



**2030**  
**UNIVERSITY**  
**STRATEGY**



# Marjon 2030: The Case for Inconvenient Excellence

## Inconvenient Excellence: the case for Marjon 2030

For over 180 years, Marjon staff and students have sought to make a difference for individual lives and communities. Our founders acted outrageously, challenging entrenched inequity by providing education for those on the very margins of society. Criticised for their work, they refused to apologise for the 'inconvenient excellence'<sup>1</sup> of the education they provided, and this spirit of disruptive ambition is a hallmark of our new strategy, Marjon 2030.

The moral imperative for our work as a university driven by strong principles of social justice, The moral imperative for our work is tangible and urgent. We are a university driven by strong principles of social justice, rooted in our Church of England foundation, and committed to the common good. Over half a million additional graduate, postgraduate and doctoral degree holders will be required in the South West by 2035, representing greater increases in demand for higher qualifications than the UK average. However, progression of young people within our region into and through higher education is amongst the lowest in the UK. Therefore, Plymouth Marjon University has a critical role to play in addressing inequity, raising aspiration and providing graduates to fill higher level skills gaps. Our response is Marjon 2030 and our ambitions are clear.

By 2030 we will have extended our reach and influence geographically and be the leading provider of high-quality teaching, learning opportunities, research and knowledge exchange for professional, public services and community facing sectors. Our graduates will be sought-after practitioners, thinkers, problem solvers and leaders. They will be skilful in bringing innovative and digitally led approaches to disrupt, inspire and improve the places where they live, work and play. We are also ambitious for our community-facing facilities and services and by 2030 the University will be fully established and recognised as a valuable anchor institution for the north of our city.

But as well as a strategy with ambition, Marjon 2030 is a strategy with heart. Here at Plymouth Marjon University our enduring values reflect an approach steeped in care and compassion. We are committed to working in partnership, exploring possibility and providing space for difference and diversity. Nearly two centuries on from the initial work of our founders, we remain a supportive and impactful community, providing life changing experiences for all who study and work with us. Marjon 2030 marks the next stage of our journey; please join us as we look to shape the future together.

<sup>1</sup>Derwent Coleridge, *The Teachers of the People; a Tract for the Time: with an Introductory Address to the Right Hon. Sir John Taylor Coleridge, P.15 (Rivington's, 1862)*



*Claire Taylor*

**Professor Claire Taylor**  
Vice-Chancellor and Chief Executive



## Mission

**Our mission is to end social inequity through life-changing teaching, learning, research and knowledge exchange.**



## Vision

**Our vision is to be a beacon of opportunity and possibility, a generous, thoughtful and ethical partner of choice, and a role model for sustainable living and working, accessible and relevant for the people of Plymouth, the region and beyond.**



## 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

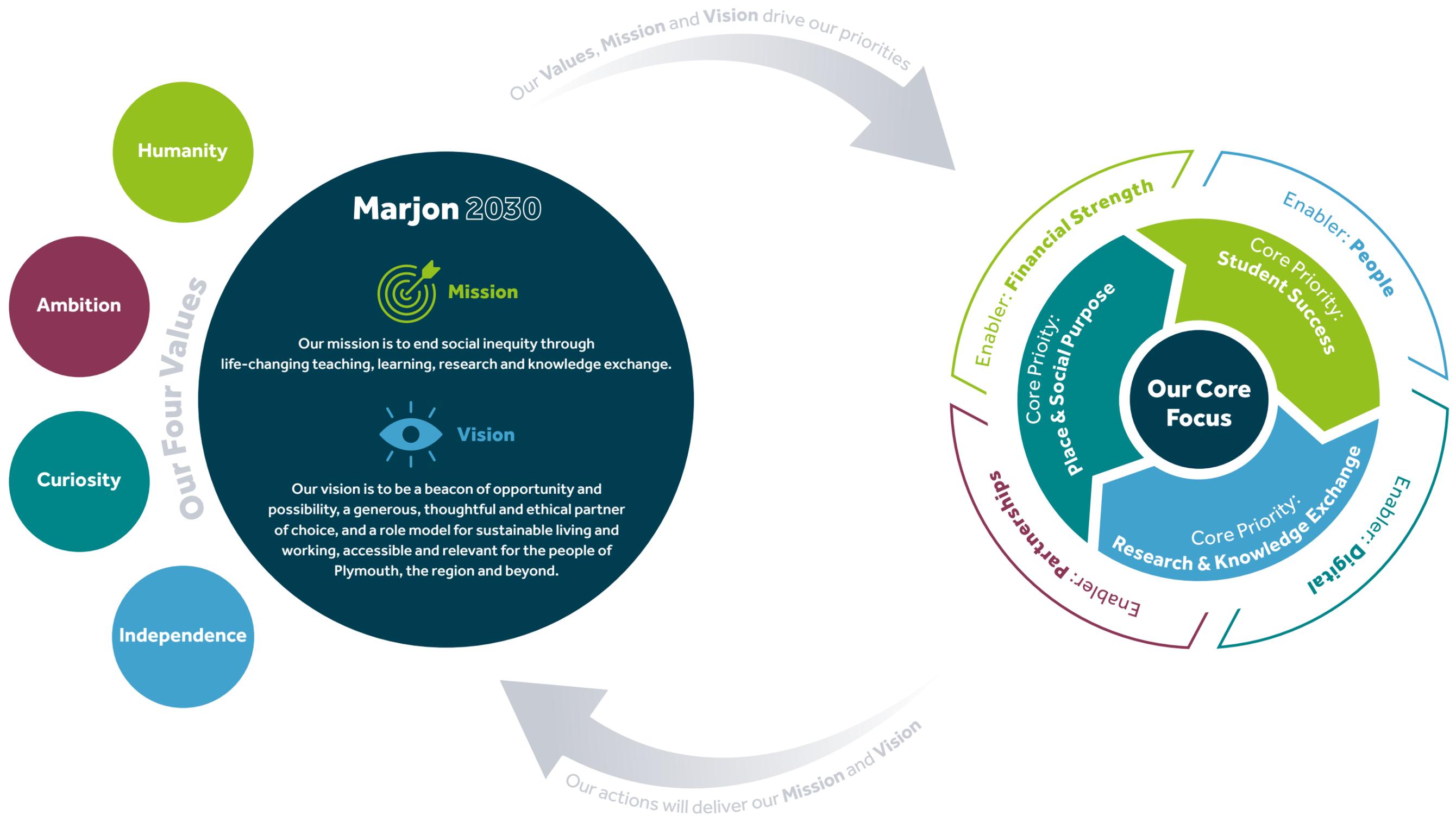
We push boundaries and enjoy searching for a better way.

