



Strategic Plan 2011-2015

STUDENTS AT THE HEART OF CANTERBURY CHRIST CHURCH

A HIGH QUALITY UNIVERSITY EXPERIENCE

A UNIVERSITY WHICH INFLUENCES NATIONAL AGENDAS

RESEARCH AND KNOWLEDGE EXCHANGE WITH IMPACT

PROUD TO BE SERVING KENT AND MEDWAY

PROMOTING A SUSTAINABLE FUTURE

ENHANCING PROFESSIONAL PRACTICE

TRANSFORMATIVE PARTNERSHIPS

STRATEGIC PLAN 2011-15

AN ACCESSIBLE AND INNOVATIVE CURRICULUM

CELEBRATING OUR HERITAGE

EXTENDING OUR GLOBAL REACH

EXCELLENCE IN PUBLIC SERVICE EDUCATION

RESPONDING DYNAMICALLY TO CHANGE

STAFF WITH IDEAS, ENERGY AND EXPERTISE

A CAMPUS NETWORK HELPING COMMUNITIES GROW



Canterbury
Christ Church
University

Strategic Plan

2011-2015

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Foreword: Chancellor

Education at all levels is facing a period of rapid and far-reaching change. It is not the first time that this has been true – and I doubt very much that it will be the last – yet the shape in which our society emerges from these developments will depend on where wisdom and optimism can be found and nurtured.

Universities are feeling the full force of this change, yet they still have a critical contribution to make to our future welfare and success, supporting the aspirations of current and future generations and enlarging their critical and creative potential. This is of immense value and deserves thoughtful protection.

We all have a responsibility to build sustainable communities, and Canterbury Christ Church University is taking a leading role in this in the university sector. Over the next few years, universities – with their fundamental passion for truth – will need to find new ways of helping communities to explore with confidence how they can steadily build their own capacity and strength.

Canterbury Christ Church has a well established commitment to professional formation in education and the wider public sector as well as in theology, and I look forward to seeing how new opportunities can be encouraged and grasped in these fields. I am particularly glad that Canterbury Christ Church University is expanding its horizons yet further and seeking to develop its ethos of service and excellence internationally.

It has always been a source of real pleasure and pride to be associated with Canterbury Christ Church and I greatly value my involvement as Chancellor. Its investment in research and education, supporting the development of some of the most important areas of public life – education, health, social care, families and communities – is an inspiration.

I am delighted to commend this plan as it sets out the vision of the Christ Church community of learning.

Dr Rowan Williams

The Most Revd and Rt Hon. the Lord Archbishop of Canterbury

Foreword: Pro-Chancellor



Over recent years, Canterbury Christ Church University has grown in size and stature. We have gained full University status, we have research degree awarding powers, we have developed a campus network in which higher education can thrive and we are proud of the achievements of our students and staff. All of this has not happened by accident. It has required a sound understanding of opportunities and challenges, the will to get things done and the wisdom to continually learn and adapt. That is the essence of strategic planning. The Vice-Chancellor and his team have consulted widely both externally and internally to determine how we should further develop and how we can build upon our traditions and success. This plan represents not only the views of senior staff but also the perspectives of people throughout the University. It is written to meet the needs of our students so that they have the opportunity to contribute their talents to the ever-changing world in which we live.

As this document is published, the political debate about higher education continues with uncertainties about the future remaining. The funding regime is set for unprecedented change and what universities deliver will be closely scrutinised by politicians, the media, the public and students.

Students entering higher education will, rightly, expect high standards from universities in both teaching and research activity. I am confident that academic and professional service staff at Christ Church working with the leadership teams and governors can meet these challenges. Collectively, we will work responsively with stakeholders. We will play our part in developing professional standards, especially with the sectors we have traditionally served such as teaching and health care. We will not be afraid to identify new subject areas or new approaches to teaching and learning. We aim to make the best use of our finances and resources. We aim always to act ethically.

If an organisation fails to plan, it plans to fail. Canterbury Christ Church University's Strategic Plan is a statement that we intend to succeed. It has the wholehearted support of the University's Governing Body.

