



**Heythrop College
University of London**

Summary

Strategic Plan

**2005-06
to 2010-11**

Summary Strategic Plan

2005-06 to 2010-11

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Introduction

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. It addresses the College's overall strategic aims for the medium to long term, and identifies four themes which will define its activities during the longer period 2005-2015.

In the short term, particularly between 2005-6 and 2009-10 Heythrop will experience a period of fundamental change as its funding base changes, its student numbers grow at an unprecedented rate, and its focus widens to include many of the "normal" concerns of the UK higher education sector. The Governing Body therefore takes the view that it would be unrealistic to plan in detail beyond 2010 and that a significant review of progress, should be undertaken during 2008-09. By then it will be possible to extend the detailed planning into the second part of the planning period, and to revisit the long term strategic aims, to confirm their continuing validity and to add to them as appropriate. The then-impending 400th anniversary of the College's foundation will add a new context and "showcase" for the College's forward planning.

The College's overall strategy may be characterised as follows:

- It is designed to increase Heythrop's visibility within the UK university sector, and internationally.
- 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.
- Its academic focus will remain highly specialist. It will be reinforced by three new undergraduate programmes scheduled to start in 2006 and 2007 and by moderate, closely targeted development of the postgraduate provision.
- It places research centrally in the College's strategic development. The research strategy is directed towards identifying and supporting staff whose work may be submitted for the 2008 RAE and planning for the successor exercises. New staff appointments will reflect the College's commitment to recognised research. The increased emphasis on research is intended to widen and develop the College's provision for research degrees, particularly in attracting overseas students.
- It anticipates that the growing profile of the Centre for Christianity & Inter-religious Dialogue and of the Institute for Religion, Ethics & Public Life will be central to the College's overall development.
- It envisages increased commitment to academic, church-based and "generalist" courses and conferences will further promote awareness of the College's expertise

and its role as a provider of professional training and development in ministry and pastoral service.

- It sets out Heythrop's intention, with the support of HEFCE funding from 2006, to "normalise" its management and planning according to the best of good practice in the sector (Appendix 5)

Delivering and Reviewing the Plan

The individual members of the Academic Management Team have the principal management responsibility for delivery of the Strategic Plan and once in each term a meeting of the AMT will "round up" and summarise the progress being made on each strand. The College committees have responsibilities for monitoring and policy direction of their specialist area, and at least once in each year will explicitly address the progress made towards achievement of targets and review the unfolding directions for the next planning period.

Progress on achievement of targets will be reported regularly to the Governing Body in advance of annual reporting to HEFCE.

Mission

Mission

The mission of the College is:

- 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.
- To form men and women for ministry within the Christian faith communities, especially the Catholic community.
- To foster a sustained theological and philosophical reflection upon, dialogue with and critique of contemporary secular and religious culture.
- To promote and develop engagement and dialogue with other religious traditions.
- To be a resource for the life and mission of the Catholic Church and the wider Christian community.

This mission is fulfilled through the provision of degree programmes, research, publications, and the promotion of opportunities for academic and pastoral reflection, dialogue and critique.

In 1988, the Governing Body expressed the aims of the College as follows:

Heythrop was founded by Royal Charter on the joint petition of the University of London and of the Society of Jesus. On the one hand, therefore, history, government, and the support of the Catholic community place the College in the living Catholic tradition of theology; at the same time, as a University College, Heythrop guarantees openness to students of other traditions and none, while different traditions within the Christian church are likewise represented among the staff. This diversity is brought to bear on the common task of theological reflection, which by its very nature requires scope for rigorous argument, and freedom for different viewpoints to be debated on their own merits, together with a proper sensitivity to the various traditions involved, central among which is the Catholic tradition. As an ecumenical and co-operative enterprise, theology demands both freedom and commitment. Heythrop strives to be a community of scholars from different traditions working together to this common end. A particular aim is to foster a critical understanding of the tradition and ongoing faith and life of the Catholic community, and to make this understanding available within wider theological studies

Key Strategic Aims 2005-2015

Academic Aims

- To broaden the academic base – through the development of the undergraduate study of psychology and Abrahamic Religion, and through provision of targeted masters degree programmes.
- To develop a strong research culture – through support for research-active staff, development of research student numbers and the support systems they need and by submission to the RAE process.
- To grow the College's profile, nationally and internationally – through development of the press liaison function, the application of HEIF funds in highly visible regional activities, a formal marketing strategy, pro-active recruitment of international students and through outreach and partnerships.
- To become a significant UK and European resource for training in Church-related Ministry – by retaining mission-critical programmes in Theology despite the national decline in undergraduate interest, through development of post-graduate provision in pastoral studies and theological programmes.

