



University of the  
Built Environment  
EST. 1919

# 2025 – 2030 Strategic Plan



# Foreword



**In 2019, as University College of Estate Management (UCEM), we launched our long-term vision to be *'the centre of excellence for built environment education'*.**

**This was reflected in the accompanying CX Strategy, with CX referring to the ambition to be a 'centre of excellence' as well as the institution's strategic focus during the ten years post its centenary.**

During the first five years of this strategy, the institution has made significant progress towards the vision, with the expansion of our programme offer in several key areas such as building control, planning and architecture. Our quality as a higher education provider was recognised in 2022 when we were awarded Indefinite Degree Awarding Powers, a major milestone in the institution's history. In the same year, we refined our core purpose, as part of our shift towards making sustainability central to every aspect of the institution. These achievements followed a "Good" Ofsted rating in 2021 recognising the high quality of our rapidly growing apprenticeship provision.

Perhaps the biggest change for our institution has been the most recent; the Office for Students approval to become University of the Built Environment. As we move into the next five-year iteration of our strategy, our new name better reflects both the essence and objects of our Royal Charter and fully aligns with the ambition set out in our future vision.

This Strategic Plan covers the period 2025-2030 and is intended to build on the significant progress made since 2019, whilst moving the University further towards our vision. As we move along that journey, our core purpose remains central.

A handwritten signature in black ink, appearing to read 'Ashley Wheaton'.

**Ashley Wheaton BA (Hons) HonRICS, Hon FCABE**  
**Vice Chancellor**



**#1**

provider of Chartered Surveyor  
degree apprenticeships in the UK

## **Our core purpose:**

***Provide truly accessible, relevant  
and cost-effective education, which  
enhances careers, increases  
professionalism and contributes to  
a sustainable built environment.***



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# Our vision

## To be the centre of excellence for built environment education.

Becoming the centre of excellence for built environment education is a long-term vision for University of the Built Environment, which represents the natural evolution of the University's existing proposition and will form an important legacy for the current generation of students, staff and trustees long into the future.

Once realised, University of the Built Environment will be the go-to place to study and gain qualifications which meet the wide range of needs across the industry. The University's subject offering will include the major professional disciplines associated with the built environment, at all the relevant qualification levels. It will provide professional training services, academic and contract research, knowledge exchange and consultancy. Reputationally, University of the Built Environment will be considered the best choice for students wishing to begin or to develop their career



within the built environment and for industry employers wanting to qualify their staff. Through excellent practice and research, University of the Built Environment will be established as the voice and authority for built environment education in the UK; and become a recognised and respected voice globally. A true centre of excellence.

This 2025–2030 Strategic Plan should be viewed through the lens of taking the next important steps towards this vision. It sets out the next and second five-year iteration of the CX Strategy, in the knowledge that the University will still be on the journey towards its vision over the much longer-term, in all probability up until 2050.

# Our values

The University's core values are central to how it operates and reflect the values it upholds externally to students and stakeholders, and internally to each other. They are excellence, passion, integrity and support:



## Excellence

### We aim high

We uphold high standards and constantly seek to improve. We each take personal responsibility for our work's quality. By listening to our students, we aim to exceed their expectations in both quality and delivery.



## Passion

### We care

We want each and every one of our students to succeed and prioritise doing right by our students and customers.



## Integrity

### Fairness first

We model integrity in everything we do. We never compromise on honesty or trustworthiness. We adhere closely to laws and compliance standards. We do what we say we will do and fulfil our promises to staff.

