

# CANTERBURY CHRIST CHURCH UNIVERSITY STRATEGIC FRAMEWORK 2015-2020

## MISSION

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*Inspired by our Church of England foundation, the University's mission is to pursue excellence in higher education: transforming individuals, creating knowledge, enriching communities and building a sustainable future*

## VALUES

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*We value:*

- the development of the whole person, respecting and nurturing the inherent dignity and potential of each individual
- the integration of excellent teaching, research and knowledge exchange
- the power of higher education to enrich individuals, communities and nations
- our friendly, inclusive and professional community of students and staff, preparing individuals to contribute to a just and sustainable future.

# STRATEGIC AIMS AND OBJECTIVES

## STUDENT EXPERIENCE

### Strategic Aim

To provide our diverse student body with a high quality holistic student experience in relation to learning, the wider experience of the University and global citizenship.

### Strategic Objectives

1. To work with students as partners throughout the entire student journey from pre-arrival, through University study and on to graduation, employment and alumni engagement.
2. To understand the demographic and geographical distribution of our student body, including those studying with collaborative partners in the UK and overseas, and provide high quality support and services which are relevant to their individual and collective needs.
3. To provide a distinctive and broader student experience through opportunities for external engagement through placements, internships, study abroad, language learning and community engagement as part of developing intelligent citizenship.
4. To provide stimulating teaching that demonstrates an academic's personal commitment to the subject area, including through research involved and research informed teaching.
5. To actively reach out to students from disadvantaged groups to raise aspirations, attainment and employment and work in partnerships with schools and colleges.
6. To provide high quality services and facilities across all our campuses, increasingly on a 24/7 basis.
7. To ensure that there are effective mechanisms to receive and act upon student feedback.

## EDUCATION

### Strategic Aim

To maintain and enhance a high quality, broadly based academic portfolio which builds on and further develops areas of University strength and potential including in relation to the public services.

### Strategic Objectives

1. To further develop and diversify the academic portfolio in areas such as Science, Technology Engineering and Maths (STEM), STEM education and new areas of health related provision.
2. To develop innovative new programmes at undergraduate and postgraduate levels including cross-disciplinary programmes.
3. To explore different models of curriculum delivery such as compressed degrees and the integration of year abroad or work placement in partnership with other organisations.
4. To develop a distinctive curriculum experience through embedding for all students a commitment to enhancing graduate employability, internationalisation, and education for social and environmental responsibility.
5. To strengthen the University's focus on postgraduate taught provision including through a more integrated approach to curriculum development from Foundation Year / level 4 to level 8.
6. To develop increasingly flexible modes of delivery including through part-time and blended learning opportunities.

## RESEARCH AND KNOWLEDGE EXCHANGE

### Strategic Aim

To extend our research and knowledge exchange activity to continue to contribute to intellectual, social, economic, cultural prosperity at a regional, national and international level.

### Strategic Objectives

1. To ensure our curricula and teaching methods are informed by staff research and scholarly activity and our students are involved in research.
2. To ensure academic staff are engaged in scholarship, research and/or knowledge exchange.
3. To deliver research and knowledge exchange outputs which are both high quality and impactful.
4. To increase our research student numbers and research income through a diverse range of regional, national and international sources.
5. To ensure that research students and visiting scholars receive a high quality experience and are integrated into the University's research community.
6. To actively promote research and knowledge exchange activity that is underpinned by high ethical, social and environmental standards.
7. To proactively develop regional, national and international strategic research and knowledge exchange partnerships with the public, private and third sectors.

## RESOURCES

### Strategic Aim

To provide an effective, efficient, innovative and sustainable use of the institution's resources to deliver the University's strategic goals across all our campuses.

### Strategic Objectives

1. To ensure that the University is an inspiring place to work where individuals and teams will be able to develop and realise their potential and work as part of a learning community and contribute to the delivery of the University's core objectives.
2. To manage our financial resources appropriately and efficiently in line with agreed strategic priorities and financial targets.
3. To develop the future estate so that it is cutting edge, sustainable, supports academic achievement and the student experience through targeted investment informed by a comprehensive master plan.
4. To ensure that the University's technology and systems infrastructure enables and supports the delivery of high quality, customer focused business processes as well as new innovations in teaching, learning, research and knowledge exchange in an increasingly 24/7 environment.

## CROSS CUTTING THEMES

Internationalisation | Widening Access, Inclusion and Participation | Employability | Sustainability | Partnerships and Community | Technology

## KEY UNDERPINNING STRATEGIES

Learning and Teaching Strategy | Research and Knowledge Exchange Strategy | People Strategy | Finance Strategy | Estate Strategy

THREE YEAR SCHOOL/DEPARTMENTAL BUSINESS PLANS INCLUDING KEY PERFORMANCE INDICATORS