Corporate Plan
2011-2016
We are pleased to introduce the St Mary’s University College Corporate Plan 2011-2016. This document brings to focus the strategic deliberations that have taken place since January 2011, involving a large number of staff and students. The core of the process has been the work of six groups that addressed critical issues in a series of meetings:

- Mission and Values
- Curriculum and Schools
- Teaching, Learning and Student Experience
- Research, Knowledge Exchange and Enterprise
- Communications and Marketing
- Space Utilisation
- Campus Aesthetics and Campus Dynamics

Input also came from extensive contextual data and an analysis of the written views on St Mary’s values and identity provided by about 200 staff members in advance of their individual meetings with the Principal. In addition, during the year some 300 members of staff participated in two sets of campus meetings to discuss ideas emerging from the groups. They also suggested particular changes. The recommendations of the six groups appear as chapters in our report St Mary’s Strategic Review 2011. All of this work, focused in discussions with Governors, Senior Management and Heads of Schools and Services, has culminated in our new Corporate Plan 2011-2016 and our Annual Operating Plan 2011-2012.

Recent central Government policy changes in England mean the replacement of most public teaching grants with fees payable by students, the introduction of a core and margin scheme for student numbers and the removal of the cap from the number of students securing AAB or better. In consequence, we are entering a period of great volatility in Higher Education and increased competition between universities.

St Mary’s embraces the challenges and opportunities posed by this changing environment. We are confident that we will prosper in this new era because of the distinctiveness of our institution and the offer we make to our students. We prepare them for flourishing lives as well as successful careers and we help them develop intellectually, physically and spiritually. This is achieved through excellent, research-enriched teaching, good pastoral care and the quality of our campus and its facilities, in a strong community of mutual respect built on our Catholic ethos and identity.

St Mary’s was founded in 1850 to train teachers to teach poor Catholic children and we remain committed to improving the lives and life prospects of students from less advantaged backgrounds. Almost 25% of our students come from families earning less than £15,000. The century during which we were under the care of the Vincentian fathers (1890-1990), an order based on offering practical assistance to the disadvantaged, helped embed this dimension of our work. While it is especially through our students that we are able to serve the community and the wider economy, we are also doing so through the increasing quality and quantity of our research and our knowledge transfer and enterprise activities (in areas such as ethics, sport, health improvement and the creative arts).

We also look beyond the United Kingdom and are actively building relationships with partners abroad, including Catholic universities and colleges in the United States, Australia and India, and other partners in Malaysia, Singapore, Mauritius, etc. Our aim is to increase the international dimensions of our teaching and research and to promote among students and staff useful responses to world-wide problems and opportunities.

Students have always been at the heart of everything we do at St Mary’s and there they will remain. In the next five years and beyond we will continue our 160 years’ work of enabling them to reach their potential and to apply their insights, talents and skills for the benefit of society in the UK and the wider world.

A New Era: 2011-2016
Legal Objects

Our legal objects are:

‘To advance education, in such manner as befits a Catholic foundation, by:

- the provision, development and conduct of a Catholic institution of higher education; and
- the provision of training and continuing professional development for teachers in both religious and secular schools, with special provision for those intending to teach in Catholic and other Christian schools.’

(Memorandum and Articles of Association of St Mary’s University College, Twickenham: approved by the Privy Council 2007)

We understand a Catholic institution of higher education to be ‘an academic institution which, in a rigorous and critical fashion, assists in the protection and advancement of human dignity and of a cultural heritage through research, teaching and various services offered to the local, national and international communities.’


Mission

St Mary’s prepares its students for flourishing lives, successful careers and social commitment through excellent, research-enriched teaching in a strong community of mutual respect based on our Catholic ethos and identity.

Values

1. Generosity of spirit
2. Friendliness
3. Respect
4. Fairness
5. Reverence
6. Excellence
7. Professionalism
Our Vision

By 2016 St Mary’s University will be a flourishing, attractive institution in the new Higher Education environment with a distinctive Catholic identity. It will have successfully raised its profile, with an increasing number of home and international students choosing St Mary’s over other institutions. We will have met evolving student needs by fully revising our curricula and introducing significant innovations. As a result, students will benefit even more from the value we add during their academic journey.

