

A low-angle, upward-looking photograph of modern glass skyscrapers at dusk. The buildings are covered in reflective glass panels that mirror the sky and each other. Warm interior lights are visible through some of the windows, creating a contrast with the cool blue tones of the twilight sky. The perspective makes the buildings appear to converge towards the top of the frame.

UCEM

UNIVERSITY COLLEGE
OF ESTATE MANAGEMENT

Vision and Strategy to 2025

Realising your potential in the Built Environment



Welcome

I am delighted to introduce you to UCEM's vision and strategy to 2025 and beyond. This new vision and strategy is launched at a key milestone in our history: our centenary year. Whilst we look to the future we are also reflecting on how to build on our heritage and rich history.

Central to the UCEM mission both now and in the future, is its core purpose; to provide accessible, relevant and cost-effective education, enabling students to enhance careers, increase professionalism and contribute to a better Built Environment.

This core purpose continues to provide a clarity of focus and drives everything we do. At the very heart of it, we are committed to inspiring more people to develop their careers through a continued widening of access to industry relevant programmes of study.

This document outlines our new, long-term vision and sets out the key elements of our strategy to 2025, reflecting the continued development of our story and future ambitions.

UCEM Principal

Ashley Wheaton BA (Hons)



Our Vision

To be the Centre of Excellence for Built Environment Education

Starting in its centenary year, UCEM will begin the transition to its new vision:

“To be the Centre of Excellence for Built Environment Education”

As the Centre of Excellence for Built Environment Education, UCEM will focus on maximising its Impact and Influence on both Education and Industry. In practical terms, this means a focus on delivering greater impact through; **Student Outcomes, Widening Participation, Student Satisfaction and Reach**, whilst increasing influence by offering a greater **Depth and Breadth** of education, engaging more with **Education and Industry** partners and actively **Collaborating**.

By maximising both our Impact and Influence; students, employers, Industry and the Higher Education Sector will regard UCEM as the obvious and best choice of institution for Built Environment qualifications.





Our Strategic Plan

Influence and Impact

Influence

UCEM will further increase its industry and education influencing role and profile, whilst creating a deeper (by educational level) and broader (by programme subject) product portfolio. UCEM will achieve this through further active collaboration with Built Environment professional and regulatory statutory bodies (PRSBs) employers, influencers and interest groups.

We will continue to develop our Influence through:

Industry

Building new and strengthening existing relationships in industry

Education

Being an active voice in HE policy, representing our interests as a specialist, vocational Higher Education Institution

Collaboration

Working collaboratively and actively with partners to achieve our outcomes

Depth & Breadth

Providing a greater depth and breadth of product, to serve more of the Built Environment professions

Impact

A focus on greater Impact, will allow us to build our capabilities to deliver improved student outcomes and satisfaction. We will provide accessible study routes to a broader and more diverse student audience, enabling greater access to professional careers in the Built Environment. We will enable positive student outcomes and deliver an outstanding student experience, enabling us to become the Centre for Excellence for Built Environment Education.

We will continue to increase our Impact through:

Reach

Increasing our influence within Built Environment professions and growing student numbers

