

# Strategy 2022 – 2027

Values

Quality

Capacity

July 2022

## **Mission**

*“The mission of CITY College is to maintain the highest standards of quality as a Higher Education Institution employing staff who work at the frontiers of academic enquiry and follow the developments of the real world in order to educate students to become experts in their disciplines and at the same time become all-around well cultured personalities who will contribute to the creation of a civilised society”.*

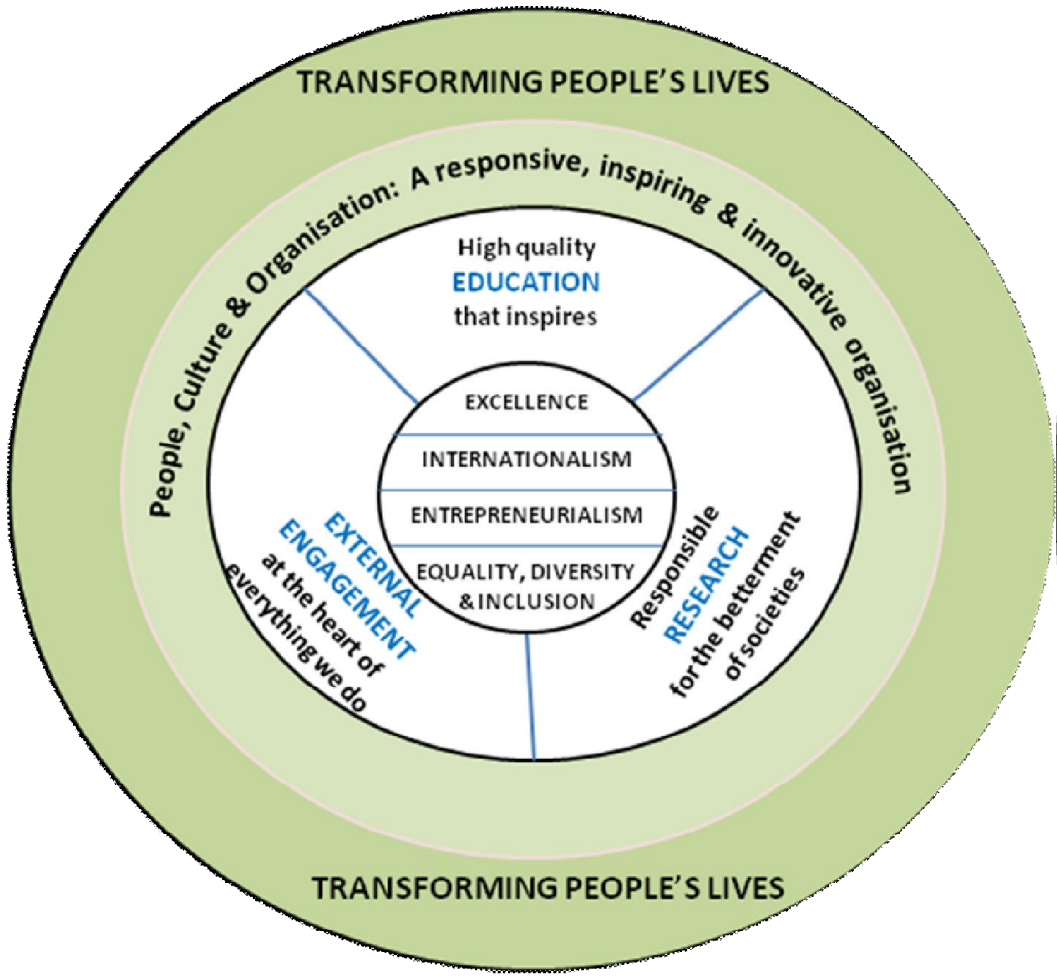
## **Vision**

*“to be a leading International Institution, achieving excellence and making a difference in South East, East Europe and beyond with bases, presence, activities and impact in all countries of the region contributing to growth and development.”*

## **Guiding Principles**

- **Excellence**
- **Internationalism**
- **Entrepreneurialism**
- **Equality, Diversity & inclusion**

# Strategy Development Framework



# 1. Education

## Strategic Aim

*High quality education that inspires; offering a unique, international and inclusive student learning experience to create the next generation of global citizens.*

