

**HEYTHROP COLLEGE
University of London**

**GOVERNING BODY
22 November 2011 – Approved (see GB 167 M – 9.7)**

HEYTHROP COLLEGE CORPORATE PLANNING STATEMENT

Heythrop College is the specialist Philosophy and Theology College of the University of London, which it joined in 1970. The College was founded in 1614 by the Society of Jesus and still receives substantial support from the Society, through the Trustees for Roman Catholic Purposes (TRCP), and since 2006-07 also from the Higher Education Funding Council for England. The College offers University of London degrees in Theology, Philosophy and combined degrees in these subjects. In 2008 it introduced an innovative BA programme in Abrahamic Religions, the first of its kind in Europe.

Although a small and specialist College within the University of London, with just under 1000 undergraduate and postgraduate students, it has one of the largest number of students studying these subjects in one institution, supported by a unique historical philosophy and theology library of 180,000 volumes. The College also has 76 full and part-time academic staff undertaking teaching, research and knowledge transfer/outreach activities, with a wide range of expertise in these subjects, supported by 30 professional, administrative and support staff.

As a College of the University of London, it benefits significantly from the shared resources and services of the University, such as the Senate House Library, Students' Union and computing services. Heythrop College is also the lead institution for the External Degrees in Theology and Divinity in the University of London International Programmes (formerly the External System), on which there are over 300 distance-learning students around the world.

Mission

The Mission of the College is:

- To serve society through philosophy and theology
- To offer its students an education marked by intelligence, scholarship and generosity of spirit
- To foster interfaith dialogue
- To be a resource for the Christian faith community
- To provide leadership in Catholic thought

Strategic Objectives

The objectives of Heythrop College are, from within the Catholic tradition, to make a significant contribution in the fields of theology and philosophy to the intellectual and educational life of the University, of society in general and of the Christian community in particular; and to maintain and enhance its reputation for scholarship nationally and internationally. The College seeks to meet these objectives through its teaching for degrees and diplomas in theology and philosophy through its research and supervision of graduate students, through its excellent library, the Heythrop Journal and other publications and through the wider influences of members of the faculty and its graduates.

STRATEGIC AIMS	OBJECTIVES	PROGRESS 2010-11	TARGETS 2011-12
Aim 1 - Learning and Teaching			
<p>To provide students with excellent academic teaching, learning resources and support, thereby enabling them to achieve their full potential and make a valued contribution to society</p>	<p>To develop and implement a, with the following general principles:</p> <ul style="list-style-type: none"> • To provide students with programmes of study that reflect the College's Mission • To follow an outcomes-based approach to learning with alignment between learning, teaching and assessment practices • To take an enhancement-led approach to all learning, teaching and assessment activities • To understand and act upon the aspirations of potential and current learners as well as employers and other stakeholders • To promote student engagement in the learning and teaching process • To provide learning resources to enable students to achieve the learning outcomes of their programmes of study, in particular to develop the use of technology to support and 	<ul style="list-style-type: none"> • Learning, Teaching and Assessment Strategy revised • Thematic audit of Assessment • New programmes introduced – MA Abrahamic Religions • Credit and Assessment Framework introduced; levelisation of 5/6 modules undertaken • Pedagogy lunches on assessment and learning outcomes • Close cooperation with Heythrop Students' Union; alumni involved in Careers and employability • Student reps included in periodic reviews Feedback mechanisms enhanced with Programme reps; • IT services improved working with University of London Computer Centre • HELIOS (VLE) quality marks for learning 	<ul style="list-style-type: none"> • Implementation of Credit and Assessment Framework to be completed • Working Group to look at development of IT-enabled flexible and distance learning, based on ULIP resources • Pilot with BA Pastoral Mission • Implementation of Key Information Sets • Running PTES survey of Postgraduates • Focus on employability, using alumni • Further improvement of resources on VLE – higher proportion of 'gold'sites

	enhance learning and curriculum developments where appropriate	resources introduced <ul style="list-style-type: none"> • Development of resources for University of London International programmes in theology 	<ul style="list-style-type: none"> • Enhanced student support for University of London International Programmes
Aim 2 - Student Experience			
To provide appropriate facilities and services to foster social, academic and personal growth, thus enabling students to make the most of their time at the College	<p>To develop and maintain a Student Experience Strategy based on the following principles:</p> <ul style="list-style-type: none"> • To provide students with opportunities for personal development outside the academic curriculum • To support and promote the role of the Heythrop Students' Union in ensuring a high quality student experience • To develop student support services in relation to counselling, chaplaincy, accommodation, careers guidance, study and employability skills • To promote student engagement in the provision of services and support 	<ul style="list-style-type: none"> • QAA Institutional Audit (March 2011) commends 'academic and pastoral support' at College • Heythrop Scholar successfully launched; improved careers provision, • introduction of Alumni Careers Dinner • HSU involved in developing student experience from induction to representation via committees – partnership model with College; • valuable contribution through Student written submission to QAA Audit • Mental Health Working Group set up and new policy agreed; additional counselling resources allocated; see above re 	<ul style="list-style-type: none"> • Heythrop Scholar being extended to 2nd and 3rd years • Employability policy to be developed (as above) • Work placements and internships to be increased • Graduate trainee positions to be established in College administration • Student support services to be reviewed • Student engagement in Schools liaison and outreach • Further use of student survey