Peter Hermitage, QPM
Pro-Chancellor

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Vice-Chancellor's Introduction



Our Strategic Plan 2011-15 is produced at a time of unprecedented change for the higher education sector in England. It is an environment that will undoubtedly bring new challenges. It will also offer a host of opportunities for universities with the vision and flexibility to move rapidly to develop new ways of creating and delivering value.

Canterbury Christ Church University moves into this era with the confidence that comes of a remarkable track record of growth and of meeting the needs of ever increasing numbers of students, diverse communities and stakeholders. This Plan gives a flavour of the creativity that has served the University so well and will make it even more successful in the new environment for higher education.

Anticipating and responding to the needs of our students lies at the heart of this Plan. Our 'offer' will flex to new learning styles and modes of delivery while maintaining the excellent quality for which Christ Church is renowned. This clear focus on the student will help us sustain the high levels of employment that our graduates enjoy after their studies with us.

As we continue to help business and the economy develop, locally and nationally, the University will further burnish its enviable reputation for supporting the training and education needs of the public services as they go through major change. We have great ambitions to make a difference. Our excellent record as a partner of choice to local, national and international organisations will be further enhanced over the next four years as we seek to nurture durable and mutually beneficial partnerships in the many areas of public life.

We also approach the future firm in our values that are rooted in the University's Church of England foundation. One expression of this is the priority we place on our stewardship of the environment, not simply by committing to stretching carbon reduction targets but also by introducing responsible environmental and social behaviour as an element of the curriculum across our University.

The development of this Strategic Plan benefited enormously from the contributions of colleagues from across the University - over one third of our 1,800 staff were directly involved in its development. We are all passionate about the power of higher education to transform lives and that transforming power will be vital for our local communities and our nation in the coming years.

I hope that you enjoy reading our Plan. It sets our future course, embracing the change that the future will bring. In 2012, Christ Church will celebrate its Golden Jubilee. We approach the next fifty years inspired by our values, encouraged by our history, and confident in the talents and commitment of our staff.

Professor Robin Baker, CMG
Vice-Chancellor



VALUING COMMUNITIES AND SOCIETY
Christ Church and its partners handover Shelterboxes for Japanese earthquake victims

Our values

As a Church of England Foundation, we value:

- the power of higher education to transform individuals, communities, society and the economy
- the integration of teaching excellence with high quality research and knowledge exchange
 - by encouraging creativity and innovation
- the development of the whole person
 - by encouraging a spirit of reflection and enquiry and promoting opportunities for learning beyond the curriculum
 - in responsible stewardship of the natural environment
- equality of opportunity
 - by respecting the inherent dignity and potential of each person
- our friendly and supportive community

Our goals

GOAL 1:

To deliver an accessible, innovative and flexible curriculum

Students and the student experience are at the centre of this Strategic Plan and define its ambitions. We will offer a flexible and innovative curriculum that responds quickly to changes within and beyond the University. We will provide local access to a high quality university experience through a distributed campus network and enhanced capability for blended and distance learning.

GOAL 2:

To become a national and international centre of excellence for public service education

Canterbury Christ Church University will be recognised nationally and internationally as a centre of excellence for public service professional education, training and development. This clear focus, which builds on an extraordinary track record of achievement, complements work with, and in support of, the private sector. Christ Church will be valued by stakeholders and communities as the leading provider of trained personnel for the public services in Kent and Medway.

GOAL 3:

To accelerate our research and knowledge exchange

The University's growth in research and knowledge exchange will be accelerated through targeted investment. Our research and knowledge exchange activity across all our disciplines aims to promote effective policy, enhance professional practice and facilitate social, cultural and economic prosperity.

GOAL 4:

To create transformative partnerships

We will significantly improve the University's positioning in the UK higher education sector and further define its distinctiveness. We will be known as a university that influences national agendas in part through its development and deployment of partnerships. We will use the University's Golden Jubilee to highlight its excellence, showcase its achievements and generate legacy developments.