Student Outcomes

Delivering relevant and successful student outcomes

Student Satisfaction

Delivering positive, rewarding and high-value student experiences

Widening Participation

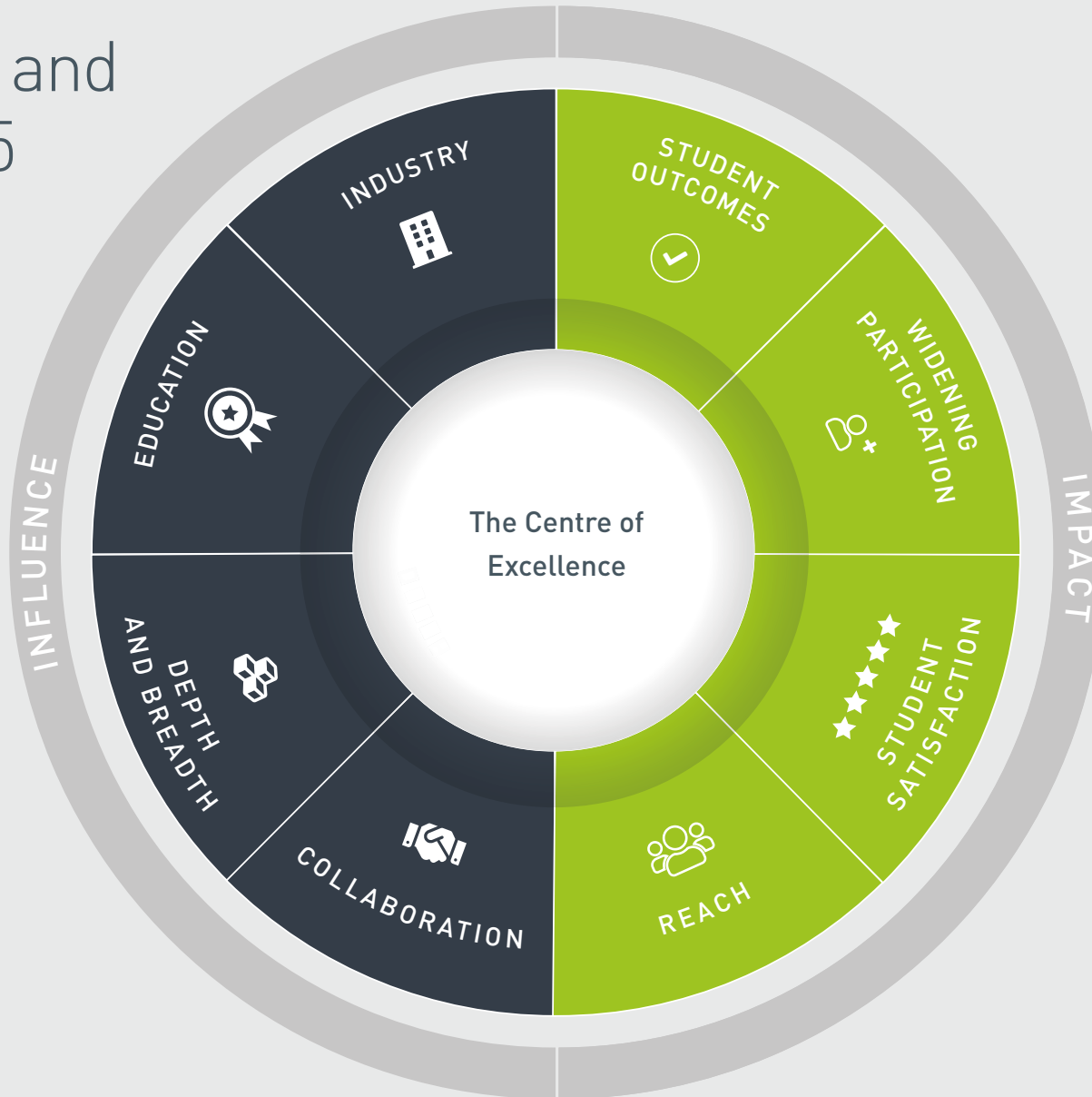
Increasing equality of opportunity for all students to access, succeed and progress in education



UCEM Vision and Strategy 2025

“To be the Centre of Excellence for the Built Environment Education”

‘Influence’ refers to UCEM’s positive impact on the Built Environment, industry and higher education through: industry relationships, education policy lobbying, collaborative relationships and depth and breadth of offerings.



‘Impact’ refers to the positive combined effect of focusing on student satisfaction, widening participation and audience reach.



Our Values

Our core values are central to our being at UCEM and reflect the values we uphold externally to students and stakeholders, and internally to each other. They are: excellence, passion, integrity and support.



Excellence

We aim high

We set high standards, to exceed delivery expectations, deliver excellence, listen to the student voice and are accountable for what we do



Passion

We care about what we do

We want each of our students to achieve their best potential and we provide support to help them do so



Integrity

We put fairness first

We model integrity in our behaviours, we are open with others, we deliver to national standards and we do what we say



Support

We support and respect each other

We help students and each other to achieve goals, we are respectful, supportive and open to ideas and we value the skills of all employees



Maintaining Institutional Health and Focus

→ Staff engagement and health

Ensuring staff health and engagement remains high

→ Financial health

Meeting our core financial objectives

→ Sustainability

Ensuring sustainability remains central to our ethos

→ Integrated enhancement planning

Delivering Student Success and Satisfaction with greater student representation, engagement and communication

→ Operational excellence

Delivering high-quality academic and professional services to all students and employers





2025 Outcomes

By 2025 we will have:

Increased the areas of the Built Environment we serve

- By expanding our reach to new students and employer sponsors through the introduction of a number of new levels of study, programmes and subject disciplines
- By increasing our industry relationships with those who shape the industry – employers and professional bodies
- By increasing our influence in the Built Environment through the professionals we educate

Increased our standing as an independent Higher Education Institution

- By gaining full University Title
- By completion of our roadmap towards Research Degree Awarding Powers
- By continued compliance with educational standards from regulators and quality bodies including the Office for Students, Quality Assurance Agency and Ofsted
- By active engagement with HE policy makers

Further widen participation

- By actively encouraging diverse applicants and supporting them to be successful in their studies
- By continuing to offer highly flexible and accessible study to mature and part-time students
- By providing a full-time offer, based on a blended learning model that allows for flexibility alongside other commitments

Further enabled positive student outcomes and satisfaction

- By helping students to thrive throughout their learning experience
- By listening to student feedback to better understand and act on their needs
- By helping students to connect and build their network
- By providing seamless service operations and a consistently excellent student experience

Retained highly performing and engaged staff

- By helping our people to deliver excellence and the highest value in their roles
- By investing in our people to support high performance
- By fostering positive people relationships and a supportive work environment
- By demanding good employee fit to our brand values, helping to deliver our brand promise to students

Patron: **HRH The Prince of Wales**

Realising your potential in the Built Environment

Accessible, flexible and cost-effective
education, enhancing careers, increasing
professionalism and contributing to a better
Built Environment

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