

HEYTHROP COLLEGE  
University of London

GOVERNING BODY  
Corporate Planning Statement 2009-10

| 2006 Corporate Planning Statement  | Commentary on 2006-2007   | Commentary on 2007-08  | Commentary on 2008-2009   | Commentary on 2009-10  |
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| <p>1 The full Strategic Plan was approved by the College Governing Body in March 2006 following a period of consultation with the staff, students and governors of the College.</p> <p>2 The College's overall strategy was defined as follows</p> <ul style="list-style-type: none"> <li>• It is designed to increase Heythrop's visibility within the UK university sector, and internationally.</li> <li>• It remains rooted in the College's Catholic tradition. Heythrop's role in development of pastoral ministry and priestly formation will be extended and developed through links in the UK and abroad.</li> <li>• Its academic focus will remain highly specialist.</li> </ul> | <p>1 This first Plan created a set of aims and targets to 2010-11, a period of exceptional institutional change for Heythrop. It remains the intention to revisit and revise the planning assumptions at an approximately half-way point – i.e. during 2008-09. In 2006, on approving the Plan, the Governing Body anticipated that by then it should be possible to project planning into the next 5-year period (to 2014) and use the College's then-impending 400<sup>th</sup> anniversary to create a showcase and context for future developments.</p> | <p>1 The Strategic Plan informed the work of the College and its objectives during 2007-08.</p> <p>At the May meeting of the Audit Committee, endorsed by the Governing Body in June 2008, it was agreed that an integrated Strategic Planning framework should be developed to include KPIs and link to the College's Risk Register. This will be a key task during 2008-09 as the Review of the Strategic Plan takes place, with the intention of producing a Strategic Plan for 2009-2014, the 400<sup>th</sup> anniversary of the College.</p> | <p>1 A Revision of the College's Strategic Aims was undertaken during 2008-09 in the context of the completion of the transfer of the site. Strategic awaydays of Governing Body and Academic Staff were held which identified 6 key areas for development - the priority being a Student Experience Strategy</p> <p>2. For each of these revised aims, a linked strategy either exists or is being developed: during 2008-09 a Research Strategy was drafted and approved; the Learning, Teaching and Assessment Strategy, revised in 2007, will be further updated in 2009/10; a new Student Experience Strategy should be developed as a priority and a working group has been set up. Estates Strategy being developed based on new site.</p> | <p>1 The Revised Strategic Aims were approved by the Governing Body in September 2009.</p> <p>2. Work on developing the Student Experience Strategy took place during the year, with several related projects resulting in new policies and provision for example in student support, counselling and mental health, transition to Year 1, induction and study skills working closely with the Heythrop Students Union. The Student Experience Strategy has been drafted for approval Autumn 2010.</p> <p>3. The Strategic Plan 2010-2014, including the new was produced in draft for consultation.</p> <p>4. The Strategic Risk Register was fully revised and considered by Audit Committee</p> |

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| <ul style="list-style-type: none"> <li>• It places research centrally in the College's strategic development.</li> <li>• It anticipates a growing profile of the Centre for Christianity &amp; Inter-religious Dialogue and of the Institute for Religion, Ethics &amp; Public Life</li> </ul> |                                |  | <p>3 The Strategic Risk Register was fully revised and an approach for KPIs agreed.</p> <p>4 The Governing Body agreed to establish a Development Campaign Group for the 400th Anniversary in 2014</p>                                | <p>and the Governing Body on a regular basis. Scenario planning was undertaken in the light of potential funding changes.</p>  |
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| <ul style="list-style-type: none"> <li>• It sets out Heythrop's intention, with the support of HEFCE funding from 2006, to develop management according to sector good practice</li> </ul>   |                                | <p>A Review of the Institute for Religion, Ethics and Public Life was undertaken during 2007-09 and its recommendations are being implemented.</p> | <p>5 A Strategic Review of the Centre for Christianity and Interreligious Dialogue was held which will inform the future development and support for the College's Centres. Strategic reviews of IT (Dec 08) and Library (03/09).</p> | <p>5 A Strategic Review of all Centres and Institutes was held (Dec 09) and a new management structure and reporting lines to Research Committee established. Thematic Audit of Admissions and Thematic Audit of Assessment undertaken and recommendations implemented</p> |

