

STRATEGIC PLAN 2022-2027





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1 | INTRODUCTION

In 2020, changes to the University of Buckingham structures brought together the Schools of Undergraduate Medicine, Postgraduate Medicine and Allied Health to create a new faculty, the Faculty of Medicine and Health Sciences. The new faculty structure provides more opportunities for collaboration and integration of educational and research activities across these related academic disciplines. It also allows the University to continue to work in partnership with the NHS, and other healthcare providers, to help improve healthcare and recruitment of healthcare professionals.

The Faculty Strategic Plan 2022-27 sets out our vision for the type of faculty we wish to be in five years' time, and our specific strategic goals. Our strategic vision embodies the ethos and values of the University of Buckingham and is aligned to support the strategy of the University as a whole.

Whilst remaining closely aligned to the higher education sector in the UK, we will take advantage of the freedoms offered by being an independent university to drive innovation and development within higher education and professional training. Our aim is to deliver high quality education that will be responsive to the needs of students, employers, and society.

The foundations of this five-year strategic plan are created by a network of partnerships with our students, staff, alumni, placement providers, local and international communities. As a faculty, we will empower and support students and staff to achieve their full potential by creating an inclusive learning environment. Our practices and policies will be the supporting framework that will instil a sense of ownership amongst all our stakeholders in which all are heard, respected, and valued. It reflects our belief that, in an increasingly interdependent world, we should work together for the benefit of all. We believe that adopting this strategy will enhance our reputation for academic excellence, inspire our community to have a positive impact on the world and address the challenges facing all higher education providers.



INNOVATIVE



ACADEMIC EXCELLENCE



FOSTER TALENT



STRATEGIC GOALS

After consultation with our staff and stakeholders, the Faculty has identified the following ten strategic goals to achieve over the next five years.

We are passionate about creating a community that works to unlock the potential that lies within each of us, for the benefit of all of us.

- 1** To work in partnership with our students, staff, the community and our placement providers to co-create and deliver high calibre programmes that prepare our graduates to enter the evolving healthcare professions.
- 2** To establish the Apollo Buckingham Healthcare campus as a centre for excellence in developing Healthcare professionals and scientists.
- 3** To enhance our research profile by supporting the dissemination of our scholarly work through conferences and respected publications.
- 4** To deliver programmes which develop leadership qualities and reflexive attributes such as social responsibility, citizenship, internationalisation and diversity.
- 5** To broaden and enrich our portfolio of postgraduate programmes and professional short courses. While ensuring the graduate student experience is amongst the best in the UK for student satisfaction, empowering diverse learners to achieve their academic and professional goals.
- 6** To deliver a financially sustainable model of education that supports investment in academic innovation and development.
- 7** To provide an environment where all staff can flourish, develop, and contribute to the success of the Faculty and our students.
- 8** To integrate international, intercultural and global dimensions into all the activities of the Faculty with a view to enhance the quality of education, research and stakeholder experiences.
- 9** To continue to provide a nurturing and supportive community that ensures that the quality of the student experience is preserved and enriched as the Faculty grows.
- 10** To create meaningful connections with our partners, collaborators and students developing a thriving community and long term links.





STRATEGIC

ACTIONS

1 | TEACHING, LEARNING & ASSESSMENT

- We will develop and review our academic programmes, informed by the regional and global needs of our stakeholders and professional regulatory bodies.
- We will ensure continuous improvement and enhancement of teaching and learning will be undertaken in partnership with students to realise the full potential of the curriculum.
- In collaboration with our external partners, we will increase the frequency and validity of the interprofessional learning opportunities within our programmes.
- We will utilise our interdisciplinarity and our subject strengths across the Faculty.
- We will develop teaching and learning initiatives to embed an international perspective into the curriculum for all students across all disciplines.
- We will provide students with the opportunity to explore a subject in greater depth, gain new knowledge and develop new skills through practical work experience and intercalation options.
- We will enhance the student experience through increased engagement with career and personal development activities.
- We will work closely with employers to ensure that our students develop the skills required to succeed in the global workplace.
- We will develop a technology and digital learning strategy for our academic programmes to deliver online provision of certain courses and enhance teaching, particularly to embed simulation and digital anatomy teaching.

We will develop and deliver a distinctive model of undergraduate education. Our curricula will reinforce the connections between educational authenticity, autonomy in learning, and professional development. It will form graduates with the fundamental intellectual skills of analysis, reflection and critical thinking, and interpersonal skills of communication, leadership and professionalism.

- We will provide online educational resources and experiences to support learning that takes place outside the classroom.
- We will evaluate the use of digital and alternative healthcare placements models.
- We will ensure that operational issues do not compromise the standard and quality of our education nor the opportunity for growth.
- We will recognise and celebrate excellence in teaching and learning practice. We will promote a culture of improvement and innovation in education and support pedagogical research.

- We will develop a suite of new postgraduate courses to increase the number of postgraduate students.
- We will further develop our professional short courses as a transformative educational experience, developing professional and knowledge-based skills, which will empower individuals to make significant contributions to the healthcare sector in the future. These will include courses in interprofessional learning, patient safety and preparatory courses for medicine.
- We will work to integrate postgraduate students into the Faculty community by enhancing our communication links.
- We will continue our digital transformation of assessment.
- We will take an integrated approach to support and develop the student to become an excellent graduate. We want our graduates to be empowered to achieve their academic and professional goals. We will embed within our assessment framework the assessment of threshold concepts, central to the mastery of the subject and additional skills such as leadership.
- We will work with UK medical schools to ensure our MB ChB graduates reach the required national standards including the implementation of the national Medical Licensing Assessment in 2025.