GOAL 5:

To promote a sustainable future

The University will strengthen its sustainability and, consistent with its Church of England foundation, be an exemplar of excellent environmental practice. We will also ensure we invest in the development of our staff and leadership opportunities, ensuring that individuals can realise their full potential and that Christ Church can respond quickly to new opportunities and risks.



SHAPING A RESPONSIVE AND DYNAMIC CURRICULUM FOR FUTURE STUDENTS



1 An accessible, innovative and flexible curriculum

Students and the student experience are at the centre of this Strategic Plan and define its ambitions. We will offer an accessible, flexible and innovative curriculum that responds quickly to changes within and beyond the University. We will provide local access to a high quality university experience through a distributed campus network and enhanced capability for blended and distance learning.



1

To deliver an accessible, innovative and flexible curriculum

The distinctive nature of our work, together with the energy and expertise of our staff, is critical to our ongoing success as we develop an academic portfolio and student experience which respond innovatively and dynamically to change.

Where students expect more from their university education and experience, we will ensure we listen and act on their expectations and needs. We will invest in flexible degree programmes, which enable students to make an informed choice about where, when and how they learn. This will include a planned £18m injection into technology enhanced learning and teaching over the lifetime of this Plan.

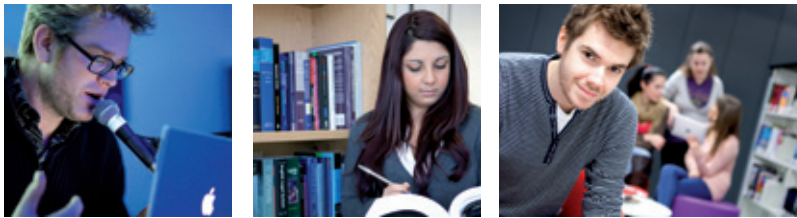
We will also develop a distinctive curriculum, building on our Church of England foundation and Christian ethos, which puts into sharp focus: student employability (according to the 2009-10 DLHE figures for UK domiciled full-time first degree leavers, 94.3% of our graduates are in employment and/or further study six months after leaving*); a critical understanding of sustainability issues and preparing students for employment, lifelong learning and citizenship in a rapidly changing world.

Above all, we will ensure students remain firmly at the centre of everything we do. We are proud to be leading the way in so many areas – from the recruitment of students in the new EU accession states to the global partnerships we are developing in response to our “outstanding” reputation in teacher education**. This constant pursuit of excellence is inspired by the many students who choose to study at Canterbury Christ Church, and our privileged position to help them succeed.

Our academic offer will also quickly adapt to a changing external environment, responsive to public service needs, the demands of the private sector and emerging developments in schools and further education colleges.

* DLHE – Destination of Leavers from Higher Education survey is conducted by the UK’s Higher Education Statistics Agency. This information is used to inform careers advisers and University management on the state of the graduate labour market and helps the University to plan, market and review courses.

** Initial Teacher Education graded outstanding by Ofsted in 2010.



Aims

- Enhance our flexible delivery and accessibility by exploring the possibility of accelerated two-year degrees in some subjects, through online and blended provision and increased evening, weekend and ‘school holiday’ provision.
- Provide a responsive academic portfolio which meets evolving partner and employer demands – regionally, nationally and internationally.
- Build on our academic strengths in public services and other key areas such as: Business, Management and Work Related Learning; Creative and Cultural Industries including Music and Media; Humanities including English and History; Social Science including Psychology, Law, Policing and Criminology; Sport and Exercise Science; and Theology and Religious Studies (including Ministerial Theology).
- Increase our postgraduate taught provision from the current 25% to 35% of our student population, whilst doubling the number of our international students.

CASE STUDY

Sharing public service expertise

The UK’s first postgraduate certificate in shared services (PCSS) is attracting significant interest from public service employees and employers across the country.

In response to the changing economic climate, Dr Wim van Vuuren, Programme Director in Canterbury Christ Church Business School, developed the postgraduate executive training with Shared Service Architecture Ltd, a public sector education company.