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| <p>3 The Plan identifies four long-term academic aims:</p> <ul style="list-style-type: none"> <li>• <b>“To broaden the academic base”</b>. New undergraduate programmes in Philosophy &amp; Psychology, and Theology &amp; Psychology were advertised for entry in 2006, and a BA in Abrahamic Religions will be offered from 2007-08. A number of MA programmes are under review to make them increasingly focussed on target markets.</li> </ul> | <p>New programmes: 14 undergraduates were admitted to the joint degrees with Psychology in 2006 and 28 in 2007. 9 were admitted to the BA in Abrahamic Religions in 2007.</p> | <p>The joint Psychology programmes recruited 16 in 2007-08 and further growth may be limited by the lack of professional accreditation and this is being investigated. The BA Abrahamic Religions recruited 15 in 2008 and has proved to be very significant in terms of outreach and widening access</p> <p>The BA Theology was reviewed during 2007-08 and a new pathway award was proposed in BA Study of Religions</p> | <p>Broadening the curriculum: The joint Psychology programmes recruited strongly in 2009, up to the levels of 2007, as did the BA Abrahamic Religions. These new areas have continued to be significant in terms of widening access and the College is improving in relation to benchmarks in these areas.</p> <p>A Foundation Degree in Pastoral Mission was successfully launched with 17 students in 2009, a work-based collaboration with the Archdiocese of Westminster</p> | <p>These new subject areas now well-established. A new MA in Abrahamic Religions was approved for start in 2010.</p> <p>The Foundation Degree first year was very successful with good results and retention and strong recruitment for 2010. The model of work-based learning has extended the modes of learning opportunity offered by the College.</p> <p>A portfolio review of Postgraduate programmes was undertaken and a new framework is proposed to make them both more cost-effective and attractive</p> |
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| <p><b>“To develop a strong research culture”</b><br/> Heythrop is consciously growing its research culture and will submit to the RAE for the first time in 2007/8. Key developments in 2005-06 included identification of research-active staff, appointment of professional administrative support for the staff research area, fuller implementation of QAA-compliant supervision arrangements for research students. A Sub-dean for research students has been appointed to provide specialist support to this group. Numbers are planned to grow from 39 (bodies) to 50 by the end of the planning period.</p> | <p>Heythrop will submit to the RAE for the first time in 2007, with around 25 teaching staff entered in two Units of Assessment.</p> | <p>The College is awaiting the outcomes of its submission to the RAE with interest and this will inform the further development of the Research Strategy in 2009. During 2007-08 Departmental research strategies were developed. Proposals to introduce the post of Reader and Professor were considered by the Staffing Committee</p> | <p>The College was pleased with the successful outcome of its first submission to the RAE and to receive HEFCE QR funding. The Research Strategy was developed as a priority in 2008-09 and approved by the Academic Board and Governing Body. The category of Reader was established and four promotions made. A new Centre for Philosophy of Religion was launched, bringing in eminent researchers as professorial fellows. A research administrator was appointed to support these developments.</p> | <p>The implementation of the Research Strategy has been very effective during 2009-10, with successful range of conferences and seminars hosted and attended. Provision for research students and development of a strong research culture led to success in the award of 3 AHRC studentships. The progression from Reader to Professor was also approved in principle. The establishment of categories of Visiting Research Fellows has attracted very good quality research associates.</p> |

