

2016-2021

Executive Summary

STRATEGIC PLAN

AECC

HONOURING OUR PAST IN BUILDING OUR FUTURE

This plan is set out in the wake of the College's 50th anniversary when it celebrated its rich pedigree and heritage as a distinctive and expert provider of high quality teaching, clinical training and scholarship in its specialist niche of chiropractic.

Over this time, the College has diversified beyond chiropractic into the related, but wider area of musculoskeletal health and medicine. We recognise the value in students from different healthcare disciplines coming together to learn with and from each other.

The focus of our previous strategic plan was one of growth and expansion through diversification, which is why this new 2016 – 2021 strategic plan is designed to enable the College to blossom and flourish as it moves closer to becoming a University College and a fully publicly funded Higher Education Institution.

The vision is ambitious in its aspirations and broad in its scope. At its heart is the student experience, and the College recognises that, in addition to the opportunity to learn from the College's talented academic staff who are experts in their fields, students deserve a learning environment that is well equipped

for their specialist programmes. The College will explore opportunities to collaborate with other education providers and research partners, nationally and internationally, and where strategic alliances will add value to the learner experience and to the institution's scholarly and research interests.

The future challenges will continue to drive change throughout our community and we will strive to handle these challenges sensitively and collaboratively to achieve the best outcomes for all our stakeholders.

The College's strategic vision for 2016 - 2021, whilst aspirational, is realistic and deliverable. It recognises the distinctiveness of our specialist provisions and what is required to achieve and enhance these. The new 2016 – 2021 strategy will enable the College to emerge and develop as a University College and build an outstanding portfolio of higher education programmes.

Professor Haymo Thiel
Principal



OUR MISSION

‘A healthier society through education, research and clinical care’

OUR VISION

‘To be a leading higher education institution in the university sector specialising in chiropractic and other healthcare disciplines, nationally and internationally recognised for quality and excellence’

We were designated as an institution for direct government funding in March 2016 and granted Taught Degree Awarding Powers in May 2016. Our intention now is to apply for University College title, and to admit students for the first time to our own degrees as a fully independent HEI in September 2017. These are exciting and empowering times for the College.

At the same time as building on our heritage, strong brand and quality reputation, we will use these new powers, and opportunities to apply for government funding, to invest in our staff and physical infrastructure and move forward with further growth and expansion.

We will remain a distinctive and specialist institution but engage in, and compete effectively with the rest of the HE sector achieving a rating in the Teaching Excellence Framework that reflects the quality of our taught provision. We will develop all our staff and

recognise and grow their talents to enable them to contribute fully to building a successful institution. The student experience will be at the heart of our business, and we will admit a diverse range of students and graduate them with the knowledge and skills to succeed in the employment market. This will go hand in hand with high levels of student satisfaction, strong retention rates and excellent external quality ratings.

We will diversify our income streams through an increase in the number and range of flexible and sustainable programmes, most notably in undergraduate education and training but also through measured growth in postgraduate student numbers.

Our educational provision, which will be at the heart of our activity, will be underpinned by the scholarly activity of our teaching staff and nationally and internationally recognised areas of research activity in relevant and focused areas.



OUR VALUES

We are a caring institution, ethical in everything we do, inclusive in our relationships with staff and students, eager to collaborate with others in partnership, and innovative in our approach.

OUR AIM

Strengthen our reputation and profile through effective engagement with our communities in the HE sector and wider world

Objectives

To meet our objectives, we will:

Attain the highest possible ranking in the TEF achievable for our institution

Develop and strengthen our relationships with external organisations, agencies, regulators and other HEIs

Engage in the widening participation agenda

Increase our international student recruitment

Access public HE grants and funds

Change our name to incorporate the “University College” title

Enablers

To meet our objectives, we will:

Monitor developments in the TEF and measure our performance against targets

Invest in sustainable and robust information management systems for internal and external reporting

Identify and subscribe to relevant HE organisations

Support staff to actively engage with HE organisations and other HEIs

Invest in WP activities and collaboration with other HEIs

Invest in international recruitment activities

Identify and apply for public grants and funds, as and when appropriate opportunities arise

Invest in our new name and how it is communicated to internal and external stakeholders

OUR AIM

Deliver a diverse portfolio of quality education and clinical training programmes reflecting our distinctive place in the HE sector

Objectives

To meet our objectives, we will:

Maintain and enhance our existing portfolio of educational programmes

Develop additional high quality demand-led HE undergraduate and postgraduate programmes

Develop additional modes of programme delivery to facilitate flexible learning routes

Develop collaborative partnerships to expand clinical training placements

Enablers

To meet our objectives, we will:

Identify and invest in recruiting individuals with the experience and expertise to lead on new programmes development

Invest in market research to identify opportunities for development of new viable programmes within our niche area

Invest in innovation in teaching and learning practice

Invest in staff to deliver new programmes

Invest in physical resources to accommodate growth and expansion

Invest in new learning technologies

OUR AIM

Deliver an outstanding student experience throughout the student lifecycle

Objectives

To meet our objectives, we will:

Continue to deliver the highest quality experience for all our students

Expand our facilities and resources to enhance the student experience

Produce students who are highly employable and who contribute to society

Enablers

To meet our objectives, we will:

Invest in appropriate technological advances

Invest in facilities and the estate to provide both specialist and generic learning and social spaces

Ensure our learning services are central to innovations in learning

Provide quality student support services

Consider the provision of student housing

Work in partnership with our Student Union to ensure the student voice informs our decision-making

Collaborate with industry and professional stakeholders

Maintain professional accreditation for all eligible programmes

OUR AIM

Underpin our teaching and clinical training with focused research and scholarship activity

Objectives

To meet our objectives, we will:

Maintain and support focused areas of research

Develop collaborative partnerships to facilitate research output and grant applications

Ensure scholarly activity of our staff are aligned to best teaching and professional practice

Enablers

To meet our objectives, we will:

Provide dedicated time for a proportion of staff to pursue research degrees

Provide dedicated time to engage in effective networking with collaborative and potential collaborative research partners

Provide support for academic and professional staff to pursue educational and other relevant qualifications

Invest in staff development to enable staff to attend conferences and meetings

IMPLEMENTING OUR STRATEGY

Our strategic plan will drive the achievement of our strategic aims and objectives at the institutional and departmental levels by:

- Development of a financial strategy (2016/21) reflecting the overall strategic plan, setting out performance indicators and showing how resources will be used and how activities and infrastructure will be financed
- Development of departmental annual operational plans, setting out performance indicators by which the achievement of strategic objectives can be assessed
- Development and support of our staff to work together to achieve the aims and objectives of this strategic plan