In partnership, Christ Church offers the six month programme to public sector managers with a first degree or similar qualification. Combining classroom and online learning, the postgraduate programme explores how shared services can be developed using in-house resources, as few public sector organisations can continue to afford substantial external expertise.

The programme’s flexibility perfectly illustrates the responsiveness of our academic work, supporting public services and their workforce to develop new skills for a changing environment.

CASE STUDY

Welcoming international experts

In order to broaden and strengthen the development of our curriculum still further, we have appointed high profile members of industry and commerce to inspire our students.

One such leading figure is the universally respected business leader and former Chief Executive Officer for Rolls-Royce Motor Cars, Tom Purves, who has joined our business school as Visiting Professor in Management Practice.

Tom has over 30 years experience in senior management in the motor industry, including as President of BMW in America, where he successfully introduced the Mini Cooper. He is internationally acknowledged for his communication and negotiating skills, innovative marketing strategies, pioneering use of digital media and forging vital strategic partnerships.

“The value of university education is immeasurable. It’s therefore a real privilege to be sharing insight with students, whose education will help to influence so many areas of public life in the future. Universities and industry can learn so much from each other and my work with Canterbury Christ Church over the coming years will, I hope, add another exciting dimension to this joint endeavour in which students, business and society as a whole succeed,” explained Tom.



PROMOTING CAREERS AND GROWTH
IN THE PUBLIC SERVICES



2 A national and international centre of excellence for public service education

Canterbury Christ Church University will be recognised nationally and internationally as a centre of excellence for public service professional education, training and development. It will be valued by stakeholders and communities as the leading provider of trained personnel for the public services in Kent and Medway.

We anticipate that approximately two thirds of the University's activity will relate to its work with the public services while recognising the enormous value of work with the private sector in achieving the University's purpose.



2

To become a national and international centre of excellence for public service education

Public services in the UK face significant challenges and change over the lifetime of this Plan. Our aim is to provide education and research which supports the successful development of the UK's public services as new delivery models with greater private sector involvement emerge and workforce skills adapt.

Our University is building a national and international reputation for excellence in higher education for the public services, and is recognised as a market leader in the South East. We are one of the UK's leading centres for teacher education, graded "outstanding" by Ofsted in 2010, and are planning to establish Christ Church as the National Centre for Practice Development (of Nursing) in England.

This growing reputation comes after decades of close partnerships with colleagues in public services and an intuitive understanding of the public service renewal agenda and its professional development requirements, developing new talent and academic research to inform best practice.

This special connection with public services will remain central to our identity and a clear expression of our values into the future.

Over the next four years, our ambition is to develop our distinctive position even further with pioneering teaching, partnerships and research that enhances the delivery of public services, both in this country and abroad. This will involve looking for new opportunities to flex to emerging demand and building strong and innovative partnerships.

We will also ensure that we maintain our significant role in supporting the economy of Kent and Medway through skills enhancement and, of course, education where we are the number one choice for people in Kent*. The University is a major contributor to the economy in the region, not just through education, but through its annual spend. With a budget in excess of £100 million and nearly 1,800 staff, the University is a vital employer and business within Kent.

* 60% of all Kent-domiciled students looking to study in Kent applied to Canterbury Christ Church University (based on 2010 UCAS figures).



Aims

- Continue to support the development of public services in Kent and Medway.
- Expand routes into teaching to include new employment based, and higher education and school partnership, routes whilst increasing continuing professional development opportunities for public services.
- Explore new areas of public service provision including postgraduate medical programmes.
- Enhance professional practice in the public services through increased research and knowledge exchange.

CASE STUDY

A World Bank partner in Palestine

Palestine - transforming its education and teacher training system.

Sue Kendall-Seatter, Director of Partnerships, and a team in our English and Language Studies Department, at Canterbury Christ Church have been selected by the World Bank as an international partner to help with this critical programme of change.

Chosen because of our reputation for outstanding teacher education, Sue and her team are working on two major projects in Palestine – one for the Ministry of Education to support the development of teaching practice models and the other with three universities to support their development of English as a Second Language programmes.

Sue said: "As international consultants we are really proud to be involved in such an important project which has mutually beneficial aims and vision.