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| <p><b>“To grow the College’s profile, nationally and internationally”.</b> The College had a successful QAA Institutional Audit in autumn 2005. From 2006-07 the plan to grow the profile will include: development of a small press liaison function, the application of HEIF funds in highly visible regional activities, and a formal marketing strategy.</p> | <p>All actively in hand. The marketing strategy was approved by the Governing Body in March 2007.</p>                                   | <p>The new marketing strategy, especially schools liaison, has been very effective and the strategy is being revised following a Marketing Review in July 2008.</p> <p>A Development Manager has been appointed for 2008-09.</p>                      | <p>New arrangements for supporting marketing and development were put in place for 2009</p> <p>The website was relaunched and more actively used to promote, for example, clearing and information for new students. Further development will take place in 2009-10 in conjunction with the Student Experience Strategy and a new prospectus is being designed.</p> | <p>The College produced a completely new print prospectus and related web pages, the former being very well received at UCAS events, which more staff attended. Student recruitment increased during 2010 by 30%. Open Days have been further refined during the year.</p> <p>More use has been made of professional media relations and several staff have had a significant media presence. Further development of the web is planned.</p> |
| <p><b>To become a significant UK and European resource for training in Church-related Ministry”</b><br/>The College decided in 2005-06 to retain mission-critical programmes in Theology despite the national decline in undergraduate interest. In 2006-07 we will make a decision about our continuing responsibility for the London University.</p>           | <p>HEIF-funded projects are now in their second year.</p> <p>Heythrop has committed to continue as lead college for the external BD</p> | <p>HEIF-funded projects were successfully completed and further funding has been awarded.</p> <p>The College has bid to the External System of the University of London for funds to redevelop the BD and to introduce the BA Abrahamic Religions</p> | <p>HEIF-funded projects have continued this year. The ARCS project has fed into a bid to the AHRC/ESRC Religion in Society strand. Although unsuccessful it did reach the final stage and was commended and invited to resubmit.</p> <p>The External B Divinity has been refreshed and redesigned to fit into a</p>   | <p>HEIF-funded projects have continued this year. The ARCS project bid to the AHRC/ESRC Religion in Society strand was revised for resubmission and is awaiting a result. The work of the Pastoral Studies department is being brought together in the re-constituted Institute for Religion and Society.</p>  |

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| <p>External BD. One of the largest HEIF-funded projects is in the area of pastoral support</p> |                         | <p>The College set up a Working Group to develop a Foundation Degree in pastoral ministry.</p> <p>Heythrop has created an agreement with the Catholic University of Leuven, enabling the Heythrop BD to contribute to the Leuven award of STB</p> | <p>credit framework. The College contributed actively to the development of a new Integrated Humanities Consortium for the External System.</p> <p>The Foundation Degree was successfully launched with 17 students and a new Graduate Certificate/Diploma in Interreligious Dialogue designed as CPD short courses was developed for launch in January 2010</p> | <p>The Religious Life Institute launched in 2009 has run a series of successful study days and events.</p> <p>The Heythrop-based University of London International Programme in Theology has been placed on a stronger footing and there is potential to grow, subject to a revision of cost-structures centrally. The Virtual Learning Environment has been better used and student forum and essay-marking services introduced.</p> |

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| <p>4 The Plan identifies two further long-term institutional aims:</p> <ul style="list-style-type: none"> <li>“Through controlled growth, and preserving the character of a small and highly specialist institution, to safeguard the College’s academic and financial viability” In 2006-07, the FTE population is planned to grow from 460 to 560.</li> </ul>                                 | <p>The FTE population at 1 December is expected to be c570 (including both funded and non-funded numbers)</p>                                     | <p>In 2007-08, there were 605 FTE students (both funded and non-funded), comprising 758 full and part time students of which 379 were undergraduates, 349 taught postgraduate students and 30 research students. The FTE population at 1 December 2008 is expected to be c 660 (both funded and non-funded), with total student numbers of c 850.</p> | <p>Student numbers have stabilized with no further allocation of funded numbers from HEFCE. In 2008-09, there were c 600 FTE students (both funded and non-funded), comprising 793 full and part time students of which 406 were undergraduates, 350 taught postgraduate students and 37 research students. The total student population at 1 December 2009 is expected to be c 900.</p> | <p>Student numbers have reached a steady state. In 2009-10 there were 638 FTE students (funded and non-funded), comprising 830 full and part-time students of which 460 were undergraduates, 335 were postgraduates and 35 research students.</p> <p>The total student population at 1 December 2009 is expected to be c 900.</p> |
| <ul style="list-style-type: none"> <li><b>To develop Heythrop’s governance and management systems</b> In 2005-06 compliance with the CUC Code introduced open and transparent methods for recruiting to the Governing Body, and developed a governors’ induction, handbook, web-site and access to training. Audit Committee and Internal Audit introduced; full IA reporting 2006-7</li> </ul> | <p>Attention to compliance with sector-wide good practice in governance continued, confirmed by a satisfactory HEFCE Audit in September 2007.</p> | <p>Implementation of changes to Governing Body membership completed.</p> <p>Audit Committee and Internal Audit function fully introduced and working effectively.</p>   | <p>HEFCE Institutional Audit of 2007 signed off after receipt of follow-up report.</p> <p>Review of Committee structure to take place in 2009-10</p>   | <p>Review of Governance/Committee Structure undertaken during 2009-10 and recommendations being implemented.</p>  |

