

CHRISTIAN FOUNDATION STRATEGY 2014-19



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Summary:	Christian Foundation Strategy for the University of Winchester 2014-2019

CHRISTIAN FOUNDATION STRATEGY 2014 – 2019

The University of Winchester values freedom, justice, truth, human rights and collective effort for the public good. The plans and actions of the University of Winchester are founded in these ideals.

STRATEGIC CONTEXT

1. The University of Winchester is one of sixteen universities and university colleges in Britain with a Church foundation. As we prepare to celebrate one hundred and seventy-five years of our Anglican foundation in 1840, the University is proud to be still known as an institution drawing its identity and values from its foundation. Spirituality is one of our key values. We were delighted to be awarded the International Faith and Spirit at Work Award in 2011 for showing a strong commitment to nurturing the faith and spirituality of its students and staff.
2. The University is an active member of the Cathedral's Group of Universities and our Vice-Chancellor served as Chair of the group from 2011-2013.
3. The Foundation is reflected in the make-up of the Board of Governors, in which nine out of twenty-five governors are diocesan appointments. For most of its history, the Board was chaired by the Bishop of Winchester, and indeed, the current Bishop is an active and supportive member. Furthermore the Vice Chancellor is required to be 'a practising member of the Church of England or of a church in communion with that church or of a church which is a member of Churches Together in England'. The Governors' Foundation Committee, including students and external members, has an important role in discussion and decision making in matters concerning the Christian direction of the institution.
4. In 2012 the University introduced a new model of chaplaincy to help further embed the chaplaincy in the life of the University. A Dean of Chapel was appointed, combining pastoral and academic responsibilities.
5. Since the last Foundation Strategy was published two significant pieces of work exploring the distinctiveness and identity of Church foundations have been published. *Distinctiveness and Identity in a Challenging HE Environment: A Unique Opportunity for Cathedrals Group Institutions* was published by the Leadership Foundation for Higher Education in 2011 and noted how faith based values contribute to the student experience, support a positive working environment for staff and shape partnerships and community engagement. In 2013 the Church of England's Anglican Identity Project (which included the First Deputy Vice-Chancellor) produced a statement on the Identity and Character of Anglican Universities.
6. In a time of change, uncertainty (particularly relating to the future of teacher training) and increasing competition for students the University is committed to enhancing the ways it lives out

its foundation, mission and values. This document sets out the strategic measures we will take to ensure that staff, students and all who come into contact with University can delight in our positive and hospitable commitment to our Foundation.

STRATEGIC PRIORITY 1

Embed the study of religious ways¹ of knowing in the curriculum of the University and create opportunities for students to experience global engagement and social justice work.

The University of Winchester recognises the value of religious ways of knowing alongside other forms of knowledge and encourages all academic disciplines across the University to engage critically with religious perspectives and practices. Within an Anglican Foundation Theology and the study of religion have an important strategic place in the curriculum and Winchester offers students the opportunity to study Theology, Religion at both undergraduate and postgraduate levels, opportunities which it will seek to protect against any negative trends in popularity and recruitment. The development of a new interdisciplinary degree in History, Civilisations and Beliefs and the opportunity to study Philosophy alongside Theology and Ethics as well as the development of Liberal Arts provision across the institution will also provide opportunities for a wide range of students to engage with these subjects. Other programmes embody the values to the University in a number of ways, for example, the Winchester Business School is a member of the United Nations Initiative on Principles for Responsible Management Education. The University continues to fulfil its original mission to educate good quality teachers for Church and other schools. Furthermore, in a key expression of its Foundation and its values the University seeks to widen participation and 'develop the whole person' by providing all students with the opportunity to engage in transforming the world for the better through the variety of schemes for global engagement, volunteering and mentoring.



Engaging the curriculum

¹ Religious ways of knowing are ways of interpreting and engaging with the world that are informed by faith(s), religious practice, spirituality and/or mystical experience. Postmodernism with its dethronement of the scientific metanarrative created the space for religious ways of knowing to be taken seriously alongside other forms of non-scientific knowledge.

Key Objectives

Continue to develop and strengthen opportunities for students to engage with religious ways of knowing through the support and development of Theology and Religious Studies.

Continue to deliver high quality pre-service and in-service education for teachers, and, as appropriate, governors many of whom will serve in Church schools.

Continue to develop opportunities and incentives for students to develop global perspectives and engage in social justice work through the development of more elective modules, curriculum review, and credit bearing placement opportunities.

