

CANTERBURY CHRIST CHURCH UNIVERSITY STRATEGIC PLAN 2006-2010

SALOMONS' STRATEGY

Context

Salomons was acquired by the University in 1996 and was established as, and remains, a company wholly owned by the University. In 2001 Salomons was established as an Associate Faculty, comprising the original three departments, the Centre for Applied Social & Psychological Development (CASPD), the Centre for Leadership & Management Development (CLMD) and Conference & Events (C&E). Salomons has built on an impressive local and national reputation for its high quality post graduate programmes, consultancy and research.

The Tunbridge Wells Campus (David Salomons Estate) has also become the location for two Centres of the Faculty of Education, namely the Centre for Career and Personal Development (CCPD) and the Centre for Education Leadership and School Improvement (CELSI) which also contains the Quality in Study Support (QISS) sub-department. In addition, the Campus is used by other Faculties to run specific programmes and conferences in West Kent.

The positioning of Salomons as an Associate Faculty has proved useful up to this point, but does not fit well with the future vision. In the strategic period the plan is to establish the Associate Faculty as Salomons Institute for Psychological & Organisational Development functioning as the fifth faculty within the University. The purpose of the Institute will be:

"To build the psychological health and sustainability of individuals, teams and organisations."

The establishment of an Institute as a fifth faculty would build on the current high quality work offered at Salomons and serve as a strong platform for future growth. The intellectual foundation underpinning the work of the Institute would be provided by psychological, systemic and organisational theory and research. The staff should act in ways coherent with its purpose, that is, with integrity, commitment, friendliness, respectfulness and fairness. These foundations create conditions which will enable the Institute to meet the growing needs evident in society for creating psychologically healthy and sustainable individuals, teams, organisations and communities.

Aims

The strategic aims include:

- To establish an Institute which is sustainable and develops a national and international reputation for its work.
- To establish and become recognised for offering innovative high quality applied psychology and management programmes for practitioners, managers and leaders.
- To extend the portfolio of knowledge transfer activities designed to promote the psychological health of organisations through work with individuals, teams and whole systems.

- To develop a research portfolio which contributes to improving the psychological health and sustainability of the individuals, teams, organisations and communities.
- To employ approaches which take account of customers context/systems but which both challenge and support them in their work.
- To contribute to the social/psychological health and sustainability of the local community and businesses.
- To continue to attract, retain and develop high quality staff capable of working across different workstreams.
- To develop the organisational infrastructure that supports and enhances the delivery of the workstreams.

Initially the Institute would consist of the current three Associate Faculty Centres but could grow to include other departments and specific groups of staff/activity. The Institute would continue to run the Tunbridge Wells Campus, ensuring that other faculties can run programmes from a West Kent location and that support is provided to the Centre for Education Leadership and School Improvement and Centre for Career and Personal Development.

To achieve the aims, the Institute will offer a range of services which build on and extend the current range of activities and include:

- Direct psychological work – extending the Employee Assistance Programme.
- Manager and practitioner supervision, mentoring and coaching.
- Programmes (accredited and non-accredited) primarily at post graduate level in applied psychology and management/organisational development (including HR).
- Management and practitioner recruitment and development (e.g. assessment centres).
- Team development – including supervision, consultation and facilitation.
- Organisational development, including work within organisations and the facilitating of cross organisational collaboration and business networks.
- Policy development and implementation (including training strategies).
- Development of applied psychology and organisation development research.
- Conferences (dissemination of policy and applied psychology and management professional update).
- Community contribution (including cultural and social events).

Key Outcomes

By 2010 we will have:

- Established Salomons as an Institute.
- Reviewed the long term future of the Company Status.
- Established the future capital development required for the Tunbridge Wells campus, including identifying investment requirements and sources of funding.
- Increased the number of sustainable applied psychology and leadership and management programmes/courses, minimally by one a year.
- Increased the knowledge transfer activity and income by 5 per cent annually.

- Increased the research capacity to improve the quantity and quality of funded applied research activity, publications and reports so that a national reputation has been established.
- Established links across the university to enhance developments across other faculties and departments.
- Increased the income (by minimally £200,000) from activities designed to make a significant contribution to the businesses and cultural life of the local community.