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| <ul style="list-style-type: none"> <li>New Statutes and a revised Royal Charter will be approved for introduction in September 2007. New Ordinances will be drafted for implementation in 2007.</li> </ul>  | <p>The Statutes and revised Royal Charter were approved by the Privy Council for implementation from August 2007. Effectiveness Review of Governing Body summer 2007.</p> | <p>Ordinances approved by the Governing Body in December 2007.</p> <p>Effectiveness Review informs Governing Body Awayday 2008</p>  | <p>Completed</p>  |  |
| <ul style="list-style-type: none"> <li>A new departmental structure was introduced in 2005-06 and an Academic Management Team created</li> </ul>  | <p>Set in place.</p>  | <p>AMT boosted by the appointment of Director of Learning and Teaching and Director of Research.</p>  | <p>Succession planning to be undertaken in the light of retirements in 2010-11. Post of Vice-Principal (Academic) being proposed.</p> | <p>Search for new Principal undertaken by Governing Body resulting in appointment. Next stage is appointment of Vice-Principal (Academic).</p> |
| <p><b>Human Resources</b></p> <p>5 The College has undertaken all the work necessary for full implementation of the Framework Agreement by August 2006. The College intends to introduce senior lectureship from 2007, and definition of criteria will be agreed in 2006-07. The HR Strategy was approved by the Governing Body in March 2006 and its associated policies and practices will continue to be implemented during 2006-07.</p> | <p>Procedures to apply for and appoint to Senior Lectureships were established in 2006 and implemented successfully by the Staffing Committee.</p>                        | <p>Staff reward scheme developed and annual academic Staff Development Review introduced.</p> <p>Criteria and procedure for appointment of Readers and Professors considered by Staffing Committee.</p> | <p>Completed</p> <p>Four new readerships appointed to by promotion.</p> <p>External funding for professorial posts being sought.</p>  | <p>-</p> <p>Implementation of progression to Professorships</p> <p>Ongoing</p>   |

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| <p>6 A formula for enabling all religious staff to enter a formal, contractual employment relationship with the College has been developed, with legal advice, and should become effective in 2006-07.</p>  | <p>Done. Completed October 2007</p> |  |  |   |
| <p><b>Preparation for HEFCE Funding</b></p> <p>7 In preparation for HEFCE funding, campus ID and “shadow” HESA returns were prepared, with the full run of returns due to start next session. An Information Strategy has been drafted and training started in preparation for full compliance with Freedom of Information legislation. A FOI Policy and Publications Scheme have been approved for implementation in August. The necessary subscriptions to HESA, JISC and the HEA have been arranged.</p> | <p>All completed as planned</p>     | <p>Ongoing liaison and discussions with HEFCE in relation to funding and sustainability. Successful Joint Information Systems Committee (JISC) project undertaken. Participated in the Higher Education Academy's' Gender and Minority Ethnic Attainment Project and invited to participate in QAA Enhancement Project, which will feed into Learning, Teaching and Assessment Strategy.</p> | <p>Sustainability a key Strategic Aim and financial modeling being undertaken for various scenarios.</p> <p>Strategic Risk Register subject to regular monitoring and review.</p> <p>Framework for Management of Data Quality being introduced with clear lines of responsibility reporting to Director of Administration for SMT.</p> | <p>Sustainability a key Strategic Aim and financial modeling continuing for various scenarios.</p> <p>Strategic Risk Register subject to regular monitoring and review.</p> <p>Implemented. Good outcome to HEFCE Data Audit and recommendations being implemented.</p> |