We encourage potential and possibility.

### Independence

We nurture self-belief, independence and wellbeing.

We encourage diverse views and independent thought.



## Core Priority: Student Success

Since our foundation, we have offered an inclusive, supportive and exciting learning community. We are driven by our mission to end social inequity to support all students to achieve their greatest goals. We offer an exceptional student experience, in which, achievement, belonging and wellbeing are balanced. This empowers students to thrive in a dynamic employment market, where they respect difference and diversity, act responsibly to safeguard our planet and make their mark on communities from local to global.

## Strategic Objectives

- SS-1.** Deliver equal opportunities for all students to access higher education at Marjon, to succeed in their studies and in their graduate careers, and to engage as responsible members of their communities.
- SS-2.** Improve student outcomes through an active, digitally enabled, engaging and empowering new curriculum model.
- SS-3.** Develop new lifelong learning programmes from entry-level to doctorate, focusing on public services, professional and community sectors, co-designed with local partners and employers.



## Core Priority: Research and Knowledge Exchange

We systematically address applied research problems that have positive societal impact locally, regionally, nationally and globally. Guided by our value of curiosity, we tackle real-world challenges within public services, professional and community sectors, working creatively with partners to create new insights. Students are active contributors to this dynamic environment, practising leadership to gain diverse perspectives and essential skill. Our inclusive culture values, supports, and celebrates ethical and impactful research and knowledge exchange.

## Strategic Objectives

- RKE-1.** Systematically ensure rigorous and aligned research and knowledge exchange outputs are supported, monitored and celebrated.
- RKE-2.** Grow our PGR community, research active staff and research environment to achieve research degree awarding powers.
- RKE-3.** Ensure we are the partner of choice for collaborative research and knowledge exchange aligned to public services, professional and community sectors.



## Core Priority: Place and Social Purpose

We are committed to transforming lives, working in partnership to make a lasting impact within our city and region and reflecting our Church of England foundation as an institution committed to the common good. Our priorities are to tackle inequity, to address climate change, and to support the wider community through access to our facilities and services. We value co-design and collaboration, practising inclusivity, harnessing diversity and embracing the power of collective wisdom to challenge, disrupt and innovate for broader societal benefit.

## Strategic Objectives

- PSP-1.** Establish strategic alliances and operational partnership working to challenge and address inequity across our city and region.
- PSP-2.** Act responsibly for the future of our planet, exercising leadership to address the global climate emergency both within the University and in partnership with wider communities.
- PSP-3.** Further develop our facilities and services as community assets across sport, health and wellbeing, education, skills and culture.



## Enabler: Financial Strength

We are determined to reach further and make a bigger social impact whilst also improving our financial strength. We will grow our provision and play a vital role in regional education and higher skills provision whilst also extending our reach internationally, recruiting students to increase diversity and global perspectives. As we grow, we will require a flexible and adaptable workforce committed to collaboration, smart digitally enabled systems, rigorous finance operations and carefully prioritised strategic investments.

## Strategic Objectives

- FS-1.** Extend reach and impact through student number growth and diversification, including through academic and employer partners and international student recruitment.
- FS-2.** Develop and embed rigorous digitally enabled finance operations, sound financial literacy and a viable corporate financing strategy.
- FS-3.** Review and optimise our operating model to achieve financial strength, aligning resources efficiently to strategic priorities, working in partnership and leveraging commercial opportunities.