"In sharing our experience and expertise in a place eager to develop its teacher education, particularly at Primary level, we'll be helping future generations of children and teachers in Palestine for years and decades to come."

CASE STUDY

Leading role in front line research

The creation of a national Centre for Practice Development in England (Nursing), led by Christ Church, illustrates our pioneering approach to public service development and our strengths as a community of compassion and learning.

Supported by the International Practice Development Collaborative (IPDC), the centre will be virtual and will enhance our reputation for high quality research with impact that directly improves the quality of front line services.

Carrie Jackson, Head of the Department of Nursing and Applied Clinical Studies, said:

"Christ Church joined the IPDC in 2010 and plans to establish itself as the national Centre for Practice Development. The centre will support the IPDC's vision to grow a critical mass of practice development expertise internationally in order to improve patient and service user experience and care."



BOLD RESEARCH WITH IMPACT

A student demonstrates Dr Swaine's unique swimming training machine



3 Research and knowledge exchange

The University's growth in research and knowledge exchange will be accelerated through targeted investment. Our research and knowledge exchange activity across all our disciplines aims to promote effective policy, enhance professional practice and facilitate social, cultural and economic prosperity.



3

To accelerate our research and knowledge exchange

The pursuit of knowledge and understanding, and how both can make a positive impact on society, lies at the heart of research and knowledge exchange at our University. Renowned for our strong and established connections with public services, our research embraces many areas of society from Education and Health to Arts, Sports and Music.

Expanding our research and knowledge exchange activities for the cultural, social and economic prosperity of the region, as well as national and international communities, is one of our key priorities for 2011-15.

Our community of research-active staff is continually pushing the boundaries of new ideas, whilst actively shaping and informing regional, national and international policy and practice. Expertise ranges from Olympic legacy research, the benefits of arts on health, to dementia care and improving the lives of children, families and communities.

Over the lifetime of this plan, we will seek out new funding opportunities to undertake research for the benefit of society, whilst ensuring all our activity is supported by clear principles of social, environmental and economic responsibility.

This will mean encouraging and enabling more staff to contribute to our research and knowledge exchange activity over the next four years, and creating 'beacon areas' of excellence to support partners in their future development.



Aims

- Create and nurture 'beacon areas' of international excellence in the areas of: Arts and Health; Business; Children, Families and Communities; Education; English; History; Media; Music; Sport; and Theology.
- Increase our number of research students.
- Increase and diversify our research and knowledge exchange funding sources, including the Research Councils, the NHS, charitable bodies and private organisations.

CASE STUDY

Breaking the deprivation cycle

Research into the lives and life-chances of children and young people knits together two of our most prominent areas of work: Education and Health.

The Research Centre for Children, Families and Communities, opened by Dr Rowan Williams, the Most Revd and Rt Hon. the Lord Archbishop of Canterbury, has a significant role to play in the development of national and international policy and innovation.

Areas of research activity include the promotion of child health and wellbeing, play, families and parenting, migrant families, children as young carers, young people and alcohol, child sexual abuse, street children and homeless people.

Professor Trisha Maynard, Director of the Centre, said: "We recognise that there is a web of poverty and disadvantage that can entrap children, their families and communities. We need to find ways of helping them to break free from the cycle of deprivation. This is particularly challenging at a time of recession – as the government often reminds us, we need to find ways of 'doing more for less'. The need for high quality, multi-disciplinary and participatory research has therefore never been greater."

CASE STUDY

Growing a culture of world-class research

Music research and teaching at Christ Church are recognised nationally as outstanding. And with the appointment of Professor John Irving, an internationally acclaimed expert on Mozart, to Head of Music our significant cultural and academic ambitions for 2015 will be one step closer to realisation.

Professor Irving has over 25 years experience in teaching and music research, including his most recent post as Director of the UK's national research centre in musicology, The Institute of Musical Research (IMR), School of Advanced Study, University of London. He is also well known as a performer, specialising in 18th-century historical performance practice as a fortepianist, clavichordist and harpsichordist.