## Strategic Objectives

1. Sustain outstanding standards and excellent quality in education led by our values and aspirations related to the needs of the people and the environment in a fast changing world.
2. Widen our impact on the society, locally and globally, by enriching our portfolios of programmes, innovative pedagogies, locations and strategic partners, and successfully deal with the challenge of growth and diversity of the student and staff body.
3. Enhance the student experience by employing flexible, innovative and engaging Learning, Teaching and Assessment methods, cultivating further students' sense of belonging to the academic community, promoting lifelong learning and creating a highly competitive student employability profile through personalised support.
4. Reimagine our education provision, delivery of programmes, learning, teaching and assessment methods through the lens of the opportunities offered by contemporary digital technologies, with an emphasis on a personalised student learning experience.
5. Empower a values-led approach to education by fostering students' and staff's external engagement with real-life and social responsibility projects.
6. Promote further interdisciplinary research and increase opportunities for research-led and curiosity-driven learning and teaching.
7. Learn from each other's diverse experiences and shared practices, address the ambitions of staff by providing individualised support and development, retain and strengthen our academic community by recruiting new and highly competent members.
8. Embrace the reengineering process to revisit the existing quality assurance procedures and departmental administration roles by seizing the opportunities offered by digital transformation.

## Strategic Priorities

- *Identify, measure and communicate all distinctive features and qualities that enable us to provide excellent and high-impact education.*
- *Ensure that we maintain an inclusive environment that fosters innovation in teaching, learning and assessment, and act proactively to change while respecting our values.*
- *Deal with the challenges of developing new Departments and programmes in order to better equip students to deal with present and future challenges.*
- *Design and implement innovative pedagogies based on digitalisation and post-covid accumulated experience such as hybrid, mixed-mode, synchronous online learning in order to increase recruitment of new students and staff.*
- *Embrace entrepreneurialism and align with the developments in academia, profession and societal changes by constantly updating our curricula and specifications.*
- *Strengthen the active engagement and respond to the views and experience of all stakeholders that drive revision of curricula in order to maximize our positive impact on the world as well as maintain and seek new PSRB accreditations.*
- *Employ a flexible approach to teaching and learning inspired by new technologies.*
- *Increase students' sense of belonging and ensure the effective integration into the University of York community by exploring opportunities for shared learning.*
- *Enhance the student employability profile by creating student experience records as well as by honing problem solving, critical thinking, creativity, collaboration, communication, negotiation, leadership, entrepreneurial skills and resilience.*
- *Foster values of inclusion and internationalism to help students become global citizens.*
- *Adopt a more personalised approach to teaching by catering for the needs of individual learners and participating more actively in the student lifecycle.*
- *Promote the student voice in order to offer a transformative learning experience and prioritise student well-being.*
- *Embed digital technologies at the heart of our education provision through transformative and inspiring ways of designing, developing and delivering exceptional quality learning and teaching.*

- *Embrace technology as the main enabler of incorporating flexibility in the delivery of our programmes, as well as of blended delivery models, and as the main facilitator of introducing online programmes.*
- *Empower Departmental Senior Management to base their strategic planning on data-informed decision making.*
- *Exploit the plethora of data in the College by deploying learner analytics on knowledge and skills achievements and utilize digital resources for designing personalised student learning experiences and advancing staff performance.*
- *Investigate and determine the level and the extent of digital poverty among staff in order to design and deliver targeted, personalised and systematic staff development sessions and as a consequence to build the appropriate digital capability in our academic staff, as well as the required confidence in successfully utilising digital technologies.*
- *Equip our students with the appropriate digital skills that will enable them to thrive in the contemporary digitally enhanced working environments.*
- *Fully integrate the newly acquired student information system.*
- *Invest in supporting structures and resources for digital transformation.*
- *Evaluate and act upon an extremely fast moving environment in education, industry and society.*
- *Sustain and develop further long-lasting relationships with external partners.*
- *Offer back to societies and stakeholders by developing projects that tackle challenges in the region and the world.*
- *Advance equality, inclusion and diversity across all curricula and operations.*
- *Promote the values for volunteering, public engagement and good citizenship.*
- *Raise awareness of and sensitize students about global and regional social issues.*
- *Create pioneers among students who will make a positive impact on the world based on inclusion, honesty, dignity, empathy, interprofessional collaboration, internationalism and sustainability.*
- *Address and measure the impact of sustainability on students' activities and campus operations.*
- *Integrate further interdisciplinarity into curricula, promote curiosity-driven learning and encourage synergies among staff and students from different departments.*

