

Partnerships Sub-strategy 2022–30

The University of Greenwich has a bold ambition to become the top modern university in the UK by 2030. As we focus upon student success, impact-driven research and knowledge exchange that makes a difference in the real world, we have embedded a spirit of collaboration and partnership across the university to enable us to deliver our mission of Education Without Boundaries at scale.

Vision

Our vision for partnerships is to build an inclusive and sustainable university-wide partnerships framework that will increase our capability to deliver the ambitions of the 2030 strategy:

- *Creating opportunities for individuals and society.* We will work with schools and our partners in further and higher education to raise the aspirations and social mobility of young people. We will also work closely with employers to ensure that our programmes meet their workforce needs for today and tomorrow.
- *Building partnerships.* We will work with commercial, public and third sector stakeholders both locally and globally to deliver social and economic outcomes. We will only work with partners who share our values and commitment to equality, diversity and inclusion and sustainability.
- *Delivering impact.* We will integrate multiple entry points into the university to create a central ‘front door’/partnerships hub and customer relationship management system to manage and facilitate more cross-functional relationships to achieve wider strategic benefit, including maximising revenue opportunities.

Priorities and goals

The overall purpose of our partnerships sub-strategy is to help us to understand, develop, grow, manage and measure the impact of our partnerships. The University of Greenwich already benefits from a number of strong relationships with external organisations; however, it is clear that establishing a more strategic and formal framework for managing these and future relationships will deliver additional significant benefits and revenue. With this in mind, the partnerships strategy is focused on aligning resource and energy into areas

that can provide the optimum return on investment, from both a revenue and societal perspective.

Our priorities are:

- UK education
- Workforce and skills
- International study partnerships

Our goals are:

1. To work in partnership with 200 local schools to support them to raise their student attainment and career pathways aspirations and study with the University of Greenwich.
2. To focus on building new FE-HE pathways. 85% of our new programmes will be delivered in partnership with four strategic partners.
3. To ensure that all new University of Greenwich programmes evidence co-creation with employers, professional bodies and our alumni who are already working in organisations and can advocate for us.
4. To become the leading modern university for business and community engagement, engaging with 1,000 organisations across London and Kent.
5. To extend our international partnerships with more students studying with us overseas.
6. To leverage our existing global university networks to create ten new summer schools and 20 new global mobility partners.

Moving from, moving to

The creation of a partnerships framework enables us to integrate all external partnership work taking place across the university. We will also be able to capture, develop, manage and measure the impact of our existing partnerships while building new relationships. Collectively, this will help us to directly influence the financial stability of the university.

Priority	Moving from – 2021	Moving to – 2030
UK education	Limited and post-16 focus on school engagement to support students applying to the university. Contributes to circa 4,000 new home undergraduate students annually, (approximately £50m)	Enhanced school engagement, extended to pre-16 and new partnerships. Contributes to circa 5,500 new home undergraduate students annually, (approximately £60m)
	Limited pathways from FE. Circa 1,300 FE/HE students, (approximately £3.5m)	New integrated pathways with FE. Circa 2,000 FE/HE students, (approximately £10m)
Workforce and skills	Fragmented employer engagement. 411 apprenticeship students, (approximately £4m)	Joined-up employer engagement. Circa 5,000 apprenticeship students, including higher apprenticeships at post graduate level, (approximately £36m)
	Siloed relationships with partners. R&KE external revenue – not including QR/HEIF, (approximately £20.2m)	Optimised external relationships contribute to R&KE external revenue – not including QR/HEIF, (approximately £68m)
International education	24 TNE partnerships. 2,400 new students, (approximately £1.5m)	30 TNE partnerships. Circa 5,000 new students, (approximately £3m)
	120 students attend University of Greenwich summer schools via 18 mobility partners	500 students attend University of Greenwich summer schools via 28 mobility partners

Please note that student numbers and revenue projections included above are for illustration only and are not cumulative. They are based on current fees and projection assumptions and are subject to variation and change over the next eight years.