He said: "We have a truly exciting opportunity ahead to build on the firm and dynamic foundations of music and culture in and around this University. The institution's shared vision for music at Christ Church resonates with so many cultural partners in the South East, who recognise the University's fantastic achievements to date and its potential for further international success in the future.

"Our special connection with the Church of England, for example, has resulted in a new partnership in which Christ Church and Canterbury Cathedral explore opportunities for shared liturgy and church music, for the benefit of students and the community."



CREATING ENDURING
AND MEANINGFUL PARTNERSHIPS



4 Transformative partnerships

We will significantly improve the University's positioning in the UK higher education sector and further define its distinctiveness. We will be known as a university that influences national agendas in part through its development and deployment of partnerships. We will use the University's Golden Jubilee to highlight its excellence, showcase its achievements and generate legacy developments.



4 To create transformative partnerships

Our distinctiveness is also shaped by the diversity and breadth of our partnerships. Since its creation in 1962 as a Church of England teacher training college, Christ Church has been intrinsically linked to others. As a significant university in the global partnership of Anglican higher education institutions, as well as a national leader in school- and college-based education, the commitment and experience of partnership to mutual and wider benefit is a central part of Christ Church's personality.

The need to continue this work for the greater good of society over the next four years has never been greater. As the economic, cultural and social landscape shifts, there will be a stronger imperative to create new partnerships in order to share knowledge, skills, resource and vision.

Beyond our well established regional partnerships, national and international links are forming from work motivated for humanitarian reasons in South India to major collaborative teaching programmes and research partnerships in Malaysia, France, Holland, USA, Mexico, Spain, Norway, Palestine and Australia.

Over the lifetime of this Plan, we will remain open and responsive to new ideas for collaborative work across many different sectors: higher, further and school education; public service deliverers; industry and business; social and commercial enterprises; international, national and local governments and agencies; key faith and secular stakeholders; and cultural partners with whom we can build lasting relationships to benefit society.

We will also continue our passionate support for regional arts and culture, cultivating exciting partnerships with internationally recognised organisations to enrich students', staff's and the community's experience of music and culture.



Aims

- Be renowned for the innovative role we play in developing partnerships that benefit the economic and cultural regeneration of the communities of Kent and Medway and the wider economic area; we will particularly work with the further education system to enable coherence and appropriate local progression.
- Create sustainable international partnerships that deliver at least one of the following: improved research and knowledge exchange performance; improved student experience; additional students; and staff development opportunities.
- Evaluate and continually improve the quality and impact of our partnerships.
- Develop programmes which are well-connected to employers and industry creating successful routes into work for our students.
- Maximise the cultural opportunities to arise out of 2012 – our Golden Jubilee year, the London Olympics and the Cultural Olympiad – for the ongoing cultural enrichment of our communities.

CASE STUDY

A harmony of partnerships

Our ambitions for world-class partnerships in music are already emerging. Supporters of the St Gregory's Project to build a first class performance and rehearsal space for students, staff and the community, are growing in number as more partners recognise the transformative potential of working together.

The exciting project to transform St Gregory's Church, whilst developing new student rehearsal space on the Canterbury Campus, is championed by its patron Sir Peter Maxwell Davies, Master of the Queen's Music and Visiting Professor to the University.

Partners with a shared vision so far include Southbank Sinfonia, Canterbury Festival, Sounds New and Music for Change, to name but a few, all of whom believe in the power of music as an agent for social change.

Southbank Sinfonia, for example, is a training academy for talented musicians who have graduated from conservatoires. Our partnership plans to give Christ Church music students, still in training, the opportunity to work side-by-side Sinfonia musicians, to develop education workshops and music community outreach projects.

CASE STUDY

Trading links with the City

Behind our thousands of courses and network of campuses across Kent and Medway, is a wealth of experienced staff who are actively bringing industry and universities closer together for the benefit of our students and the regional economy.

Dr Heather McLaughlin is a leading expert in maritime economics and is to become the fourth only female Master of the Worshipful Company of World Traders in 2013.