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| <p><b>Student Experience/Support Services</b></p> <p>8 A small scale on-site career guidance provision was introduced in 2005-06 and a major aim for 2006-07 is to introduce professionally managed and co-ordinated student support services, with appropriate on and off-site provision for the increasing student body. The intention is to create a dedicated information room and private office space for a co-located Chaplaincy and Student Support Office.</p> | <p>Completed as planned. Counselling, student support systems and Careers Guidance are well- used. Aim to improve undergraduate retention rates and improve their experience through:</p> <ul style="list-style-type: none"> <li>• introduction of personal tutoring</li> <li>• provision of more seminar group teaching</li> <li>• introduction of electronic class attendance registers</li> </ul> | <p>Student administration reorganized into one new open plan office in move towards a 'one-stop shop' and more student-centred services.</p> <p>New Computer suite planned and installed for September 2008.</p> <p>All implemented. Student retention rates significantly improved (from 14% Year 1 dropout to under 10%). First year's results of NSS survey very positive, with up to 97% satisfaction in some areas.</p> | <p>Student experience identified as key strategic priority, especially with College Student Residence and students on site 24/7.</p> <p>College agreed to fund full-time sabbatical office for Heythrop Students' Union President, starting Sept 2009, following pilot earlier in year. Already HSU developed new Strategic Plan and revised Constitution. Actively working with College on student experience</p> <p>NSS results again very good but areas for development identified and being addressed.</p> | <p>Student Experience Strategy developed, working closely with Students' Union (see also above)</p> <p>First full year of funded HSU sabbatical officer very successful, with effective and dynamic executive team. Increased and improved student representation, development of student voice on programmes, involvement in open days and recruitment. Introduction of better welfare and support services both from HSU and College. More services delivered online. Areas for development on NSS addressed eg new policy on feedback on assessment</p> |

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| <p><b>Estates</b></p> <p>9 Discussion between the Society of Jesus and the Religious of the Assumption (the College's landlords) developed through the year on the possible purchase of a large part of the site, to provide the College with a permanent home. A decision is expected in summer 2006 and purchase, if agreed, will be effective by summer 2008.</p> | <p>Preparatory discussions on purchase of site by TRCP from Religious of the Assumption</p>                                      | <p>Full consideration of site purchase/lease to the College undertaken by Governing Body and transactions due for completion by 31 December 2008. TUPE processes initiated for MAC staff.</p> <p>New Estates and Facilities Manager appointed.</p> | <p>Completed - signed 27 February 2009</p> <p>New Director of Finance and Estates appointed. Transfer of MAC staff and TUPE process completed successfully</p> <p>Restructuring of professional and support areas achieved.</p>        | <p>College took over management of Hall of Residence in Sept 09 and working to meet UUK Code.</p> <p>See also below</p> |
| <p>10 Condition, compliance and fitness for purpose surveys were undertaken on all of the proposed purchase areas in summer 2006. A programme of minor works is underway to improve disabled access.</p>   | <p>Programme of minor works developed and implemented. Extensive work to improve fire safety undertaken.</p>                     | <p>Computer suite and new Student Services Office completed</p> <p>Work on Library redevelopment project. Other minor works completed.</p>   | <p>These areas well-used and appreciated by students.</p> <p>Library major redevelopment postponed following Strategic Review but shorter-term improvements made</p> <p>Significant refurbishment of learning and teaching spaces.</p> | <p>40% of teaching space refurbished and 19% increase in space.</p>   |
| <p>11 In spring 2006, HEFCE approved a proposal to devote the full Teaching and Learning Capital allocation to provision of a lift to the Main Building, thus creating wheelchair access to almost all of the main teaching building</p>   | <p>Progress in building a lift to create disabled access to upper floors of the main Building. Completion date December 2007</p> | <p>Lift project completed successfully and access significantly improved.</p>  | <p>Completed</p>   | <p>-</p>  |

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| <p>12 An Estates Sub-committee with professional expertise was established in spring 2006, and a part-time estates project manager will be appointed. This post will provide internal expertise until a decision is made about the College's long-term estates management needs. Room utilization surveys were started and submissions of EMS data will start in 2006-07.</p> | <p>Estates Sub-committee appointed but post deferred until proposed of estate is clarified. Senior staff member part-seconded to act as Director of Estate Development Project. Room utilisation surveys show increasingly efficient use of space. EMS data submitted.</p> | <p>Estates Committee working very effectively. Project Board appointed to oversee site transfer/development projects. New full-time Estates and Facilities Manager appointed October 2008.</p> | <p>Site transfer/lease achieved. Much work on site improvements and compliance undertaken. New Director of Finance and Estates appointed. Work on developing new Estates Strategy underway. Site Condition Survey and Estates 'Master Plan' commissioned to inform this.</p> | <p>During 2009-10 Site Capacity Study commissioned from architects who reported to Governors in Sept 2010 and a Project Group set up to take plans forward for Estates Strategy. Building condition Survey undertaken.</p> <p>Internal Audit reported on Space Utilisation and Management and recommendations being implemented</p> |