

PRINCIPLE ONE: We will provide all our students with high-quality, research-informed learning opportunities which encourage reflective practice and growth and have practical relevance to the contemporary world.

By 2022 we will have:

Strategic Outcome	Action to be taken	Target Completion Date	Action by	Indicator of Success	Progress (with date)	Completion
A1. A validated undergraduate degree which provides opportunities for students	<p>Meet conditions for approval set out in SMU report.</p> <p>Develop a recruitment and marketing strategy</p>	<p>5 October 2021</p> <p>End October 2021</p>	<p>Faculty HAA</p> <p>HAA/Programme Coordinator</p>	<p>Approved undergraduate degree.</p> <p>Recruitment targets met</p>	<p>Response returned to SMU. Awaiting confirmation of final approval.</p> <p>Meeting Thought Collective on 21/10/21</p> <p>Ongoing assistance from TC on branding and revised website</p> <p>Inhouse recruitment and marketing plan: Emails to Ministers, Schools and parachurch organisations. Adverts in publications. UCAS Fair 9&amp;10 March Open Day 19 March</p>	<p>Final approval given by SMU on 4 November 2022</p>

A2. The first cohort graduating from the MDiv	Final year students to be successful in their studies	End May 2022	Faculty	Graduating students in May 2022	Final year students commenced study.	
A3. The addition of a MTh OT to the suite of online Master's programmes	MTh approved					Completed. Students commenced in September 2021
A4. A new Student Information System	Scoping of requirements for system Engagement of IT adviser System Operational	Oct 2021  Oct 2021  Jan 2022	HAA/FPA	Student Information System operational by Jan 2022 – <b>amend to June 2022</b>	<b>System of linked spreadsheets: Expression of Interest and Applications completed; Student Record in development.</b>	
A5. An active research community	Recruitment of PTFI PGR students.  Successful differentiations.  Seminars for PGR and PGT students (see B4).  Staff and student participation in	Ongoing    End semester two.   June 2022	Faculty   Faculty and PGR students	100% success rate in differentiation.  Programme of seminars publicised and actioned.	<b>One ft student commenced on 1 March 2022</b>  4 out of 6 students have differentiated. The remaining 2 will undergo differentiation in 2022. <b>Seminars have taken place in semester one and been arranged for semester two.</b>	

	research conferences.		Faculty, adjunct Faculty and PGR students	Reports from conferences disseminated.	Irish Biblical Association Meeting Belfast 10 December 2021	
	Staff publications.		Faculty and adjunct Faculty	Publications noted and disseminated.	Irish Biblical Association Meeting Maynooth 19 February 2022	
	Conference hosted by UTC		Principal and WG	Successful conference on 12/13 September 2022	List of publications to date (2021-22) noted by Faculty on 23 February 2022 WG making arrangements for conference in September 2022.	
A6. A network of practice/support	Established links with SMU. Established links with Biblemesh. Established links with other Theological Colleges. Established links with other theological libraries. Identified and approached other possible stakeholders.	Ongoing Ongoing Ongoing Ongoing Ongoing	HAA/Faculty	Meetings with Partnership Coordinator SMU Ongoing relationship with Biblemesh Sharing of good practice (BBC) Ongoing sharing of good practice by Librarian with other libraries Establish partnership with Kirby Laing Centre	Meetings to be arranged  Ongoing liaison Ongoing liaison	

	Links with QUB Careers, Disability Services and Centre for Educational Development				MOA Signed 14/2/22	
A7. Support for undergraduate students on their transition to HE	Programme to be set up for incoming students commencing in September 2022	August 2022	ASAP	Schedule of activities approved and implemented in September 2022	To be initiated at ASAP on 1/12/21 Student Transition Task Group established	
A8. Support for online students and ministry students who are returning to study following a break	Review of induction programme for online students	August 2022	ASAP	Review to be carried out and report to be submitted to ASAP	To be initiated at ASAP on 1/12/21 Student Transition Task Group established	

PRINCIPLE TWO: We will develop and maintain a research-active community that produces original contributions to the study of Christian Theology of relevance to the Church and wider society.

