



Title: Christian Foundation Strategy 2019-2024

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UNIVERSITY OF
WINCHESTER

Christian Foundation Strategy

2019-2024

1. The University was founded 180 years ago by the Church of England. Our Anglican Foundation continues to be the beating heart of the institution, underpinning and nurturing our values, strategy and conduct.
2. Being an Anglican foundation means that the University is committed to providing education which gives our students opportunities to explore the meaning of life, to develop the attributes needed for citizenship in a globalised world including moral strength and resilience, to gain skills for the world of work, and to acquire the skills needed for living creatively as human beings in families, communities and with creation.
3. The University seeks to be a community committed to 'whatever is true, whatever is honourable, whatever is just' (Philippians 4,8), characterised by 'love, joy, peace, patience, kindness, generosity, faithfulness and self-control' (Galatians 5, 22-23) and resistant to 'enmities, strife, jealousy, anger, quarrels, dissensions, factions, envy (Galatians 5, 20-21).
4. The University strives to be a community of wisdom dedicated to the interrogation of the world in all its complexity and of ourselves, in awe and humility, seeking for the movement of God among us and between us and working for reconciliation and peace. We aspire to be a community which has a perpetual, positive impact upon the characters and souls of our members.
5. We are people growing in wisdom, interrogating our culture to discern the divine presence in our midst and identifying and exposing those aspects of our culture which are antithetical to the flourishing of God's creatures. In so doing we seek to engage with the *missio dei*, God's purposeful action in the world. We do not do this alone but in collaboration with some key strategic partners including the Diocese of Winchester and Winchester Cathedral.
6. A rhythm of prayer, worship and Eucharist according to the rites of the Church of England, as well as exploration of the mystery of life through the lens of the Christian story, is played out through our chaplaincy with an open invitation to all to take part.
7. As part of the expression of our Foundation the University seeks to be hospitable to people of all faiths and those of none and to encourage mutual, cordial and critical engagement between all.
8. In a world in which religion is often associated with exclusivity and anti-intellectualism, we seek to model ways of being religious which are inclusive, committed to peace and intellectually robust.
9. Our curriculum is also influenced by our Foundation. We believe in the fundamental good of higher education as a means of personal and societal transformation and that higher education should be both broad and focused. We are passionate advocates of liberal education.
10. As the University for Sustainability and Social Justice we believe that both staff and students should be afforded opportunities to change the world for the better.

11. The Foundation is reflected in the make-up of the Board of Governors, in which nine out of twenty-five governors are diocesan nominees. 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, as is the Bishop of Basingstoke. 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. An Anglican Identity Group chaired by the First Deputy Vice-Chancellor and including Visiting Professors appointed for their expertise in this area, conducts research into issues relating to our Foundation.
12. The University is an active member of the Cathedral Group of Universities and the Vice-Chancellor formerly served as Chair of the group.
13. Since the last Foundation Strategy was published a number of significant developments have taken place related to the Foundation including
 - The development of an academic post in Mission in partnership with the Diocesan School of Mission
 - The Vice-Chancellor was appointed Chair of the Church of England Foundation for Education Leadership
 - The Centre for Religion, Reconciliation and Peace was awarded a 4* impact rating in the Research Excellence Framework 2014
 - The Anglican Identity Project was set up and John Gay and Stephen Heap made Visiting Professors to work on this area. The outputs of the project have included seminars on the Foundation in the university, papers on a range of topics facilitating reflection on being an Anglican university, a longitudinal analysis of student enrolment and re-enrolment data, articles in the Church Times, a book (*The Universities We Need: Theological Perspectives* [Routledge 2017]), various articles in Theology and the Whitelands/CUAC papers on Faith in Higher Education, a dissemination project across most of the other Anglican Universities in England. Research conducted by the project demonstrated that the University's values are embedded in the University's courses.
 - The University launched Values Studies and the Institute for Values Studies with funding from the Christian A. Johnson Endeavour Foundation.
 - A Contemplative Pedagogy project has been launched.
 - A Centre for Faith-Consistent Investment has been established.
 - The chapel was renovated for our 175th anniversary and a side chapel, 'The Anchorage,' added. The renovation won the RIBA Regional South Award and the Civic Voice Design Award.
 - Our new West Downs building includes an innovative new contemplation space.
 - The Institute for Theological Partnerships project *Sisters of the Troubles*, resulted in the making of a documentary which was short-listed for the Jerusalem Trust Religious Broadcasting Award 2018
 - The University was judged to be an Outstanding Prover by Ofsted for all its teacher education.