Institutional Aims

- Through controlled growth, and preserving the character of a small and highly specialist institution, to safeguard the College's academic and financial viability.
- To develop Heythrop's governance and management systems within accepted best practice in the sector, while reflecting its special history and continuing ethos.

Research Strategy

Research is moving to a central place in the College's strategic planning. Heythrop has not so far been part of the national arrangements for academic research – neither through HEFCE nor the RAE (*Research Assessment Exercise*). In 2002 the College decided to explore how we would accommodate ourselves to these arrangements, with the result that a preliminary strategy was adopted in 2003, and in 2005 a Dean of Research was appointed to oversee the College's strategy for staff and student research.

The next RAE will take place in 2008, based on a census of research activity from January 2001–December 2007. Although a substantial amount of research is undertaken in the College, we are in a transitional period of ensuring that the research undertaken in the College produces results that are recognisable within the RAE framework.

About 60% of the academic staff are research active for RAE purposes. Planning staff priorities, and developing staff with emerging research profiles will:

- Capitalise on existing research activity to make a strong contribution to the 2008 RAE.
- Identify opportunities for staff development with the aim of ensuring that more than 50% of the research produced will have an international significance.
- Capitalise on the emerging research profiles of the *Centre for Inter-Religious Dialogue* and the *Heythrop Institute for Religion, Ethics and Public Life*.
- Through a regular programme of appointment of external Research Fellows, contribute to the College's emerging international links.
- Develop the College as a focus for significant academic debate at national and international level.

In the medium-term we will seek to ensure the percentage of research-active staff rises from the current 60% to around 75-80% of full-time academic staff, and that the College by 2012:

- Develops significant international links with research-led universities in continental Europe and North America to develop its research in its areas of academic strength, especially: philosophy, inter-religious dialogue, ethics and business ethics, pastoral theology, philosophical theology and psychology of religion.
- Maximises emerging revenue streams in research and initiates research groups in areas of strength to foster both informal and formal research groups at national and international level.
- Integrates the research strategy with the learning and teaching strategy.

Learning, Teaching and Assessment

The Strategy for Learning, Teaching and Assessment is based on a number of core values:

- Within the expanding activities of the College, to maintain a supportive learning environment for students.
- To support learning through individual attention.
- To sustain, as far as practicable, opportunities to study subjects central to the College mission but for which demand is limited.
- To present students with learning opportunities informed by scholarship and research.

Initially formulated in 2004, the first period of the strategy identified the following priorities for development:

- Reflection, shared practice and staff development.
- Skills, outcomes and assessment.
- Identifying and meeting students' needs.
- Developing an appropriate balance of individual and other forms of supporting students' learning.
- Enhancing student opportunities.
- Synergy with other activities.

An initial further three year period of detailed targets (for 2007/ 8-2009/10) will align with the intended Strategic Plan review and the development of the Plan for the period 2010-15. Projected goals for the second strategy period include the intention:

- To sustain excellence in supporting students' learning through active College-wide development of pedagogic approaches appropriate to a larger and more diverse student population – supporting non traditional “access” students and providing opportunities and challenges for the ablest entrants.
- To develop more research-led and research-preparatory opportunities, in taught postgraduate programmes especially.
- As the College becomes fully-funded for teaching, to begin to cost planned development and innovation in learning and teaching, and support it through targeted financial support.
- To develop appropriate use of technology to support students' learning.
- To support College staff in making a visible contribution to national or funded initiatives in learning and teaching, for example through the Philosophy and Religious Studies network of the Higher Education Academy.

Pastoral Studies

The College intends to develop its position, established over many years, as a leader in the field of social and pastoral studies. The variety of disciplines within the Department of Pastoral Studies – pastoral theology, Christian spirituality, liturgy, canon law, psychology of religion – is the basis for a fruitful cross-fertilisation in both research and teaching. The Department will seek to enhance the synergies between these and other areas of theological studies and the social sciences.