## Enabler: Digital

We believe that at the centre of digital transformation is the ability to enable people to thrive, improving how things work for students, for staff, and for the organisation. Transformation is focused on strengthening the core, whilst building for the future. A collaborative, co-design approach will add value by; enhancing people experiences, building digital capability, delivering operational excellence, finding new ways to capture and create value, as well as promoting social inclusion and regional development. We will innovate by embracing new technologies and simplifying processes to enable our community to focus on their learning and work.

## Strategic Objectives

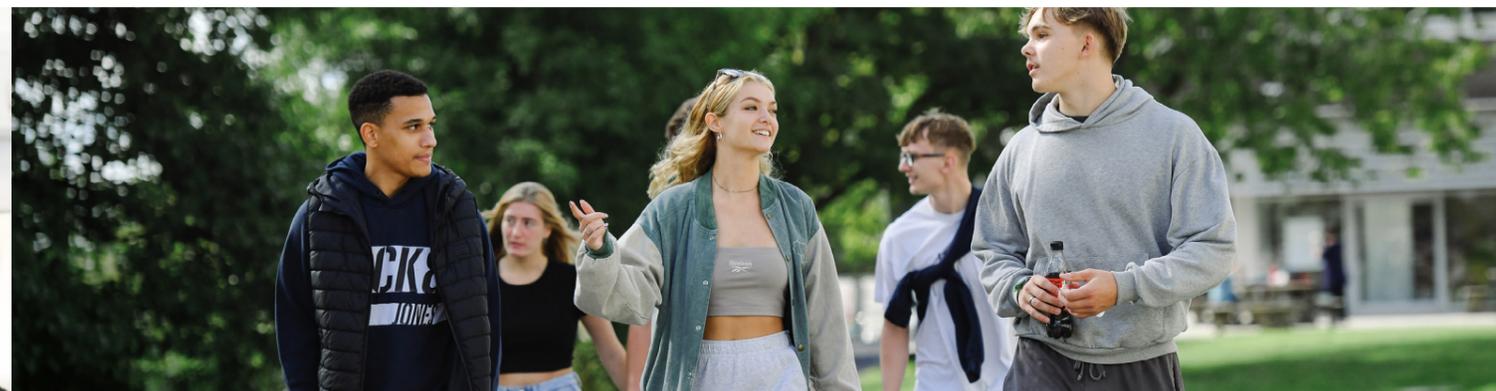
- D-1.** Develop and strengthen student and staff digital capability to enable them to use digital technologies to achieve their goals and objectives.
- D-2.** Improve business capacity and decision making by improving operational efficiency through data and process improvement.
- D-3.** Enhance the underlying technology and infrastructure so that it is secure, fit-for-purpose, adaptable and flexible to changing business requirements.

## Enabler: People

People are the heart of the University. Through values-based leadership, behaviours and decision making we will create a culture that embraces the future of the university recognising the need to adapt and change. Our decisions will always be guided by our values and core focus to align strategy and culture to create success. Our approach enables voice and values co-design and collaboration, practising inclusivity and harnessing diversity to create a clear employee value proposition.

## Strategic Objectives

- PE-1.** Champion and develop values-based leadership, behaviours and decision making.
- PE-2.** Enable staff, student and community voices to be heard and valued.
- PE-3.** Re-design our operating approaches and organisational development plan to align our people resource to our strategic priorities.



## Enabler: Partnerships

We will work with industry, public sector and community organisations, academic institutions, schools and colleges and research institutions to amplify our success and for mutual benefit and accountability. Together we will extend our collective reach and impact, addressing regional challenges and skills gaps, partnering to infuse real-world relevance into curricula through experiential learning and bolstering research and knowledge exchange. Shared resources and expertise will support financial resilience and enable growth and prosperity.

## Strategic Objectives

- PA-1.** Establish strategic alliances and operational partnerships aligned to our values and of reciprocal benefit, making the most of limited resources.
- PA-2.** Ensure our internal governance structures reflect a commitment to working in partnership ethically for mutual benefit and accountability.



## Measuring Success



### Student population growth

- Place and Social Purpose
- Financial Strength
- Digital
- Partnerships



### Graduate outcomes & progression

- Student Success
- Place and Social Purpose



### Proportion of staff who are research active staff

- Research and Knowledge Exchange
- Place and Social Purpose
- Partnerships



### Staff engagement & organisational climate

- People
- Digital



### Student continuation

- Student continuation
- Student Success
- Place and Social Purpose
- Digital
- Financial Strength
- People



### Student satisfaction

- Student Success
- Digital
- People



### Earnings before interest, taxes, depreciation and amortization

- Financial Strength
- Digital
- Partnerships



### Campus utilisation

- Place and Social Purpose
- Financial Strength
- Digital