By 2019 we aim to:

Have increased recruitment to programmes in Theology and Religious Studies by 25% (from 2013 entry).

Nurture and deepen our partnerships with Church schools and religious education bodies to ensure that we continue to fulfil our foundation mission in a twenty-first century context

Establish the Juniversity

Continue to provide opportunities for all students to engage in social justice issues and global interactions for credit and have at least 25% of eligible students opting for a volunteering module.

Develop a Liberal Arts provision which will include the study of religion, philosophy, and ethics within it.

Ensure at least 75 students a year are completing the Making Sense of Religion or Global Politics modules

STRATEGIC PRIORITY 2

Encourage excellent research in theology, religious studies, ethics and spirituality and continue to exchange knowledge and expertise in these areas with a wide variety of partners.

The University of Winchester produces work of international importance in Theology and Religious Studies, and has academic staff who make a major national and international contribution to these disciplines through their active involvement in academic societies, research networks and bodies such as the Arts and Humanities Research Council. A significant proportion of our research student body are undertaking MPhil/PhD degrees in these and related disciplines, and the Department of Theology and Religious Studies has established a Professional Doctorate in Theology and Practice. The University provides a vibrant research environment for these disciplines, with an active Departmental research seminar programme, international conferences and other research events in the Theology and Religious Studies fields. In knowledge exchange, a major contribution is made by the Winchester Centre of Religions for Reconciliation and Peace, which has a growing reputation as a national and international centre of excellence in its field. Collaborations with Winchester Cathedral, the Church of England Mission and Public Affairs Division and other partners enhance the impact of our research beyond the academy. An Orthodox Studies Network has been formed to promote knowledge exchange within the local and national Orthodox Christian community. Academics in Theology and Religious Studies are also active in other forms of knowledge exchange such as consultancy and advisory work for churches and faith-based organisations, and we are exploring ways of developing this work further. The University has links with the Spirituality at Work group who meet regularly at Douai Abbey, and there is developing RKE activity concerned with the relationship between Theology, Spirituality and Business. The enhancement of the Foundation and reputation of the University rests to a large extent on the continued development of all these areas.



Hagia Sophia, Istanbul: TRS Department study visit, April 2013

Key Objectives

Continue to recruit and retain staff with international research reputations in Theology and Religious Studies and related disciplines, while also nurturing outstanding early-career academics in these disciplines.

Maintain a strong community of MPhil/PhD students in Theology and Religious Studies, and continue to grow the Professional Doctorate in Theology and Practice (DTh).

Continue to develop new research and knowledge exchange collaborations with academic and non-HE partners, while maintaining and nurturing existing partnerships as appropriate.

Develop new research groups, networks and centres to facilitate both collaborative research and knowledge exchange in the TRS Department's main areas of expertise.

Build on the successful development of the Winchester Centre of Religions for Reconciliation and Peace to enhance its standing as an international centre of excellence in the field of reconciliation and peacebuilding.

By 2019 we aim to:

Have a Theology and Religious Studies (TRS) department which attracts academic staff with international research reputations to its senior positions, and academics with the potential to become world leaders in their fields to postdoctoral/early career posts. Have all TRS academic staff regularly publishing research of international quality.

Have at least two thirds of TRS academic staff making an international contribution to the research environment of the discipline through service on boards of academic societies, journal editorial boards, funding bodies such as the AHRC, etc. Maintain MPhil/PhD student numbers at 2013/14 levels, and increase DTh student numbers to 20-30 (10-15 FTE).

Attract external funding for at least two research networks or collaborative projects led from Winchester.

Establish the Winchester Orthodox Studies Network as the main focus for theological knowledge exchange with the Orthodox community in the UK.

Establish 'Death at Winchester' as a leading international network bringing together academics and practitioners focusing on religion, death and bereavement.

Establish a research centre focusing on the theological ethics of science, technology and sustainability.

Establish a Centre for Theology and Religion in Public Life, to promote the contribution of Theology and Religious Studies to public and political debate, and to resource faith communities and other stakeholders in their public engagement.

STRATEGIC PRIORITY 3

Develop public service and community engagement in areas directly linked to our Foundation.

Public service and community engagement is at the heart of the University – a distinctive feature of our mission statement. We seek therefore to provide a rich, high quality and varied offering. The University is a member of the Talloires network, an international association of institutions committed to strengthening the civic roles and social responsibilities of higher education. We aim for innovation and commitment alongside a robust monitoring process. We are also one of a very small number of universities which include community engagement amongst their Key Performance Indicators (KPIs).