Heather, a principal lecturer in our business school, has been part of the City livery company for more than a decade. In chairing its education committee for over four years, she has been instrumental in forging greater links between UK universities and world trade. More locally, she is bringing her vast experience in international trade to the doorstep of Christ Church business students.

"I see this very much as an ambassadorial role both for the World Traders and for Canterbury Christ Church. It is a fantastic opportunity to strengthen links with the Square Mile and to promote the diverse range of expertise that the City has to offer," said Heather.



PROTECTING OUR ENVIRONMENT
AND FUTURE



5 A sustainable future

The University will strengthen its sustainability and, consistent with its Church of England foundation, be an exemplar of excellent environmental practice. We will also ensure we invest in the development of our staff and leadership opportunities, ensuring that individuals can realise their full potential and that Christ Church can respond quickly to new opportunities and risks.



5 To promote a sustainable future

As a University firmly rooted in Kent and Medway's communities – from Canterbury to Broadstairs, Chatham, Tunbridge Wells, and Folkestone – we recognise our significant role in protecting and enhancing our environment.

Great progress has already been made in reducing our carbon footprint including our investment in sustainable materials and buildings, such as Augustine House and the new St George's Student Centre in Canterbury, together with the 2010 award of the Carbon Trust Standard.

This commitment to sustainability and excellent environmental practice, core to our values, will continue and strengthen over the coming four years.

We will optimise our estate for academic and non-academic activity, making best use of our buildings at all times. We will also ensure our campus network supports the delivery of a developing academic and partnership portfolio, which includes our emerging investment in technology enhanced learning and teaching. And, again reinforcing our values, sustainability will also be prioritised within the curriculum to encourage student and graduate stewardship of our natural environment.

Finally, a sustainable and successful future also relies heavily on the creativity and commitment of our staff. We believe the advancement of our staff is vitally important if we are to succeed in delivering the goals set out in this Plan, and with that in mind we will continue to invest 2% of our total budget in staff development.



Aims

- Take a comprehensive and long-term approach to estate development and refurbishment with a commitment to a low carbon infrastructure.
- Engage with our local communities to support the development of a more sustainable economy, providing leadership and examples of best practice.
- Improve the efficiency of our University estate, making it more accessible to, and flexible for, staff and the wider community, whilst maximising our campus network to expand new business and partnership opportunities.
- Develop a low carbon vision for 2050, achieving a 35% reduction in carbon emissions by 2016.

CASE STUDY

Green Academy and the Education for Sustainable Development agenda

Christ Church is one of eight UK universities which have signed up to the new Green Academy, looking at how the higher education curriculum can be shaped to include sustainable development.

A team of five, here at Christ Church, is looking at ways to develop the future student experience and curriculum, to support lifelong learning and citizenship in our modern, interdependent world.

Peter Rands, Sustainability Development Manager, said: "We've made significant progress in our environmental performance in recent years, highlighted by our leap in the 2011 People and Planet Green League table from 56th to 31st putting us in the top 25% of universities and colleges.

"However, we are just at the start of our journey and have set out ambitious, and exciting, plans for more change in the future. Whilst these commitments are far-reaching and challenging, they are absolutely necessary if we are to make a difference to the communities around us, whilst making an impact on the national and international agendas on sustainability."

CASE STUDY

Celebrating our heritage

Christ Church Bioversity will uniquely explore Canterbury's rich cultural history and its "sense of place" as a World Heritage Site.

By 2015 the University, with its partners the Cathedral and St Augustine's Abbey, will be creating an urban biodiversity hub which celebrates the city's cultural and environmental heritage.

Drawing on Canterbury's 1,400 year legacy of knowledge, community and stewardship, the project will create a heritage trail around our current species and habitats - for example, the Cathedral's herb garden, the University's wildflower banks - whilst recreating a sense of the past: the orchards, vineyard, medicinal and culinary herb gardens and other elements that once existed on the World Heritage Site.

Professor Peter Vujakovic, who developed this imaginative project, said:

"The Biodiversity Action Plan will improve the visitor experience to Canterbury, generate innovative research across the arts and sciences, whilst promoting an enduring concern for social and environmental responsibility."

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