potential to become an executive centre for creativity, mindfulness and reflection. The other two 'sugar cube' halls may then be demolished, opening space for a new boulevard providing much stronger visual connectivity between the Quad and the Sports Centre.

The increasing popularity of the Sports Centre will result in a rigorous evaluation of development options, as a critical component of our student offer and the commercialisation of the campus as a major asset designed to support of student success. The executive and governors will need to determine what is best suited to put our students' interests first, advance the reputation of Marjon, and enhance a dependable income stream within our risk appetite. In 2022 we are likely to have the resource available for this phase of strategic campus enhancement, which may include installing a new mezzanine for further expansion of student-centred and commercial activity.

By 2025, the campus will have been transformed, with every building fit for purpose in the mid-21st century. Marjon will win plaudits across the sector for its outstanding sustainability and beautiful campus, with every building demonstrably and creatively putting students first.

## STUDENTS

Implement imaginative student engagement, shaping all aspects of Marjon

Develop and embed concept of The Marjon Graduate

Enhance 24/7 student support and counselling provision

New student facilities: pop-up learning spaces, Arts Centre Foyer (phases one and two), The View, Servery, Student cinema, Grandstand, Terrace

Minimise in-year amendments to timetable, to provide first class service to students and allow for 4 in 5 students who have part-time jobs in term-time

## TEACHING

Strengthen line management of academic teams for consistently high quality, ambitious, innovative teaching in all programmes

Sustain positive performance in good honours

Improve retention & completion

Fully embed personal academic tutors and mid-module reviews

Review NSS trends and identify action points for weakest areas (clarity over assessment, management and organisation of programmes)

Monitor prompt provision of feedback and bibliographies

All academics to provide in office tutorial hours for students

## RESEARCH

Take forward REF plans, impact and research environment

Submit Code of Practice for REF inclusion

## ESTATES

Recruit Director of Estates and IT Infrastructure

Implement Quad project and review of Halls options

Appraise commercialisation of estates

## STUDENT RECRUITMENT

Improve data reporting to monitor applications and recruitment with clarity and precision

Diversify curriculum offer, embedding values and graduate employment in all programmes

Continue to evolve Open and Applicant Days in light of student feedback

## STAFFING

University values embedded in PDRs and customer service ethos

Recruit staff to launch Marjon Law

Recruit staff to extend Marjon Arts

## CIVIC

Enhance engagement with public life in the city and region

Enhance engagement with the business community

Enhance engagement with the sport community

Enhance engagement with the arts community

# Long Term Milestones

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**2019**

Enter top 100 in UK university league tables  
Achieve wider recognition as a University on the up  
Establish international recruitment strategy, aligned with rising reputation

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**2020**

REF submission

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**2020-21**

Achieve 1,000 students per UG cohort

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**2021**

REF result feeds into university league tables  
RDAP application

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# Marjon Values

## Our Values are at the heart of everything we do.

They are inspired by our Anglican heritage and by our ambitions for the future, encouraging both the ability and the aspiration to improve lives for all.

### Humanity

We are student-centred, making a difference to individuals and society.

We create human connections and community.

### Ambition

We achieve more through working together and sharing our achievements.

We empower people to be the best they can be.

### Curiosity

We push boundaries and enjoy searching for a better way.

We encourage potential and possibility.

### Independence

We nurture self-belief, independence and wellbeing.

We encourage diverse views and independent thought.





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Plymouth Marjon University is a trading name of the University of St Mark & St John