We will know that we have been successful when:

- We have expanded the range of entry routes into the university, and these are reflected in their contribution to overall undergraduate student numbers. By 2026, overall new home undergraduate numbers are forecasted to be nearly 25% greater (5,385) than in 2021, and we will then see additional growth up to 2030.
- We have implemented a wide range of new programmes in partnership with our FE stakeholders. We expect to stabilise and defend our annual FE to HE revenue and then grow our student numbers through the development of T-

levels and higher technical qualifications (HTQs), some of which will be delivered in local colleges. While some programme developments will be more traditional up to 2026, we expect that our non-standard provision will replace some for these numbers while also adding overall growth through new students.

- The number of new students studying apprenticeships (degree, higher or virtual) reaches 5,000 by 2030.
- We have a full view of all our partnerships activity available in one place, including joining up our metrics for research and knowledge exchange and demonstrating how partnership work has helped us to deliver our revenue targets for R&KE.
- Our TNE student numbers and balance of nationalities meet our projections.
- We have aligned our portfolio to support more ‘first generation HE’ students who wish to take advantage of global mobility experiences and we have offered all students the opportunity to take part. We will also achieve our goal of adding ten more mobility partners into our programmes, a total of 28 partners across at least 14 countries.

UK education partnerships

We will partner with regional schools and further education partners to ensure that we offer a wider range of ways to study with us, including widening access and raising attainment of students at school, identifying career pathways from further education/third sector providers and aligning admissions towards technical qualifications. This work will enable us to support students to have clearer career choices and pathways, and ultimately to achieve strong graduate outcomes as outlined in the student success sub-strategy.

By 2030, we will work in partnership with 200 local schools to support them to raise their student attainment and career pathways aspirations.

Over the next few years, we will enhance and grow our schools, colleges and community engagement to reach 20% more unique ‘first generation HE’ participants and deliver a high-quality, inspiring, inclusive and impactful outreach programme across 200 schools. Our offer will promote inclusive recruitment by supporting attainment, encouraging progression to higher education by all those who would benefit from it (because of, not despite, their backgrounds) and by reflecting the many potential pathways into the university. Our pre-

and post-16 work will inform our Access and Participation submission to the Office for Students and will continue to adapt as more information emerges in the policy arena.

Projects. The following projects will be implemented to enable us to meet our UK education partnership commitments:

- Creation of a regional outreach programme delivered to pre-16s in partnership with Adecco. (2022/23)
- Extension of the post-16 outreach strategy to enhance our existing GRE skills programme by joining up existing internal relationships with schools (with a focus on the School of Education). (2022–25)
- Creation of a new framework for widening access mapped directly into OFS polar quintile targets and outcomes. (2022–26)

By 2030, 85% of our FE-HE pathways will be delivered in partnership with four strategic partners.

Student numbers generated at the university from UK partnerships have seen a significant decline over the last three years as FE partners and the university offer competing programmes at Level 4 (college HNDs/foundation degrees versus extended four-year university degrees which include a foundation year). We will seize the opportunity to reimagine a combined and seamless offer to secure local students through integrated pathways with a focused group of partners.

Projects. The following projects will be implemented to enable us to meet our UK education partnership commitments:

- Formal strategic partnership MOAs approved with LSEC, Bird College, North and Mid Kent Colleges. (2022/3)
- Implementation of T level entry tariffs. (2023/4)
- Implementation of Higher Technical Qualifications (HTQs). (2024/5)
- Approved FE-HE pathways for construction, engineering, architecture/surveying, creative industries, professional business services and health & social care. (2025)
- Cessation of non-core relationships/teach outs/transfers. (2026/7)

Workforce and skills partnerships

We recognise the need for the university to play a civic role within our economic regions and communities, and we will join up our existing external relationships to work more closely with industries that are aligned to our organisational strengths. By evolving our academic programmes towards sector workforce needs (including both commercial, non-commercial and third sector partners), we will be able to support faculties to embed knowledge and skills into our curriculum to produce more employable graduates (thereby supporting the university's student success sub-strategy).

We also expect the partnerships framework to play a role in the skills agenda, delivering a talent pipeline through continuing professional development (CPD), professional practice, one-off training, 'bite-size' training and micro-credentials. By adopting an institutional level partnerships framework, we will be able to identify further opportunities to integrate teaching and learning/programmes with knowledge exchange expertise at the point of need and from the partner perspective, as reflected in the research and knowledge exchange sub-strategy.

By 2030, all new University of Greenwich programmes will evidence co-creation with employers, professional, statutory and regulatory bodies, and alumni.

