

STRATEGY FOR 2022-27

Preamble

The five year overall strategy for the College was produced by the Board of Directors/Trustees in consultation with the College's management team and more broadly with all College staff and students. The strategy comprises three overall strategic aims, and a set of priorities underpinning these – see below.

In addition to this overall strategy, the College also has a Research Strategy, IT Strategy, and Marketing Strategy. We also intend to produce a Teaching, Learning and Student Support Strategy.

The overall strategic aims and priorities are elaborated internally into strategic objectives and related work plans. The work plans include the approach to monitoring quality and the Key Performance Indicators, so that specific activities and initiatives can be monitored and consistently reported on.

Staff met in 2021 to review our values as a College, and these are also summarised below. Our shared values informed our subsequent decisions on strategy.

Our Mission

We aim to be a leading and pioneering establishment of educational excellence in the fields of traditional Chinese and Oriental medicine (acupuncture, herbal medicine and tuina massage) and nutrition, with a reputation for significant research activity

Our charitable objectives

- To provide education and promote high standards of practice in the science and art of acupuncture, traditional Chinese medicine and nutrition for the protection and benefit of the public, to be available to any suitably qualified person regardless of colour, class, race, religion, gender, sexual orientation or disability provided such disability is compatible with the provision of safe and effective treatment.
- To provide for, promote and engage in investigation and research into the science and art of acupuncture, traditional Chinese medicine and nutrition and to disseminate the results of research.
- To encourage the progress and to improve the standards of education and practice in acupuncture, Chinese medicine and nutrition by providing postgraduate education for practitioners.
- To provide education in and treatment with acupuncture, traditional Chinese medicine, nutrition and other complementary therapies at preferential charges for members of the public regardless of race, class, religion, gender, sexual orientation

or disability where members of the public would otherwise be deprived of education and/or treatment by reason of financial hardship.

Our Values

We aim to be a person-centred, progressive, sustainable community embodying integrity and quality.

Person-centred

Compassion and respect at the heart of everything we do

Buzzwords: Safe; Nurturing; Diverse; Mutual respect and responsibility; Reaching full potential

Quality

A centre of professional, clinical, educational and research excellence

Buzzwords: Effectiveness; Purpose; Standards

Progressive

Striving to move forward and open to creative change, respecting traditional and modern approaches

Buzzwords: Responsive; Listening; Adaptable; Resilient; Innovative; Curious; Playful; Exploring

Sustainable

Growing our future in a reflective, sustainable way: environmentally, clinically and financially

Buzzwords: For our planet, people, professions; Continuity

Community

Working with common goals and values, connected to wider communities

Buzzwords: Collaboration and connectedness; Strengthening connections; Supportive; Self-critical; Vibrant

Integrity

Creating an open, honest, ethical and reflective environment

Buzzwords: Academic rigour; Self-development; Awareness

We approach our work with:

- Encouragement for everyone to develop their own style of practice, drawing on a diverse repertoire of approaches and techniques.
- A combination of intellectual rigour and critical thinking with compassion, skill and the broad development of the practitioner.
- Mutual respect among all at the College.

We believe that:

- Chinese medicine and nutrition have the potential to heal and transform at all levels of body and mind.

- Students are our future and the future of the profession. They are at the centre of our work.
- The education of students and practitioners is a holistic activity, involving values, spirit, mind and body.
- Open-minded investigation and research by practitioners are essential to the future vitality of the traditions of Chinese medicine and nutrition.
- Learning is a life-long activity - we aim to foster an ethos of reflective and continuous professional development.

We serve students, staff, practitioners, patients and clients, and ultimately the general public, by providing an environment and ethos that promotes the study and practice of acupuncture, Chinese medicine and nutrition. To achieve this we:

- Set high standards for clinical, academic and professional excellence, with robust quality assurance and strong academic support and pastoral care.
- Provide regular formative feedback to students and staff to enable continuing development and the confidence to practise in an effective, professional and reflective way.

Our Strategy for 2022-2027

1. To advance the subject areas and professions in our areas of interest, growing their professionalisation and research base to promote acceptance of our disciplines for the wider public good.
2. To provide an inclusive, supportive, high quality, research informed and stimulating learning environment for the diversity of our student population.
3. To achieve a stable and sustainable position for the College within the higher education sector and both financially and environmentally.

Our Priorities

1. We will enhance our approach to teaching, learning and student support which engages students and enables their learning and personal growth for their future success.
2. We will strengthen our endeavours to underpin subject areas and educational activities with research, by contributing to and steering research initiatives which promote the understanding of our disciplines and evaluate their efficacy, and by developing relevant collaborations in both education and research.
3. We will create opportunities for the passion and enthusiasm of our staff to emerge, by continuing and strengthening our commitment to ongoing staff development which supports their professional development, encourages them to work at the College, and enhances students' learning experience.

4. We will create staged and sustainable growth for our educational provision and will review our identity to ensure it is fit for the future.
5. We will continue to engage with regulatory developments in UK higher education, working with professional and statutory regulatory bodies, pursuing our own degree awarding powers, and achieving a change in our Office for Students status to fee cap provider.
6. We will develop our IT infrastructure, ensuring that it meets the needs of all aspects of the College's activity.