Marion Christmas MBE, Africa fundraiser, with children from The Gambia

Our Centre of Religions for Reconciliation and Peace, established in partnership with St Ethelburga's Centre for Reconciliation and Peace and Religions for Peace International, is engaged in a number of important projects in Britain and abroad focused on exploring the influence of religion on public life. The University also offers an MA in Peace and Reconciliation. The University has long-standing educational links with the Gambia and Uganda. We are committed to the recruitment and care of Article 26 students. Through the volunteering module the University has broadened its engagement with voluntary agencies in the UK and overseas. Our engagement with Diocese and Cathedral includes a variety of joint lectures and events including the Lovell Interfaith Lecture and the Futures of Capitalism series of events. The Centre for the Study of Theology and Religions and the Institute of Theological Partnerships offer lectures, seminars and conferences open to the public, including a Theology Group run by ITP made up of members of the local community. The Cosmic Walk at Winchester is a research project based in incarnational theology which responds to the challenges offered by the new cosmology. The vision for the Cosmic Walk is to act as a theological educational resource for all ages inspiring confidence amongst people to function intuitively in the real universe.

The University aims to develop students committed to changing the world for the better through public service and seeks to provide our students opportunities to engage in volunteering and social entrepreneurship for the purpose of developing their compassionate intelligence.

The University also interprets its commitment to sustainable development in terms of public engagement. We take our care of creation very seriously and seek to create a community which is both acutely conscious of its own impact upon the environment and other than human creatures and committed to protecting the global environment.

Key Objectives

Continue to enrich links within Winchester and Hampshire to include volunteering by staff and students, research projects with local organisations, closer links to local churches and a whole host of other activities (see other strategic priorities). Links with the diocese and the Cathedral are particularly important to us.

Broaden our international outreach through partnership with other organisations working for justice in all parts of the world through praxis as well as academic reflection.

Continue to play our part in the protection and the enhancement of the environment.

By 2019 we aim to:

Have extended still further the academic links with the Diocese and the Cathedral particularly contributing to a shared adult learning programme in the Cathedral's new Learning Centre

Be well known nationally and internationally as an institution which excels in public service and community engagement particularly in areas directly related to our Foundation and

to see this reflected in formal feedback we receive and in media coverage of our activities.

Have met all the objectives of our Sustainable Development Policy

ITP to have made a significant contribution to the Theology from the 99% project including participating in meetings and developing a range of materials.

ITP to run an annual conference on Voices from the Diaspora.

STRATEGIC PRIORITY 4

Enrich and extend the work of the Chaplaincy

The University Chaplaincy has a key role to play in making real the University's 'spirituality' value: 'we celebrate our Christian foundation whilst welcoming those of all faiths and none. Together we seek to explore the mystery of life, and to grow in wisdom and love.'

In terms of the Christian foundation, the Chaplaincy's role is to be a centre of prayer for the University, and to proclaim the Gospel in the University through word and sacrament and pastoral ministry (the latter understood as embracing an intelligent engagement with the life of the academic community, as well as care for individuals in need). In collaboration with local churches, the Chaplaincy seeks to encourage Christian discipleship through growing people who are rooted in prayer and worship, and who will pursue the Gospel imperatives of justice and peace.

The Chaplaincy is also there for all of our staff and students who are not Christian. We provide care and pastoral support for all in need, regardless of their background or belief. For those of other faiths, we will seek to support them in their own spiritual journeys through providing practical resources (e.g. space and finance), friendship and advocacy. The Chaplaincy's ministry is not, however, primarily for those who consider themselves religious.

Our aim is to encourage and enable *all* to grow spiritually: to reflect on questions of meaning and purpose and character, and to explore the depths and the dignity of their humanity.



Key Objectives

To pray daily for the University, and to provide a rich and varied life of worship in the University Chapel.

By 2019 we aim to:

Have refurbished the University Chapel, making it a beautiful space which hosts a range of diverse worship and other activities.

Have built a new Chaplaincy Centre, offering additional and more flexible space for worship, contemplation and discussion for people of all faiths and none.

To promote prayerful and intelligent Christian discipleship.

Have established explorers, confirmation and vocations small groups for staff and students; and to have established the practice of a University Retreat.

To be a key resource for people across the University seeking to make sense of our Christian foundation and 'spirituality' value.

To have developed staff-training sessions on the spirituality value and Christian foundation.

To embody the unity of the spiritual life with active commitment to justice and peace.

To organise a regular seminar series exploring issues of spirituality in higher education.