By 2022 we will have:

Strategic Outcome	Action to be taken	Target completion date	Action by	Indicators of Success	Progress (with date)	Completion
B1. An active research community	See A5					
B2. Research links with other institutions including SMU Twickenham	Research links explored with Kirby Laing Centre, Cambridge	January 2022	Faculty	MoA signed with KLC Cohort of PGR students recruited through KLC	5 out of 6 PTFI PGR students have external supervisors.	MOA signed 14 February 2022
	Research links explored with the Institute of Theology and Liberal Arts, SMU	June 2022	Faculty	Identification of areas of mutual interest and sharing of resources  Joint research seminars		
	Supervisory Teams to include external supervisors	Ongoing	Faculty	Each supervisory team to include an external supervisor where appropriate		
B3. UG Modules which include guest lectures by research experts	Identification of appropriate UG modules Approval of SMU for guest lecturers	February 2022	Faculty/Programme Coordinator/HAA	Module specifications listing guest lecturers to be delivered in 2022 approved by SMU	Move to 2022-2023 to allow first year to bed in.	
B4. Research workshops and	A programme of at least 2 research	October 2021	Faculty	At least four workshops/seminars	Schedule has now been set.	

seminars for online and residential students	workshops and seminars per semester			in 2021-22 attended by the majority of online/residential PG students		
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PRINCIPLE THREE: We will foster an inclusive learning community that supports students and enables them to flourish and develop both academically, spiritually and emotionally.

By 2022 we will have:

Strategic Outcome	Action to be Taken	Target Completion Date	Action By	Indicators of Success	Progress (with dates) including notes of completion	Completion
C1. A programme of student support activities	Identification of student support activities for undergraduate students	August 2022	ASAP/HAA	Undergraduate Handbook outlining student support	Student Transition Task Group established	
C2. A Personal Tutor for each student, with a clearly defined role	Updated Personal Tutor Handbook Every student allocated to a Personal Tutor	August 2022 September 2022	QAP HAA	Approved Handbook List of students and Personal Tutors	Personal Tutor split per UG, PGT online and Ministry students. Updated and to be considered by ASAP on 24 March.	
C3. Student community bubbles (online and ministry)	All students to be allocated to community/pastoral groups – peer support?	September 2022	HAA	Facilitated Student groups		
C4. Revised equality and diversity policy	Equality and Diversity Policy to be drafted	October 2021	HAA	Published and approved Student Equality and Diversity Policy		Equality and Diversity Policy approved by Faculty on 29 September 2021

C5. Revised disability policy	Updated Disability Policy	December 2021	HAA	Published and approved Disability Policy		Updated Disability Policy approved on 26 January 2022 by Faculty
C6. Student access to a counselling service	Negotiations with Inspire Students	June 2022	HAA/Operations Manager	Contract agreement with Inspire Students to provide wellbeing service to UTC students	Quote for services received and negotiations ongoing	



PRINCIPLE FOUR: We will work in engaged partnership with students, external experts, collaborative partners and stakeholders to achieve these aims.

By 2022 we will have:

Strategic Outcome	Action to be Taken	Target Completion Date	Action By	Indicators of Success	Progress (with dates) including notes of completion	Completion
D1. Begun two-way conversations with our partners in PCI towards identifying needs, taking opportunities and providing collaborative solutions	Working Group to be set up to consider how UTC can provide expertise to answer needs	June 2022	Principal/Professor of Ministry	Programme of activities to bring value to PCI	Faculty decided not to set up WG but to receive regular reports from Professor of Ministry	
D2. Established mutually beneficial relationships with other Christian faith-based institutions	Involvement in meetings with other Theological Colleges.  Schedule of Good Practice/CPD Meetings in conjunction with other Theological Colleges	Ongoing  November 2021	Principal and Faculty  QAP/HAA	Dissemination of good practice from other Theological Colleges  Programme of meetings agreed and implemented	Principal is member of Association of Bible College Principals  To be initiated	
D.3 Initiated our relationship with SMU	See A1.					

D4. Developed an alumni network to inform and support our students and graduates	Working Group to be set up to consider the purpose of the alumni network with a view to having a network set up by the end of the academic year	June 2022	HAA	Report from WG to Faculty in May 2022.	To be initiated.	
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