

# CANTERBURY CHRIST CHURCH UNIVERSITY STRATEGIC FRAMEWORK 2015-2022

## OUR VISION

*We will be recognised as a leader in education, research and enterprise that supports the South East region's growth and economy, building on our heritage as a globally connected, dynamic and innovative University, delivering an excellent and inclusive experience that provides enterprising, professional graduates.*

## OUR MISSION

*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.*

## OUR VALUES

*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 enterprise*
- *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 high-quality holistic student experiences in relation to learning and the wider experience of university in developing global citizens.

### Strategic objectives

1. To work with students as partners throughout their journey with us from pre-arrival, through University study and on to graduation, employment and alumni engagement.
2. To provide high-quality support and services that are relevant to individual and collective student needs, underpinned by insight into the demographic and geographical distribution of our student body, including those studying with collaborative partners in the UK and overseas.
3. To provide a distinctive and broad student experience by offering opportunities for external engagement through placements, internships, study abroad, language learning and community engagement as part of developing intelligent citizenship.
4. To develop learning opportunities that demonstrate the personal commitment of staff to their subject area and its pedagogies through research and embedding evidence-based approaches to learning, teaching and assessment.
5. To actively reach out to all students, including those from disadvantaged groups, to build confidence, raise aspirations and attainment, and improve employment outcomes.
6. To deliver high-quality services and facilities across all of our campus and off campus provision, 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 partnerships.

### Strategic objectives

1. To further develop and diversify the academic portfolio in areas such as Science, Technology Engineering and Maths (STEM), creative and digital industries and new areas of medicine and 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 accelerated degrees and the integration of study abroad or work placement in partnership with other organisations.
4. To develop distinctive curriculum experiences that embed for all students commitments to enhancing graduate employability, entrepreneurialism, internationalisation and social and environmental responsibility, through student co-creation and experience of research and enterprise.
5. To strengthen the University's focus on postgraduate taught provision including through a more integrated approach to curriculum development from Foundation Year through to level 8.
6. To develop increasingly flexible modes of delivery including through part-time and blended learning opportunities.

## RESEARCH AND ENTERPRISE

### Strategic aim

To extend our research, enterprise and scholarship of practice to grow its contribution to intellectual, social, economic, and cultural prosperity locally, regionally, nationally and internationally.

### Strategic objectives

1. To ensure staff are engaged in research, enterprise and/or scholarship of practice.
2. To ensure our research, enterprise and scholarship of practice informs and influences the industries and sectors we serve and in which our students wish to develop careers.
3. To deliver high quality outputs and impacts from our research, enterprise and scholarship of practice.
4. To increase our research student numbers, and ensure that research students and visiting scholars receive high quality experiences and are integrated into the University's community.
5. To diversify and increase our income from research and enterprise through an increasingly broad range of regional, national and international sources.
6. To actively promote research, enterprise and scholarship of practice that is underpinned by high ethical, social and environmental standards.
7. To proactively develop strategic research and enterprise partnerships with industry and the public and third sectors, embedded in the local and regional economy, and extending nationally and internationally.

## ENABLING SERVICES

### Strategic aim

To ensure effective, efficient, innovative and sustainable use of the institution's resources to enable our people deliver the University's strategic goals across all our locations.

### Strategic objectives

1. To ensure that the University is an inspiring place to work where individuals and teams are valued and developed to realise their potential and work collaboratively as part of a learning community contributing to the delivery of the University's objectives.
2. To manage our financial resources appropriately and efficiently in line with agreed strategic priorities and financial targets.
3. To develop the estate so that it is cutting edge, sustainable and supports academic success and the student experience through targeted investment informed by a comprehensive master plan.
4. To ensure that technology enables and supports teaching, learning, research and enterprise through innovative, high-quality and reliable services.

## OUR ACADEMIC FOCUS

Our Academic Priorities    Learning and Teaching Strategy    Strategic Plan for Research and Enterprise

## CROSS-CUTTING THEMES

Internationalisation    Student and Staff Wellbeing    Employability    Partnerships and Community  
 Widening Access, Inclusion and Participation    Equality, Diversity and Inclusion    Sustainability    Digital Experience

## KEY ENABLING STRATEGIES

People Strategy    Finance Strategy    Estate and Facilities Strategy    Information Technology Strategy