- The Department of Theology, Religion and Philosophy has launched a number of new programmes in Theology and Philosophy.
- Winchester Business School became a Champion for the United Nations initiative: the Principles for Responsible Management Education (PRME) and Professor Carole Parkes was appointed a Special Advisor to the United Nations on PRME.
- After consultation with students and staff, the University condensed its values into three Compassion, Individuals Matter and Spirituality.

14. We face unprecedented times of change, competition and uncertainty in UK Higher Education. The very nature and purpose of Higher Education is a matter of contention. The University believes that it is well-placed to meet these challenges by continuing to reflect upon its Foundation and enhance and diversify the ways in which it lives it out. We hold fast to our belief that critical thinkers are what keeps a society free and that a university's primary purpose is to nurture such thinkers. We need to be a powerhouse of deep, creative and critical thinking, pulsating with the joy of discovery, delighting in the production and dissemination of knowledge.
15. This new Christian Foundation Strategy is structured around the University's three core values which are the primary expressions of the Foundation in the University's life. Values such as compassion and individuals matter are central to Christian faith. They reflect the love command of Jesus, and the teaching of the Hebrew and Christian scriptures about loving the neighbour. In those scriptures that love is about how society is organised as well as individual actions. It is systemic as well as personal. It is about creation as well as people. With such an understanding, the values, and the Foundation, lead naturally to work on a number of issues.
16. The University has made the decision to structure its new Strategic Plan around the UN Sustainable Development Goals so this new Christian Foundation Strategy makes reference to the Sustainable Development Goals.



SUSTAINABLE DEVELOPMENT GOALS

17 GOALS TO TRANSFORM OUR WORLD



Compassion

The University is committed to demonstrating compassion for all life, and the planet. We are the University for Sustainability and Social Justice. We are unceasing in our efforts to support the sustainability of creation through our estate, our catering, our teaching and research. In accord with the University's commitment to sustainability the **Chaplaincy** has a particular concern with ecological issues. It is also committed to social justice through involvement in a number of projects.

Dialogue and skilful communication are key skills for all individuals who are interested in supporting and helping others. The **Centre for Religion, Reconciliation and Peace** is committed to creating a culture of dialogue and understanding which is beneficial for creating a more productive and harmonious working environment in which all staff and students can feel valued and thrive. Music and the arts have a role to play in expressing the ineffable and providing a shared, benign process for meaning making. Understanding the power of constructive dialogue is particularly useful when problem solving and managing conflict and change, both in our personal and professional lives. Good dialogue skills can make a huge difference to building positive relations and enhancing the effectiveness of work in almost all areas, not least social engagement and development, and peacebuilding and reconciliation work.

Key Objectives	UN Sustainable Development Goal	By 2024 we aim to:
Further develop the ecological focus on the chaplaincy.	13, 14, 15	Win an Eco-Church Gold award
Further develop the Chaplaincy's commitment to social justice.	10, 16	Have enhanced Chaplaincy links with the Minstead Trust, Trinity and the Blue Apple Theatre.
Launch a new Centre for Social Justice	10, 16	Have developed good links with the national Centre for Social Justice and to gain national recognition.
Further develop the Music Centre's community engagement	3	Actively engaged, and taken the lead where appropriate, in at least five large and small scale community engagement projects per academic year. This will also develop the research and consultancy arm of the Music Centre. Have led at least five

		fund raising events for local and national charities
Develop and enhance the Cosmic Walk	11, 13, 14, 15	<p>Have developed the story of water by 2021. Erected a Peace Pole in association with Byakko, a Japanese group who organise the annual symphony of peace prayers.</p> <p>Develop within the Cosmic Walk spaces for Contemplation of the Cosmos by 2022. This will involve the creation of further small works of art to mark the suggested spaces for contemplation of one's place in the world. Each space will encourage the development of 'affective prayer' which through visualisation and embodiment aims to increase a sense of compassion for oneself and others and an understanding that individual lives, human and non-human, carry the divine within them and so matter.</p>
Establish and run a series of one day courses (with accompanying handbooks) which will help to establish a culture of positive dialogue and communication skills amongst students and staff across the University	16	Have mentored and trained over 300 students and staff in constructive dialogue theory and practice.
Establish the University as an internationally recognised location for the promotion and practice of a variety of dialogue skills and methods.	4	Have built a purpose built space, 'The Listening Place', which will be an iconic representation of the University's commitment to positive dialogue.
Make a significant contribution to the promotion and practice of dialogue as a method for working in a community to more deeply and constructively understand conflict and	16	<p>Have developed and delivered a module on Dialogue Skills on the MA Reconciliation and Peacebuilding.</p> <p>Have completed a number of</p>