2 | RESEARCH

- We will further strengthen our research capacity and research culture, investing across disciplines and in focused areas of strength.
- We will embrace the principles of open scholarship, through open access publications and host public research events on campus or virtually.
- We will increase the number of research outputs across the Faculty.
- We will continue to build an effective network of national and international research partnerships.
- We aim to increase annual external research income.
- We will support individuals embarking on research careers by providing structure and mentorship.
- We will recognise, and celebrate excellence in research and enterprise.



- We will embed lines of communication throughout the Faculty to help us engage effectively with stakeholders and achieve our organisational objectives.
- We will ensure that the Faculty decision-making processes are transparent, flexible and effective.
- We will continue to create dynamic systems that are responsive to the challenges of higher education and health care training.
- We will develop integrated processes and systems that are monitored and measured for their effectiveness in the delivery of our services and can enable strategic decision-making.
- We will grow student numbers across the faculty in a managed process to ensure services, or standards of educational provision, are not compromised.
- We will continue to ensure that financing structures are optimised to be flexible and adaptable to changes in economic conditions whilst meeting opportunities to enhance the academic provision.
- We will achieve financial sustainability, which will deliver a sufficient income to invest in future academic and research activities.
- We will take an integrated whole-of-Faculty approach to administration and support, ensuring that policies, processes, systems and support meet the differing needs of the student cohort in each programme.
- We will continue to welcome, discuss and commit to additional placement partnerships with the aim of delivering high quality diverse opportunities to an increased student number.
- We will build a new web presence and raise the profile of the Faculty through increased marketing activities.
- We will continue to improve our position across the National Student Survey rankings.
- We will recognise and celebrate excellence in Leadership.

4 | STAFF

- We will support staff to develop as professionals and fulfil their potential.
- We will provide a workplace that will continue to attract and retain a high calibre of staff and researchers.
- We will encourage our staff to share their ideas and take leadership roles.
- We will foster collaborative teams across all the schools within the Faculty to take full advantage of the ideas and expertise of all employees.
- We will communicate with transparency and develop communication channels that will connect all members of our faculty.
- We will recognise staff achievement in fair and transparent processes.
- We will invest in the development of staff at all levels in the Faculty.
- We will underpin our wellbeing strategy by raising awareness of mental health amongst our staff. We will demonstrate our commitment to work towards better mental health in the workplace as a Mindful Employer.
- We will be an excellent place to work, known for a collegial ethos, which empowers all staff to contribute fully to the development of the Faculty.

5 | STUDENTS

- We will continue to provide a framework of support services that enable students to balance the demands of their academic and personal responsibilities. Our pastoral network will signpost both internal and external support to those that find themselves experiencing personal challenges.
- We will recognise the challenges of student transition into higher education and the importance of developing a sense of belonging early in their studies.
- We will foster a community by supporting extra curricular activities including social events for students and faculty.
- We will amplify the student voice and encourage each student to play a role in
- improving the learning and experience of all students.
- We will explore the options for developing gateway to healthcare professional courses. The Faculty will create a group to look at the feasibility and opportunities within these areas such as NHS apprenticeships and Access to Medicine course.
- We will continue to explore all avenues and develop links with donors with the hope that we can establish limited student bursaries in the future.



6 | ALUMNI

- We will strengthen connections to our alumni community, connecting them to each other, the Faculty and to the University.
- We will mobilise our alumni to support Faculty activities, provide learning opportunities and mentorship to our students.
- We will strengthen our engagement with the alumni programme, in ways that will nurture a lifelong relationship between the Faculty and the alumni.
- We will recognise and celebrate the success of our alumni.



7 | INCLUSIVE FACULTY

- We will embed a culture of equality, inclusion, respect, and dignity across all aspects of our Faculty, where scholarship and learning are enriched by the diversity of our staff and students.
- We will support our staff in making curricula, teaching and learning more inclusive, international and intercultural, and will work to create an inclusive academic environment.
- We will adopt the principles of the SAGE Charter and the United Nations' HeForShe movement to support structural and cultural change to eradicate sexism, bias (conscious and unconscious) and other forms of discrimination in research and higher education, and advancing an intersectional and inclusive concept of gender.
- We will ensure an outstanding experience for international students and excellent services to support the internationalisation of the Faculty.
- We will support and empower students with disabilities.
- We will give our students and staff the skills to challenge unacceptable behaviours, including those, which may have become normalised over time.
- We will engage and support our students to complete their studies and provide career advice.



8 | INTERNATIONALISATION

- We will encourage all staff and students to seek out opportunities and interactions that build their international experience, cultural awareness and global perspective.
- We will recognise the benefit we gain from our staff and students who have international backgrounds.
- We will build partnerships with key international partners in a structured and systematic way, that reflects the culture and ethos of the Faculty.
- We will ensure that the Faculty is able to adapt to a change in the international student demographic as a result of changes in the global landscape.
- We will build a reputation as an excellent destination to study abroad, and for being an admirable strategic partner that, values internationalisation and, is committed to high standards of education and research.



9 | SOCIAL RESPONSIBILITY

- We will promote social responsibility and increase the positive impact that our staff and students can have on the lives of others, emphasising a culture of responsible citizenship that has local as well as global dimensions.
- We will continue to engage with the local communities, schools and other educational partners to promote educational participation, especially within the medicine and allied health professions.
- We will look at developing mechanisms to make a difference in our local communities, promoting social innovation, such as volunteering, and by integrating public engagement into our curriculum.
- We will recognise and celebrate excellence in community engagement and social responsibility.



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