		<p>Heythrop Scholar for study and employability skills</p> <ul style="list-style-type: none"> • Increased student representation 	<p>data and focus groups</p> <ul style="list-style-type: none"> • Promotion of international study and volunteering opportunities
Aim 3 - Research			
<p>To make a significant contribution to research in the academic disciplines of the College (theology, philosophy and the psychology and sociology of religion)</p>	<p>To develop and implement a Research Strategy based on the following aims:</p> <ul style="list-style-type: none"> • To identify areas in which the College has, or wishes to develop, research strengths and foster their development • To enhance the research environment for both staff and students • To enhance the quality of research outputs • To enhance the national and international reputation of the College for research • To integrate and develop the contribution of the Centres/Institute to research activity and environment • To foster the integration of research and teaching • In support of the above, to foster resources dedicated to research 	<ul style="list-style-type: none"> • Research Strategy implementation plan being actioned and monitored by regular reports to Research Committee • Areas of strength identified through Centres and Institutes, now incorporated into Departmental structure • Significantly increased activity in conferences and events, e.g. International Conference held with Institute of English Studies • Increase in research student applications and admissions • X successful PhD candidates awarded • Research-led teaching identified as strength in QAA Audit. • Increased number of Research Fellows 	<ul style="list-style-type: none"> • Evaluation of Research Strategy effectiveness in terms of REF • Departmental Research plans at Dept and Centre/Institute level to be evaluated • Conferences and events to be more focussed • Bid for AHRC Block Grant funding • Improve research student training through collaboration • Increase research student numbers where appropriate • Seek external funding for studentships

Aim 4 - Knowledge transfer/outreach			
<p>To provide opportunities for academic and pastoral reflection, dialogue and critique and training and resources for ministry</p>	<ul style="list-style-type: none"> • To provide resources to meet the pastoral and professional needs of both the Catholic community and other churches and faith groups and secular agencies. • To undertake research and knowledge transfer in relation to ecumenical learning and ministerial training • To provide opportunities and resources for pastoral/ practitioner reflection • To engage in the political and social realm in relation to interfaith dialogue • To establish and promote the Heythrop Institute: Religion and Society 	<ul style="list-style-type: none"> • Establishment of Ecclesiastical Faculties for ministry training explored • ARCS project completes successfully and evolves into consultancy service • Conferences and study days on wide range of pastoral and theological issues, e.g. those held by Religious Life Institute • Foundation Degree in Pastoral Mission flourishing (20 intake) in collaboration with Archdiocese of Westminster • Launch of Heythrop Institute, Religion and Society 	<ul style="list-style-type: none"> • Application to Rome for accreditation to award ecclesiastical qualifications • Collaboration with Ripon College, Cuddesdon and OXCEPT – MOU to be agreed • Top-up BA in Pastoral Mission being introduced • Development of consultancy services from ARCS project • Collaboration with Lokahi Foundation – MOU to be agreed • Short courses for professionals to be extended, e.g from MA ethics programme

Aim 5 – College profile			
<p>To grow the College's profile, nationally and internationally</p>	<ul style="list-style-type: none"> • To promote the reputation of the College for high-quality teaching and research • To develop an international strategy to include collaboration and partnerships, recruitment of international students • To establish a development/fundraising capacity and strategy, linked to the 2014 anniversary and site plan • To improve marketing and media relations activities 	<p><i>(See also above under teaching and research)</i></p> <ul style="list-style-type: none"> • Appointment of new Principal and Vice-Principal –Academic (also profile-raising opportunity) • staff participation in networking and conferences increased • Development/fundraising group set up • Marketing review held • Media relations professional engaged to promote College • Website home page improved 	<ul style="list-style-type: none"> • New Principal/Vice-Principal to lead on strategic positioning of College and its mission • Marketing plan to be implemented • Key information sets to be developed and monitored • 2014 Campaign to be launched • International strategy to be produced following Strategy Awayday, as part of new Academic Strategy
Aim 6 - Sustainability			
<p>To safeguard the College's academic and financial sustainability</p>	<ul style="list-style-type: none"> • To increase capacity and/or income by developing collaborative partnerships where appropriate to College Mission and Aims • To ensure resources are allocated appropriately to meet the College's academic 	<ul style="list-style-type: none"> • Framework for Collaboration agreed • Exploration of potential partnerships with Fordham University, Lokahi Foundation, Ripon College, Cuddesdon • Establishment of new 	<ul style="list-style-type: none"> • MOUs with partners to be agreed • Partnerships to be part of Academic/ international Strategy (see above)

	<p>strategy</p> <ul style="list-style-type: none"> • To develop a Financial Strategy based on value-for-money, efficiency, effectiveness and income-generation, consistent with the aims and values of the College • To generate income from the site through the Estates Strategy • To provide an environment to enable staff and students to achieve these aims 	<p>Academic Planning Committee to oversee planning process</p> <ul style="list-style-type: none"> • Rolling out of budget management/reporting system at departmental level • Value for Money activities highly commended by Internal Audit • Shared services potential being explored and agreements established (e.g. network management, clearing) • Capacity Study followed up by Report on financial assessment of development potential 	<ul style="list-style-type: none"> • Departmental Planning and risk management processes to be embedded • Budget monitoring and reporting to be further devolved to cost centres • VFM to be embedded at departmental level • Further shared services to be explored in new University of London framework • Decisions on estates developments to be finalised
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