The Department draws particular strength from its outreach to many sectors of church and society. The people who are its students and the communities and agencies from which they come constitute a primary resource. Future planning and development will seek to position the Department in close cooperation with varied fields of practice - parish ministry, diocesan renewal, evangelisation, education, health care, justice and development work. The Department's service is directed, nationally and internationally, to the pastoral and professional needs of both the Catholic community and other churches and faith groups and secular agencies.

Within the Department, plans for the next period include:

Teaching

- To launch a revised programme for the MA in Pastoral Theology, with three specified pathways: (1) Pastoral Theology and Society, (2) Pastoral Theology and the Church, (3) Pastoral Theology and Ministry (2006-2007).
- Develop Research Methods teaching.
- Institute a professional doctorate (DMin or equivalent) in cooperation with other interested University Theology and Religious Studies departments (2008-2009).

Research

- An exploration of a Catholic pastoral/practical theology, with a major conference on the theme and a publication.

Philosophy

Research

The Philosophy Department at present boasts a substantial number of research active staff. In line with the College's aim of expanding and enriching its research culture of the College.

In the immediate and medium term we want to ensure that staff are given adequate research time with the aim of increasing our production of published books and articles of the highest quality.

This would also enable more contribution by Heythrop Philosophers to conferences and symposia.

We are full members of the Institute of Advanced Study in Philosophy and will be participating actively in its events and conferences in the coming years thus enriching and extending the research capacities, contacts and activities of the College.

We also intend to mount a vigorous campaign to seek and attract more first-rate MPhil and PhD candidates.

College Profile

The Philosophy Department wants to help grow the College's profile nationally and internationally by consolidating our teaching and examining for the BA in Philosophy, BA in Philosophy & Theology and MA Philosophy, thus continuing to improve our BA and MA degree results so that we can increasingly attract better and better applicants for these degrees. We have already agreed that we will raise the qualification requirement for admission to the first degree and we hope that the quality will continue to rise. This should be well within our grasp if we secure both the permanent full time services of our one half-time lecturer and also replace the departing full-time member of staff with another appropriate full-time specialist.

A longer term hope is to employ a Departmental Secretary or Administrator so that we could move to a situation in which we play our full role in the Federal Examinations by taking our turn Chairing and running each of the Examinations (BA, MA, MPhil).

Starting with the Joint Degree in Philosophy & Psychology, we plan to introduce new Philosophy programmes (and ones with a high Philosophy content) to enrich the study and teaching of Philosophy in the College and to expand the range of students, in terms of their varying interests, whom we attract.

We will continue to reach out to A level students through our annual conferences and the A level related publications of individual members of the Department.

Theology

The department comprises four related subject areas: systematic theology; biblical studies; church history; inter-religious dialogue. These areas, up to now, have worked with a certain degree of independence, and a principal task for the coming year will be to establish a *modus operandi* which co-ordinates and fosters synergy within this department.

College Profile

As a specialist centre for academic theological reflection, with strong confessional links, Heythrop has built up a high and probably unique profile in Britain over the last thirty-five years. The Department will foster this profile through its continued commitment to theological education and, increasingly, to research. Through its undergraduate theology programmes, the College offers theological education for a wide range of students, most of whom are lay, though a significant proportion are training for ministry in the Christian Churches. The Theology department has a primary role in this provision. An innovative collaboration with the University of Leuven means that the one of the College's undergraduate theology programmes (BD) will be recognised as counting towards the Leuven Baccalaureate in Sacred Theology (STB). These links with the Theology faculty of Leuven will enable these students to obtain formal ecclesial recognition of their Heythrop studies. Related to this is the College's commitment to provide theological education for scholastics from the Society of Jesus: it has recently been named as one of the European Centres of Jesuit priestly formation. These international developments are central to the emergence of a strong profile in Theology. Heythrop's role as the lead college for the University of London External BD programme reinforces this international reputation. Through the Department, the College is committed to maintaining its prominence in these areas of theological formation. The profile of the College is further maintained by a range of conferences, study days and other events, a number of these are initiated by the Centre for Inter-Religious Dialogue and the Institute for Religion, Ethics and Public Life. The Cardinal Hume Memorial lecture series has also been prominent. The Department will continue to foster these developments.