Deepened links with Kisoro School for Girls (Uganda) and the Winchester Basics Bank. To have visited the Kisoro school, and to have volunteers from the University helping to staff the Basics Bank.

To help the whole university community, regardless of belief or background, 'to explore the mystery of life, and grow in wisdom and love.'

To have developed the King Alfred's Award programme to the point where 15% of undergraduates are engaged upon it each year.

To have developed a chaplaincy team with representation from different faiths, and to offer improved facilities for the practice of other faiths and 'secular spirituality.'

STRATEGIC PRIORITY 5

Foundation Music: Do what we do better.



Community, Diversity, Participation

Foundation music offers a wide range of activities open to students, staff and member of the wider community who want to make music. Many of the activities on offer are in keeping with the Anglican Foundation of the University. These include performances in local community venues and schools plus national venues. With up to seven choirs and eleven instrumental ensembles, up to 200 students regularly take part in activities on campus and present public performances regularly during the academic year. Foundation Music also provides; tuition through local peripatetic teachers; careers and skills workshops; and individual training and volunteering opportunities in leadership. The ensembles draw people from the local community on to campus and Foundation Music provides a link between town and gown.

Foundation Music enriches the general life of the University and the quality of life and experience of individual students, staff and members of the community. It offers wider experiences beyond the confines of the university campus through a varied diary of external events and collaborative projects. The work of Foundation Music is an important aspect of the University's commitment to community engagement (priority 3).

Key Objectives

Continue to enhance the student experience at the University by providing a variety of musical experiences that delight in diversity, creating a smaller musical community within the wider University community.

Encourage student led and initiated ensembles, provide support for individuals to develop as musicians and leaders, and raise career aspirations as a result.

Extend links with the local and national community through high profile performance events, some involving local community groups, plus advertise our activities widely and actively encourage members of the local community to participate in, or attend, our activities.

Represent the Christian ethical principles of the Anglican foundation of the University by serving the needs of the community. An example would be through fund raising events for local and national charities. This includes the FM Nominated Charities scheme.

Enrich the liturgical life of the University and beyond, including the Cathedral's Group choirs festival, work with Winchester Cathedral, and collaboration with the University Chaplaincy.

Be the front face of the University representing the image of the University at high profile events including Graduation, the University Christmas Card and more.

By 2019 we aim to:

Actively engage, and take the lead where appropriate, in at least one large scale community music project per academic year.

Continue to operate the nominated charities scheme raising much needed funds for local and national charities and forging new links.

Produce a high quality sampler recording of Foundation Music activities to use for promotion.

Represent the university when required at high profile events aiming to provide a true reflection of the university values.

Increase support for student ensemble leaders, Excellence Awardees and Special Mention Awardees. This will include developing the Musical Routes programme and providing more one to one support where needed.

Continue to develop strong links with the Arts Faculty, in particular the Local and Choral Studies degree programme.

Develop the research and consultancy arm of Foundation Music in collaboration with the Arts as Wellbeing Research Centre. This could increase the income generation potential in this area of work.

Continue to offer funding and support for active Foundation Music students and explore possible ways of expanding what we offer.

Develop and formalise the "FM Experience" leavers research in order to evaluate the benefits and successes of Foundation Music

STRATEGIC PRIORITY 6

Refine 'physical expressions' of our distinctiveness – in relation to the Foundation.

Our vision is for every student and each external visitor to the University to understand our commitment to our faith Foundation. Physical expressions of our Foundation play an important part in achieving this ambition.



The Angel



St Francis and the Hoopoe Bird

Key Objectives

By 2019 we aim to:

Build our collection of artwork directly/ indirectly linked with the Foundation and display in prominent positions.

Have installed at least ten new artworks

Ensure space for reflection and peace amidst the busy campus life by preserving and upgrading (where necessary) existing 'quiet spaces' and through an imaginative approach to new possibilities.

Have upgraded and clearly signed the existing 'spaces for peace' including the 'pool' and the cosmic garden, adding new areas as appropriate

Consider a new Chaplaincy building to contain a Faith and Reflection Space for private meditation and prayer.

Provide architect drawings and outline cots for consideration by Governors.

Ensure that our corporate communications reflect the Foundation as appropriate to include corporate gifts, Christmas cards, the Foundation events leaflet, the portal and other publications

Be using corporate gifts, Christmas cards and other printed material that clearly reflect our Foundation.

Enhance our ethical Catering for LIFE policy

Have gained broad recognition for our Local, Independent, Fair and Ethical catering and have enhanced our policy