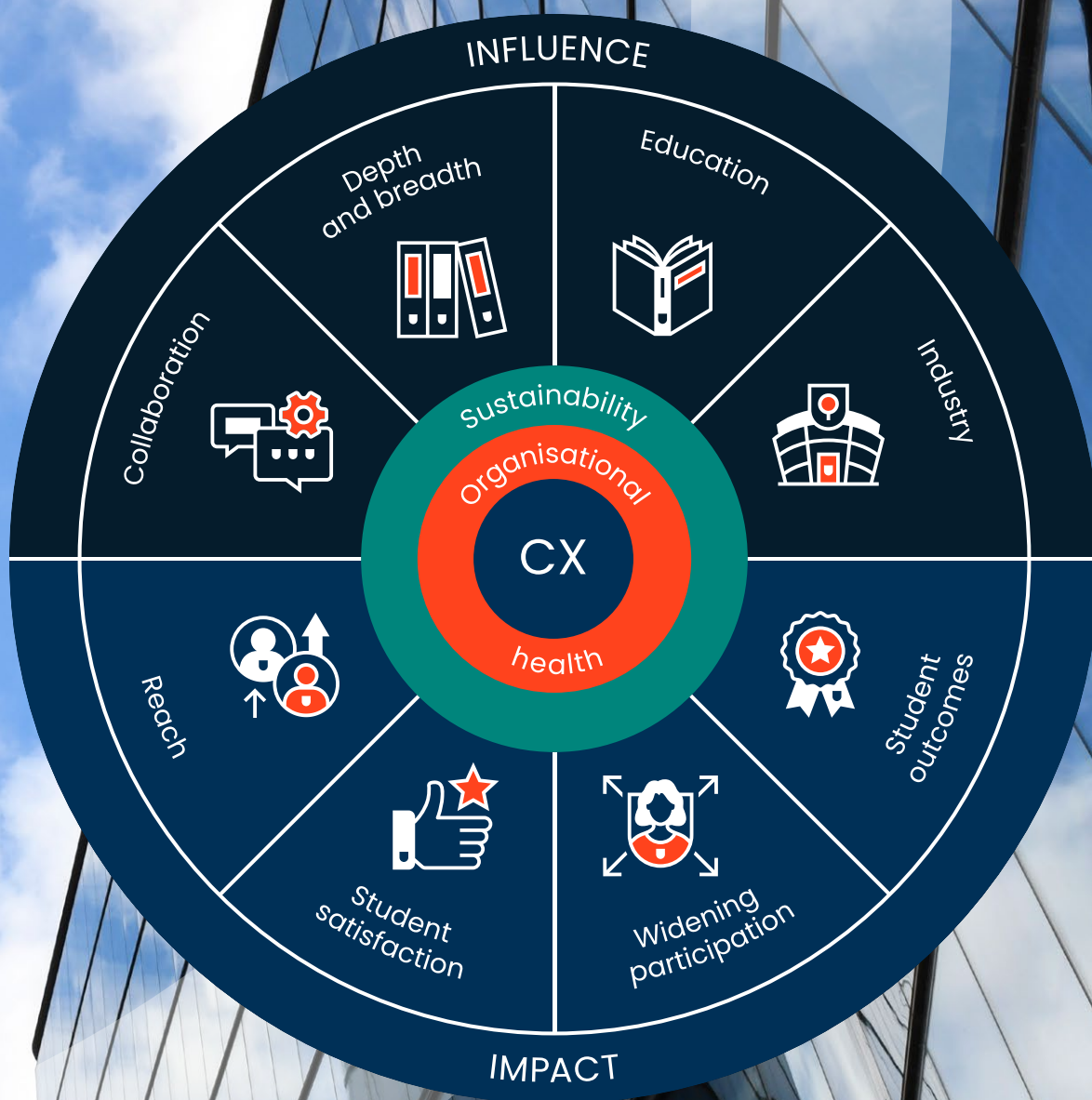


## Support

### We support and respect each other

Each staff member supports others in achieving their goals, respects opinions, and embraces new ideas. We promote a supportive environment for both staff and students, valuing and rewarding individual skills while working towards common goals through collaboration.







# The CX Strategy

The University's strategy is centred around the core themes of influence, impact and organisational health:

## Influence

The positioning of the University as a centre of excellence through building its reputation in the Built Environment industry and in Higher Education.

## Impact

The measurable change the University can affect through the attraction and satisfaction of students and the outcomes they achieve.



## Organisational health

The University's ability to maximise the effectiveness, efficiency and financial sustainability of the organisation, including its people, operations, technology and estates.

**The University embeds its commitment to sustainability across all of the CX Strategy themes. Its sustainability ambitions are outlined in the University's Sustainability Strategy.**

# 2030 goals

## Reach

**Is growing the University's student population to extend the University's impact. We will:**

- Grow our student body to 4,600 registered students, with an increasing body of students in new subject areas.

## Widening participation

**Is increasing equality of opportunity for students to access, succeed and progress. We will:**

- Deliver the objectives of the University's Widening Participation Strategy.

## Student satisfaction

**Is the positive opinion students and employers have of their experience of the University. We will:**

- Put student feedback at the heart of continual improvement of the University's operations and services, measuring impact through the National Student Survey and internal satisfaction surveys.
- Demonstrate excellence of customer service to students and their employers.

## Student outcomes

**Are the positive outcomes students achieve as a result of their studies. We will:**

- Maximise within the University's flexible model the number of students leaving the University with a full or partial award.
- Continue our leading position as an apprenticeship provider by raising the completion rate of End Point Assessment.



## Collaboration

**Is working with external partners to achieve the University's goals. We will:**

- ❑ Establish a forum for facilitating built environment excellence.
- ❑ Collaborate with further education.
- ❑ Use partnerships to support delivery of the strategy.

## Industry

**Is raising the University's profile, presence, relationships and perception in the built environment industry. We will:**

- ❑ Increase our professional training offer to meet industry needs.
- ❑ Increase enterprise and knowledge transfer partnership activity.

## Depth and breadth

**Is increasing the breadth of programmes offered and building the product portfolio from Level 4 to Level 8. We will:**

- ❑ Launch taught programmes in new subject areas.
- ❑ Offer research degrees.

## Education

**Is raising the University's profile, presence, relationships and perception in higher education. We will:**

- ❑ Demonstrate excellence in teaching by achieving TEF Silver and Ofsted Good.
- ❑ Submit to the Research Excellence Framework.

## Organisational health

**Is maximising the effectiveness, efficiency and financial sustainability of the University, including its people, operations, technology and estates. We will:**

- ❑ Increase our annual income to £33 million, generating sufficient surplus to be able to re-invest in the student experience and wider industry influence.
- ❑ Have highly satisfied and skilled employees, with a diverse and inclusive culture.
- ❑ Deliver our commitment to achieve reductions in our Scope 1, 2 and 3 emissions.



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'University of the Built Environment' is a business  
name of University College of Estate Management