problem solving.		peer review publications on dialogue theories and methods.
As the University diversifies its academic portfolio we will ensure all programmes continue to embed our values in the curriculum.	4	Have ensured through the validation process that new courses embed our values in the curriculum. In particular we will ensuring that programmes such as Nursing and other subjects allied to Medicine, our Social Work and Teacher Development programmes foreground compassion in the development of their curricula
The University will ensure it has robust systems in place for the reporting of abuse.	4, 5	Have established an anonymous electronic reporting system for bullying and other forms of abuse.

Individuals Matter

Christians believe that human beings are called to love God 'with all your heart, with all your soul, **and with all your mind**' (Matthew 22. 37-40). As a Christian foundation we wish to nurture the minds of our students and staff through focus on a particular subject area and engagement with the great questions facing humanity from a variety of perspectives through our provision of Liberal Arts and liberal education. In a cultural context in which religion is understood as anti-intellectual the University is determined model intellectually robust theological reflection and study of religion by providing students with the opportunity to study Theology and Religious Studies at every level and supporting the production of the highest quality research in these areas. It does this through its Department of Theology, Religion and Philosophy and the Institute of Values Studies.

Teacher education was at the heart of our original foundation and continues to be a vital part of our provision. We believe that Universities are best placed to develop self-reflective, research-informed teachers. OFSTED has noted the high level of individual support we given to our trainee teachers and also the high levels of confidence and reflexivity demonstrated by our students. OFSTED also highlighted the rights-respecting values and promotion of equality and elimination of discrimination embedded in our teaching programmes.

Whilst the **Centre for Religion, Reconciliation and Peace** already supports a wide variety of Faith-based peacebuilding organisations and civil society institutions around the world, in fact often due to time pressures or funder requirements the projects and programmes they develop and implement simply cannot take into account latest theoretical developments in the fields of religious peacebuilding and reconciliation, and/or evidence from detailed conflict assessments. Therefore the establishment of the University's own peacebuilding and reconciliation consultancy organisation would; provide an important and direct avenue to demonstrate the impact of our academic research; offer opportunities for our future BA and MA students to gain invaluable work experience; and perhaps mostly importantly, mean that the effectiveness of evidence-based religious peacebuilding and reconciliation can be modelled for other organisations and institutions around the world. It would also directly support the achievement of a number SDGs, in particularly Goal 16 which seeks to "promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels".

The **Music Centre** (formerly Foundation Music) offers a wide range of activities open to students, staff and members of the wider community who want to participate in music making. 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 eight choirs and eleven instrumental ensembles, up to 200 students regularly take part in activities on campus and present public performances during the academic year.

The Music Centre also increases the skills of individuals through signposting to tuition through local peripatetic teachers; regular careers and skills workshops; and individual

training and volunteering opportunities in leadership. The ensembles draw people from the local community onto campus and the Music Centre provides a link between town and gown.

The Music centre 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.

Key Objectives	UN Sustainable Development Goal	By 2024 we aim to:
To support and further develop initiatives, both curricular and extra-curricular, which enable students to engage with some of the critical questions at the heart of human existence.	4	<p>Have increased recruitment to the range of programmes in Theology, Religion and Philosophy at all levels by 30% (from 2018 entry) through a robust and wide-ranging marketing campaign and effective engagement with a wide range of schools.</p> <p>Have received an excellent rating in Theology, Religion and Philosophy in the Teaching Excellence Framework</p>
To collaborate with the Diocese in their development of mission work and to promote teaching and research in mission and missiology	4	Have launched an MA in Mission in partnership with the Diocesan School of Mission
To produce research of international standing and impact in Theology, Religious Studies and reconciliation and peace-building.	4	Have received an excellent rating in the Research Excellence Framework 2021.
To make the University a world-renown centre of Liberal Education.	4	<p>Have ensured that all students have the opportunity to take Values Studies module in at least two years of their study.</p> <p>Have entered into an international consortium of Liberal Education providers and become a recognised centre of Liberal Education in Europe.</p>