The university has recently updated its curriculum framework to include more intensive work with employers (and alumni working in employer organisations) to ensure that new programmes are developed in line with employer talent pipelines and future workforce needs. While the majority of programmes offered by the university are vocational in nature, we will invest additional resource into a standardised approach for employers to engage with us and catch up with our competitors by creating more employer-aligned programmes, including degree and higher apprenticeships. This work will complement the internal curriculum developments described in the student success sub-strategy.

Projects. The following projects will be implemented to enable us to meet our workforce and skills commitments:

- Creation of an Employer Partnerships Model that joins together employers and alumni with our curriculum framework and programme approvals process. (2022–23)
- Establish/re-establish Faculty Industry Advisory Boards aligned to key sectors. (2023)
- Implementation of sector specific employer engagement plans. (2022–24)

- Creation of a virtual Apprenticeships/HTQ team and operating model. (2023–26)
- Creation of a bid capability function for credit bearing opportunities. (2023)

By 2030, we will be a leading modern university for business and community engagement, engaging with over 1,000 organisations across London and Kent.

Many parts of the university have built successful relationships with external partners, including local businesses, funding bodies, sector representative bodies and non-commercial organisations such as the NHS and social care. Historically, these have been built upon personal relationships and operate in silos with very little central oversight. As we look to 2030, we will support faculties, institutes, centres and directorates to share their work, join up activity and extend the range of work programmes within each partnership (eg involving employers who currently take on our graduates in curriculum design or apprenticeships).

In addition, the University of Greenwich is uniquely positioned along the London to Kent corridor to leverage partnership opportunities covering infrastructure regeneration, population growth and innovation. Our extensive 130-year history of working in partnership with a multitude of stakeholders means that we are well placed to amplify these relationships at scale to accelerate and deliver greater impact. We will provide a centralised reporting function specifically in relation to the business and community elements of the knowledge exchange work being delivered in the research and knowledge exchange sub-strategy.

Projects. The following projects will be implemented to enable us to meet our aspirations to support business and community engagement.

- Creation of a central repository of partners and opportunities (CRM), as included in the digital strategy. (2024)
- Alignment of Faculty/Institute/Centres/Directorate activities in relation to partnerships for research, place-based opportunities, skills, enterprise and entrepreneurship and work with the public and third sectors. (2023–25)
- Development of a public and community engagement plan for increasing our regional influence with commercial (eg SMEs) and non-commercial (eg NHS) organisations. (2022/23)

International study partnerships

For more than 25 years, the University of Greenwich has had a proud history of delivering high-quality education to students based overseas, predominantly via a franchise or quality assurance model. Our partnerships grew substantially between 2012 and 2016, with a review and cessation of low-value partners in 2016. Moving forward, we will focus on driving additional student numbers via existing partners while forming new strategic partnerships that leverage more revenue opportunities from overseas markets. Extending existing and building new international TNE partners also enables us to extend student international mobility opportunities and research or knowledge exchange opportunities.

By 2030, we will extend our international partnerships with more students studying with us overseas.

The university is currently the sixth largest UK provider of transnational education (2020 baseline), with 24 active partners across the world. We expect to further evolve this work to support our aspirations of widening access to higher education as well as ensuring that we have a balanced and sustainable mix of subjects across different territories (and geopolitical risk), including the additional access to our UK programmes via the University of Greenwich International College.

Projects. The following projects will be implemented to enable us to meet our international education commitments:

- Financial review of fees and margins. (2022–24)
- International partner reviews, including quality assurance, for every partnership. (2022–27)
- New costing and risk management process in place. (2022–24)
- Partner relationship management process. (2022–28)
- New standard contracts. (2022–28)
- New large partnerships and a small number of high-quality, niche partnerships in place. (2022–28)

By 2030, we will have leveraged our existing global university networks to create 10 new summer schools and 20 new global mobility partners.

The university has a long history of widening participation and is committed to social mobility, increasing access and maximising student achievement. Our student population

includes a high proportion of students from state schools (97%). Such students are often deterred from studying or working abroad due to factors such as cost, language, and work and family commitments. There is, however, evidence to suggest that these students would benefit the most from student mobility in terms of graduate outcomes. Post-pandemic, we expect to relaunch our summer schools and mobility exchange offer with overseas universities. From 2022, summer schools will be delivered on campus and overseas experiences will run from one to four weeks in a range of destinations across Europe and Asia and will include in-person and virtual opportunities.