We will have strengthened our research culture and the extent to which research enriches our teaching. Our reputation will have been enhanced by obtaining research degree awarding powers, by improving our research performance in the Research Excellence Framework 2014 and by winning major research grants.

We will have maintained and grown our reputation in the business community, so that over 80% of our students will continue to secure jobs within six months of graduation, but an increasing proportion will be taking up graduate level positions.

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Strategic Aims and Objectives

1. To be a distinctive institution within UK Higher Education, providing a unique experience for our students and staff by virtue of our values and identity as a Catholic university college.

2. To offer our students through excellent teaching and learning the opportunity to achieve their full academic and career potential.

3. To enhance the quality and quantity of our research, knowledge exchange and enterprise.

4. To manage our resources effectively and imaginatively to ensure a sustainable future and to provide maximum value for our students.

1. To provide our students with opportunities for social, physical and spiritual development, in addition to the academic journey.

2. To provide our staff with an employment experience that is underpinned by our values, promotes their wellbeing and offers opportunities for spiritual growth.

3. To realise our values by encouraging our students and staff to engage in activities in or for the wider community that promote a more just, prosperous and inclusive society.

4. To support Catholic Education at all levels with a particular focus on the preparation of future leaders.

5. To facilitate the entry into St Mary’s of students whose background usually makes progress to Higher Education less likely.

6. To increase our interaction with Catholic Universities abroad in the interests of our staff and students.

7. To continue to invite and welcome religious organisations to St Mary’s by offering a unique and relevant environment in which to reflect and interact.

8. To maintain and develop our distinctive profile in sport including engaging in the opportunities afforded by London 2012 (Olympics) and its legacy.

9. To continue our relationship with students beyond their time at St Mary’s by including them in the ongoing life and community of the University College thereby giving them opportunities to support current students and to network.

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To provide our students with opportunities for social, physical and spiritual development, in addition to the academic journey
3. To enhance the quality and quantity of our research, knowledge exchange and enterprise.
A. To increase the number of St Mary’s staff involved in the generation of new knowledge through the publication of research of national and international standards of excellence.
B. To increase the amount of research funding from HEFCE, from Research Councils, charities, the EU and industry.
C. To engage in enterprise and knowledge exchange activities that generate impact beyond the academic context.
D. To increase the number and quality of partnerships in the areas of research, knowledge exchange and enterprise.
E. To increase the number of research students.
F. To attract staff with international research reputations.
G. To achieve Research Degree Awarding Powers (RDAP) and the European Commission’s ‘HR Excellence in Research’ recognition.

4. To manage our resources effectively and imaginatively to ensure a sustainable future and to provide maximum value for our students.
A. Carefully to manage all our resources to avoid waste and inefficiency, thereby providing value for money for students and surplus for investment in the future, whilst ensuring financial sustainability.
B. To explore and realise relevant opportunities for growth in income to meet investment priorities related to our Mission.
C. To continue to expand our international dimension.
D. To market St Mary’s as a highly distinctive institution in Higher Education in the UK and overseas.
E. To gain university title.
F. Continue to attract and retain high calibre staff, and develop an excellent leadership and management culture that promotes continuous professional development for all.
G. To make the best use of our estate in the interests of students, staff and the generation of income by managing and improving its amenity and aesthetics.
H. To promote the adoption of policies and practices for social responsibility and environmental sustainability.
I. To ensure full use of technology to support teaching and learning and to achieve efficiency in processes; improved communication (between staff, and students and staff); enhanced management of students and staff; and to have a positive impact on the student and staff experience.
J. To demonstrate best practice in governance, strategic planning, and in the management of risk, finance and data.
Implementation and Monitoring

The Corporate Plan 2011-2016 is supported by a range of more detailed strategies that both inform and reflect the Plan. The institution-wide reflection and discussion on which it is based are found in The St Mary’s Strategic Review 2011. In terms of implementation and monitoring, the Corporate Plan should be read in conjunction with two documents published each year:

- The Annual Operating Plan, which for each year of the Corporate Plan sets key activities and performance measures under each Strategic Objective. Progress against the Annual Operating Plan is reported to the Governors at three meetings in each year.
- The Risk Register, which is reviewed annually. Reports on risk management are provided to the Audit Committee of the Board of Governors at each of its meetings.

The Corporate Plan 2011-2016 will be subject to a review in 2013-2014.

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