<p>To continue to deliver high quality teacher education, working in partnership with the Diocese.</p>	<p>4</p>	<p>Retained our OFSTED Outstanding for all our teacher education.</p> <p>Launched modules in Church School leadership as part of our CPD offering.</p>
<p>To establish a peacebuilding and reconciliation consultancy unit which is an integral part of the University but has its own identity and status and can therefore apply for funding in its own right.</p>	<p>16</p>	<p>Have established a peacebuilding and reconciliation organisation which has the capacity to undertake world leading projects and programmes.</p>
<p>To provide opportunities for BA and MA students to gain invaluable work experience in peacebuilding and reconciliation projects.</p>	<p>4</p>	<p>Have run at least two series of peacebuilding and reconciliation projects and programmes which have been funded externally.</p>
<p>To model the effectiveness of evidence-based religious peacebuilding and reconciliation work, which also feeds into the development of theoretical ideas in these areas.</p>	<p>16</p>	<p>Have demonstrated the importance and enhanced effectiveness of religious peacebuilding and reconciliation work which is designed and developed from thorough conflict analysis and a strong evidence base.</p>
<p>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.</p>	<p>3, 4</p>	<p>Increased student engagement with the Music Centre by 30%.</p> <p>Increased opportunities and support for student ensemble leaders and Excellence Awardees. This will be through regular trainings and one-to-one support.</p> <p>Developed strong links with the Arts Faculty, in particular the Music production and Musical Theatre degree programmes with the aim of providing a two-way transfer of skills and services of benefit to the students.</p>

<p>The University will continue to prioritise the mental health of its staff students, seeking to create a culture in which well-being is nurtured and sustained.</p>		<p>Student Services and Staff Well-Being will have developed a proactive strategy based upon best sector practice to nurture good mental health in our staff and students.</p>
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Spirituality

The University **Chaplaincy** leads the University's expression and exploration of its Spirituality value. Through its daily rhythm of prayer, worship, pastoral care and reflection upon discipleship it is the living expression of our Anglican foundation. It also seeks to support and engage with those of all faiths and none. The Dean of Spiritual Life works across the University helping both staff and students explore spirituality with a particular focus on contemplative practice.

The **Music Centre** plays a vital role in supporting the Anglican foundation in the Chapel and in the University as whole.

The important role religion has historically played in peacebuilding and development work has long been recognised. However, the understanding of what works and why has often been largely anecdotal; and this is one of the main reasons why the **Winchester Centre of Religion, Reconciliation and Peace** was established. The study of religions' roles in peacebuilding and development is relatively new, and therefore as would be expected there is still huge amounts of work to do in these areas. Much more research and practice is essential in order to fully realise the huge potential of religion in peacebuilding and development work, and to help ensure religious actors and organisations are valued partners for peacebuilding organisations and institutors across the world.

The University seeks to prepare our students for the world of work through the nurturing of a sense of vocation. We want our students to be ambitious and courageous in the pursuit of their profession and that profession to be chosen and pursued because of the student's values or sense of calling so that there is a unity of purpose in their life.

Key Objectives	UN Sustainable Development Goal	By 2024 we aim to:
Explore and embed the practice of contemplation in the institution	3	Have established a student contemplative community Created a robust, inclusive and sustainable community of practice (perhaps an Institute) focused on contemplative pedagogy drawn from both professional services and academic staff offering resources and development opportunities to all staff. It will also encourage research by staff and students in contemplative pedagogy. Have a dedicated contemplation hour in the

		<p>timetable.</p> <p>Have external people and groups, as well as staff and students using the Green Spaces app and the labyrinth in the Chapel.</p>
Continue to help all students and staff regardless of background to explore the mystery of life and to grow in wisdom and love.	3, 16	<p>Further extended the diversity of the Chaplaincy team</p> <p>Enhanced the student faith groups and their contributions to the life of the University</p> <p>Established a series of open access seminars exploring the spiritual traditions of the world faiths.</p>
The Music Centre will continue to provide music for graduation and other high-profile University events.	4	Extended the number of University events supported and enhanced the quality of provision.
The Music Centre will continue to work in partnership with the Cathedrals Group and with Winchester Cathedral.	17	Participated in the Cathedrals Group Choir Festival and performed at Winchester Cathedral.
Continue to develop the work and capacity of the CRRP.		Have further increased the research, practical work, and international reputation of the CRRP – evidenced in research outputs and REF 2021.
Establish a greater research profile in the area of religion and sustainable development, linked directly to the SDGs.	4	<p>Have established a BA programme in Development, Peacebuilding and Religion.</p> <p>Have academic staff working specifically on the role of religion in sustainable development.</p>
Embed the concept of vocation in our career's advice and employability provision	8	Have embedded the concept of vocation in our employability and higher study strategy and in our curricula.