Projects. The following projects will be implemented to enable us to meet our international mobility commitments:

- Sourcing ten new mobility partners. (2022–26)
- Relaunching the Summer School Programme. (2022–25)
- New funding plan to enhance the existing Turing Scheme so that more students can benefit. (2023–30)

Summary

By the end of the strategy period to 2030, the University of Greenwich will be working with more than 1,500 functional, collaborative and strategic partners that contribute to overall financial stability and revenue expectations.

Enablers

In order to achieve our strategic priorities and deliver the desired outcomes in the 2030 strategy, we will establish an operating model that centralises and integrates our partnering capability in line with our student success and research and knowledge exchange strategies. The creation of a partnerships hub, relationship management framework and customer relationship management system pulls together and enhances outcomes across student recruitment, alumni, international, employability, faculty and professional service plans.

Partnerships hub

A central partnerships hub/team will:

- Act as a central ‘front door’ to the external world, marketing our offer and routes into the university. Partners will be able to start conversations with us

about skills/training courses, workforce needs, transnational education, international mobility, industry skills, research, and access to our academic expertise. They will then be signposted into the relevant part of the university that can support them.

- Work across university faculties, institutes, centres and directorates to identify existing and additional cross-functional opportunities to extend the strength and depth of our partnerships.
- Provide institutional oversight, monitoring, reporting and governance for all partnership activity at the university, feeding directly into the Strategy Programme Board, Vice-Chancellor's Group and the Governing Body.

Relationship management framework

We recognise that managing and developing an array of partnerships across the university is complex and often reliant on personal relationships. A relationship management framework will categorise our partnerships according to their strategic impact (from high impact, multifunctional partnerships that contribute to several strategic ambitions, through to more bespoke, local partnerships where impactful work is taking place within one area of the university). The framework will act as a model to define the levels of resource and cost inputs required to sustain and grow a successful partnership. It will also identify relationship managers who are responsible for nurturing and supporting their partners.

Customer relationship management system

The university will invest in the creation of a single system that integrates data from different parts of the organisation to provide a single version of the truth of our partnerships pipeline, activities and relationships, impact and revenue. A reporting function will provide clear information on progress against milestones and achievement of our hard and soft KPIs.

A vision for Partnerships - Summary

Education without boundaries: To build an inclusive and sustainable, university wide partnerships framework that will increase our capability to deliver the ambitions of the 2030 strategy.

Challenges and Opportunities	Strategic Commitment A Partnerships Framework will support us to understand, develop, manage and measure the impact of our partnerships.			KPIs by 2030 40,000+ students studying at UoG Financial sustainability	Impact (Local/Regional, National, International)
Values: Inclusive, Collaborative, Impactful, Sustainable					
<ol style="list-style-type: none"> National HE policy and funding shift towards partnering and impact. Government policy moving towards non typical learning and pathways. Opportunity to extend global impact and reduce risk across different markets and territories. Opportunity to offer a joined-up approach to external organisations who wish to partner with us. 	Priority 1 UK Education Partnerships	Priority 2 Workforce and Skills Partnerships	Priority 3 International Study Partnerships	UK Education <ul style="list-style-type: none"> School engagement: 6,135 new home undergraduate students. New integrated pathways: 2,000 FE/HE students. 	Continuous improvement/refresh of curriculum and pathways.
				Workforce and skills <ul style="list-style-type: none"> Joined up employer engagement: 5,000 degree apprenticeship students. Optimised external relationships: R&KE external revenue (not including QR/HEIF). 	Increased student numbers.
				International Study <ul style="list-style-type: none"> 30 TNE partnerships: 5,000 new students. 500 students will attend UoG summer schools via 28 mobility partners. 	Civic university / Place Marketing.
				Delivery by: Partnerships Hub, Partnerships Framework, CRM	United Nations SDGs.
				ENABLER 1: STUDENT SUCCESS (Alumni, Portfolio, Recruitment)	Increased international student experiences.
				ENABLER 2: PEOPLE (Capacity and Capability)	RK&E outcomes.
ENABLER 3: FINANCE (Modelling, Risk, Governance)					
ENABLER 4: DIGITAL (CRM)					
ENABLER 5: R&KE/ EMPLOYABILITY (Relationships)					