- *Promote further research-led learning and teaching by investing in the development of current and new staff.*
- *Maintain and increase the commitment, inspiration and motivation of teaching staff.*
- *Increase opportunities for personalised staff development and continuous appraisal. Review the evaluation and promotion criteria related to teaching.*
- *Strengthen our academic community by rewarding excellence, offering opportunities for PGC in Academic Practices and attracting new staff with fresh energy, ideas and potential.*
- *Promote equality, diversity and inclusion among staff and encourage actions towards social responsibility directly linked with programme curricula.*
- *Retain our intellectual capital and develop new leaders who will embrace the institutional vision, values and culture.*
- *Revisit, reexamine and reconsider the way we do things and utilise enabling technology to modify and transform processes in order to enhance quality, effectiveness and efficiency in all aspects of learning and teaching.*
- *Introduce positive changes to the departmental administration and senior academic management roles due to the integration of the new student information system.*

## 2. Research

### Strategic Aim

*Responsible Research for the Betterment of Societies*

### Strategic Objectives

1. Maintain an accountable, sustainable, and quality research culture.
2. Develop our distinctive research identity with transdisciplinary research themes that address important societal challenges.
3. Conduct open, transparent, inclusive, and responsible research.
4. Create an environment that supports the translation of research into practice and policy.
5. Communicate the purpose, relevance and impact of our research locally, regionally and beyond to enrich knowledge and awareness.
6. Enhance our existing networks with Academia, Industry, Government and Society.
7. Become a European research hub for the whole University.

### Research Themes

- ❖ Sustainability
- ❖ Digital Transformation
- ❖ Well-being and Inclusion



## Strategic Priorities

- Invest in and support people, thereby enabling the research endeavour to grow sustainably.
- Reward research excellence of staff and departments. Continue to support, encourage and appraise early-career researchers.
- Ensure research training for staff and PhD Students.
- Advance our Doctoral Programme and enhance the doctoral students' experience.
- Maintain and improve the existing mechanisms for monitoring and evaluating research outputs.
- Revisit the existing research model to prioritize sustainability in addition to quality.
- Embed our strategic research themes in all aspects of CITY College life.
- Recruit researchers at Post - Doctoral level or as Research Fellows to build capacity on our strategic research themes.
- Build a student-centred transdisciplinary research environment.
- Develop SEERC and NEUREC to become research centres of excellence in the region.
- Develop open access and Findable, Accessible, Interoperable, Reusable (FAIR) data management policies.
- Facilitate research and innovation synergies with industrial and societal actors, growing our contribution to the local and wider society.
- Encourage exploitation of research results, and sharpen the entrepreneurial skills of our researchers.
- Enhance the communication of our research outputs making them accessible to relevant stakeholders and the general public.
- Support staff to expand and utilize their Academia, Industry, Government and Society networks, enabling local and global reach and impact.
- Engage with local and international networks to shape our research and education.
- Foster collaborations with University of York researchers to combine research strengths and share expertise for mutual benefit.

- Partner University of York researchers to access research opportunities in Europe and beyond.

### **3. External Engagement**

#### **Strategic Aim**

*External engagement at the heart of education, research, and operations, creating significant impact and visibility in the wider community.*

#### **Strategic Objectives**

1. Strengthen and broaden relationships with local, regional, and international academic institutions, governments, policy makers, industry, professional bodies, and societal actors.
2. Offer to our stakeholders a Value Proposition of education and research that addresses significant organisational and societal challenges.
3. Foster public interest and community-engagement initiatives for staff and students that benefit the society and transform people's lives.
4. Cultivate an alumni culture across the region that promotes alumni's active participation in external engagement and social responsibility activities aligned with our strategic aims.
5. Leverage our training and skills development competencies educating the next generation of leaders for a stronger and more inclusive society.
6. Deliver effective communication that reflects CITY College Europe Campus identity and promotes to our stakeholders the vision, mission, and principles of our organization.