Resourcing Church-related ministry

Heythrop's mission is 'to form men and women for ministry within the Christian faith communities, especially the Catholic community'. The possibilities for ministerial training are enhanced by the new MA in Christian Theology, the MA in Christian Ethics and a proposed MA in Anglican Theology, aimed at the needs of newly-ordained Anglican clergy. Other MA programmes are a major way in which the Department fosters theological education in Church-related circles and educational environments.

Broadening the Academic Base

The Theology Department continues to respond to two imperatives: firstly, the mission statement of the College, which calls for 'a sustained theological and philosophical reflection upon, dialogue with and critique of contemporary secular and religious culture' and 'dialogue with other religious traditions'; secondly, the changing needs and interests of students, particularly undergraduates, who for the most part seem to be increasingly less interested in traditional theology, and to incline towards philosophy of religion and ethics. The introduction of the BA Philosophy, Religion and Ethics programme has been an opportunity to present theological themes to a non-theological constituency (the optional introductory courses to Judaism and Islam are a valued component of this). Proposed new undergraduate programmes, such as the BA Theology and Psychology and the BA Abrahamic Religions will reinforce this opening up of new themes which will increasingly mark a departure from the traditional pathways of theology teaching. The Department will foster these contacts between theology and related disciplines.

Development of a strong research culture

The consolidation of the research culture of the department, in line with the College's research strategy, is a clear priority. Impressive recent work has been done in each of the sub-disciplines within the Department, particularly in the areas of Patristic theology and interfaith dialogue. Enhancement of theological research will involve addressing the staffing needs of the department, especially in the light of the expanded academic base described above, and the provision of adequate research opportunities. Excellence in theological research is central to the on-going work of the Department.

Centre for Inter-Religious Dialogue

The Centre's specific aims are defined as the development of inter-religious engagement at a variety of levels, the promotion of theological reflection on the encounter between Christianity and other major religious traditions, and the fostering of research through conferences, seminars and the publication of appropriate materials.

Specifically over the next five years the Centre will contribute to the strategic aims of Heythrop by:

- Developing a forum within which scholars and practitioners can meet and exchange expertise and experience.
- Enabling Heythrop students, particularly those engaged in the MAID programme, to bring the results of their study to broader critical scrutiny.
- Hosting colloquia and conferences on particular topics of interreligious concern which will disseminate ideas and current theological reflection.
- Running an outreach programme of lectures and dialogues shared between Heythrop and De Nobili House in Southall designed to promote interreligious understanding and community cohesion.
- In co-operation with the Pontifical institute for the Study of Arabic and Islam (PISA) and Ampleforth College continuing a high-level series of dialogues and debates with Shi'a religious leaders and scholars from Iran and contributing to the publication of papers.

Institute for Religion, Ethics and Public Life

The Institute's strategic development is defined by its founding purpose: to identify and comment on issues in the fields of religion, ethics and public life which are significant for the Church and society. Bringing together all relevant disciplines, it aims to stimulate debate and to be itself a resource for Christian response to complex questions in public life.

Over the next five years, the Institute will contribute to the achievement of the College's strategic aims by:

- Producing and promoting research in the fields of theology, political and social philosophy, economic theory and ethics.
- Bringing together all relevant disciplines to provide reflection and analysis which is widely accessible through Institute publications, lectures, seminars, conferences, the Institute website and use of media.
- Ensuring, that its work is informed by and contributes to an active transfer of knowledge between professionals, practitioners and all relevant communities of interest.
- Developing partnerships with other agencies and academic institutions to deliver work on key topics.
- Membership of relevant external committees (ecclesial, academic, public service etc.).
- Contributing to and participating in external conferences, seminars and international gatherings.
- Providing resources and expertise for leaders and field workers in relevant agencies and an outreach programme of spiritual and ethical development for business leaders and professional people.
- Establishing a wide range of contacts and a reputation which will add value to the College's profile.

Support Strategies

A number of key institutional strategies support the academic imperatives and create the structures to deliver them. They are interlinked and interdependent.

The support strategies are

Estates
Financial
Governance and Institutional Management
Human Resources
Information
IT
Learning and Teaching
Library
Marketing
Student Support

They are described in the full Strategic Plan, available from:
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