## Strategic Priorities

- Prioritize tangible and effective partnerships with public, private, and third sector organisations to drive forward synergies that promote the Institution's strategic agenda.
- Map and measure the impact of our external engagement activities on the wider public so that they are clearly articulated to our stakeholders.
- Provide guidance to staff to develop a more structured approach to external engagement.
- Interact with external industrial and societal actors to inform our curricula and research agendas.
- Define clear Knowledge Exchange and Intellectual Property (IP) exploitation pathways for staff and students.
- Facilitate mobility and exchanges of staff and students with industry and society.
- Develop and expand innovative initiatives that will connect us with the City of Thessaloniki and other major cities of our wider region.
- Create synergies between the University of York and its European campus to promote societal and entrepreneurial engagement.
- Strengthen Employability and Enterprise Unit to develop a robust network with the industry and the society and promote creativity and enterprise within students and staff.
- Expand initiatives to involve students and staff in volunteering activities that create positive social impact, support local businesses, and foster entrepreneurial culture.
- Establish a central point of reference at institutional level to present and administrate volunteering activities.
- Encourage staff to develop Science Education activities for active participation and lifelong learning to the general public.
- Offer our academic staff the opportunity to engage in consulting activities to apply their knowledge and skills at partnering organizations across the region.

- Encourage Community-based research projects offering opportunities to students to apply principles they learned in the curriculum to solve real-world problems.
- Create opportunities and pathways for alumni to be engaged across all institutional operations and activities.
- Enhance the knowledge and the skills of our community to make use of our alumni networking platform - maintaining direct connections between staff, students, and alumni.
- Celebrate and communicate the achievements of alumni to enhance affiliation, shared identity and pride.
- Inform, inspire, and motivate internal and external audiences to engage and participate in the external engagement and social responsibility agenda.
- Create interesting content for communication purposes through information sharing processes and working collaboratively with all departments.

## 4. People, Culture, & Organisation

### Strategic Aim

*To be a responsive, inspiring, and innovative organisation focused on excellence, sustainable development, and growth, founded on equality, inclusion, and diversity.*

### Strategic Objectives

1. Foster an entrepreneurial culture based on innovation, innovative thinking, and calculated risk taking.
2. Listen to the student and alumni voice and empower them to actively contribute and engage.
3. Create a vibrant, intellectually stimulating, cooperative, and supportive working environment.
4. Deliver services of outstanding quality that embrace the innovative use of digital technologies, sustainable practices, and agile processes.
5. Provide access to a high quality physical environment and excellent facilities
6. Develop CITY College, University of York Europe Campus' identity and culture as a unique transnational academic institution of excellence, embedding international cooperation and growth.
7. Secure the financial sustainability of the institution by increasing turnover through growth, diversification & entrepreneurialism and by monitoring expenses.

## Strategic Priorities

- Introduce training and professional development exercises that nurture an entrepreneurial culture.
- Provide opportunities for all staff and students to contribute new ideas, different viewpoints, new concepts, initiatives, and innovations.
- Promote the development of early stage start-ups by staff, students, and alumni as a way to encourage innovation, entrepreneurship and employability.
- Engage students in decision making that impacts their personal development, studies, employability, and general well-being.
- Encourage students and alumni to engage with the CC community and the development of the College and society as a whole.
- Develop a culture that promotes interdisciplinary and interdepartmental collaboration.
- Promote a culture that nurtures respectful communication and advances working efficiency.
- Support the systematic appraisal and continuous professional development of all staff.
- Attract and retain high calibre staff.
- Empower, encourage, and support our staff to take responsibility for their own personal development, embracing innovation and new ways of working.
- Promote and support an internal social life for the CC community.
- Recognize and reward excellence, impact, and achievements.
- Train staff in technologies that support overall effectiveness and efficiency.
- Reengineer organisational processes and job roles to meet new challenges.
- Integrate and embed the new information system (Athena).
- Deliver initiatives that support our response to the sustainability agenda and reduce the environmental impact of our activities.
- Ensure the ongoing security of all technological equipment, systems, and data.

- Ongoing investment in an up-to-date, technologically driven, infrastructure.
- Ensure our premises provide a safe, accessible, and inclusive environment.
- Allocate space for interaction between members of the CC community.
- Communicate and infuse the vision and objectives of the organisation to all stakeholders.
- Provide opportunities for all staff and students to engage with the University of York and foster a sense of belonging.
- Encourage international partnerships and participation in regional networks.
- Ensure that our commitment to public good informs and infuses all that we do.
- Celebrate our international identity and the diversity of our staff and student body.
- Develop and integrate new departments and programmes.
- Promote diversity, equality, and inclusion by embedding it in all that we do.
- Maintain sensitivity to all external developments in our geographical areas of operation.