



Navitas University Partnerships Europe Education Strategy 2023–2028

Foreword



I am delighted to launch the first ever Education Strategy for Navitas University Partnerships Europe (UPE). Expanding on our previous strategies which focussed on *Learning and Teaching*, we have now included additional pillars of *Student Experience* and *Quality* to provide a more holistic approach to our educational philosophy. Developed by our Academic Registry team in extensive collaboration with staff and students across our division, the Strategy will guide our vision as we continue to enhance the experience and outcomes for our students.

Dr Mike McNeilis, SFHEA
Head of Education and Academic Enhancement, UPE



One of the biggest impacts we can make as educators is in enabling our students to achieve their potential and flourish in their academic journey and beyond. Working together to promote inclusive and supportive learning environments, we can unlock potential and inspire futures. I welcome UPE's Education Strategy in sharing our holistic approach to learning and teaching, and demonstrating our commitment to both students, and academic communities.

Paul Lovegrove
Chief Executive Officer, UPE & Chief Operating Officer,
Navitas Global



Introduction

With the global higher education sector in constant flux, it is crucial that Navitas UPE remains agile and able to adapt to changes in the evolving landscape.

The COVID-19 pandemic fundamentally changed the way in which education operates, and pedagogical and technological advancements have become key discussion points for institutions as the sector looks towards implementing forward-thinking learning, teaching and assessment initiatives. It is essential to keep pace with these developments and provide real-world, authentic experiences that equip students with the necessary knowledge and skills to succeed on their chosen degree programmes and in their future employment. Considerations such as Diversity, Equity and Inclusion (DEI); Environmental, Social and Governance (ESG); and Transnational Education (TNE) are now more prominent than ever.

Through an inclusive, engaged and self-aware Navitas community, we can nurture our students to become global citizens and successfully position ourselves to deliver outstanding learner-centred education.

Strategy Overview

Comprising the three pillars of *Learning and Teaching*, *Student Experience* and *Quality*, the Education Strategy provides a high-level overview of the themes identified as educational priorities for Navitas UPE between 2023 and 2028 when considering the sector landscape and European regulatory requirements. It acts as a framework, with each theme containing three guiding principles which can be broadly applied across our division.

For each academic year, the Academic Registry team will produce an Annual Plan that provides more detailed insight into the priorities for that year. Linked to this and based on prior performance, each College will develop their own Annual College Action Plan, to be monitored in consultation with the Academic Registry. We will regularly review the Strategy in conjunction with the strategies of our University Partners and through our joint committees.

Navitas Core Values



Three Pillars

Learning and Teaching
Our fundamental pedagogical practices



Student Experience
Our approach to student engagement, inside and outside of the classroom



Quality
Our assurance and enhancement of all educational activities

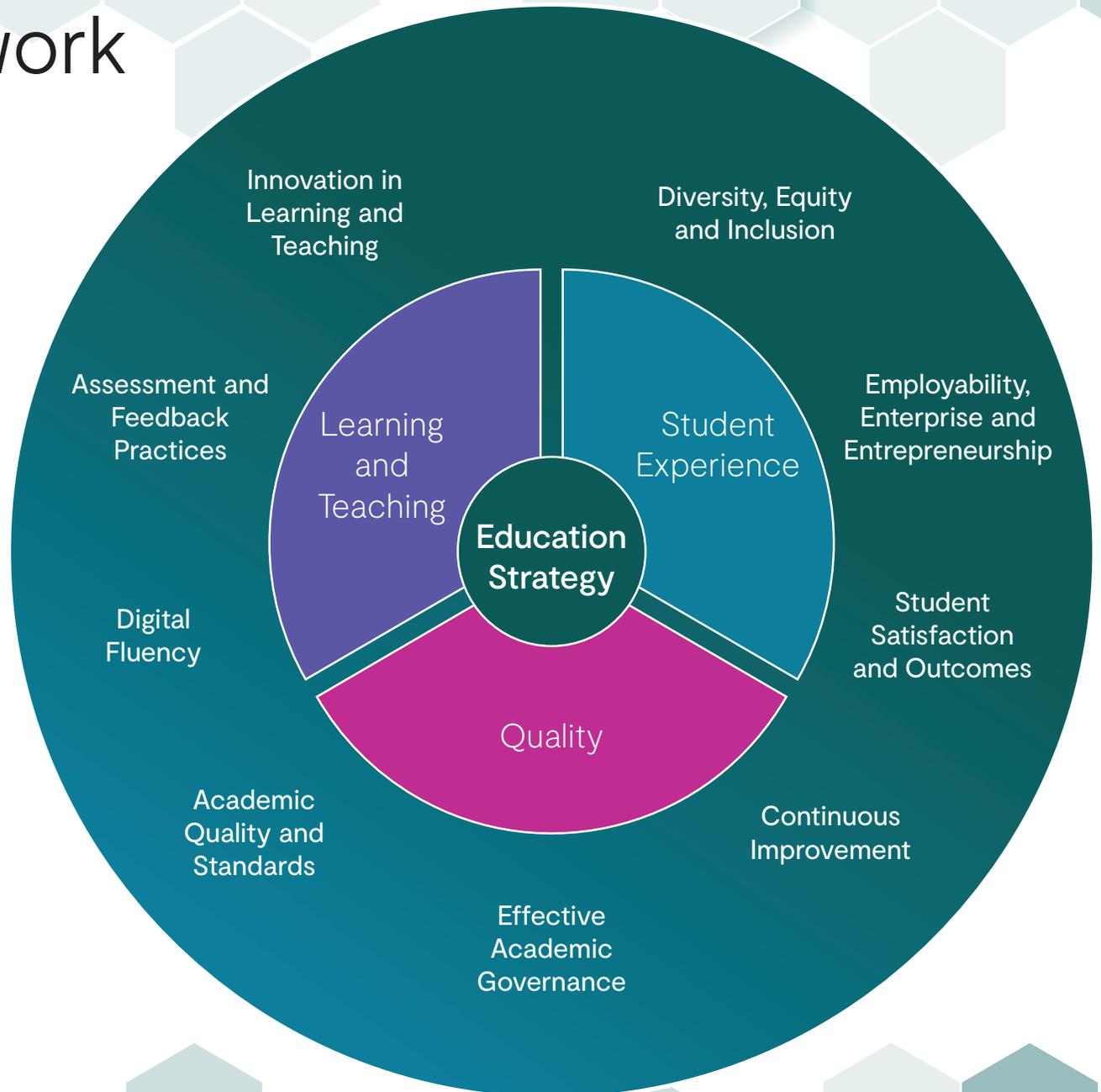


Strategy Framework

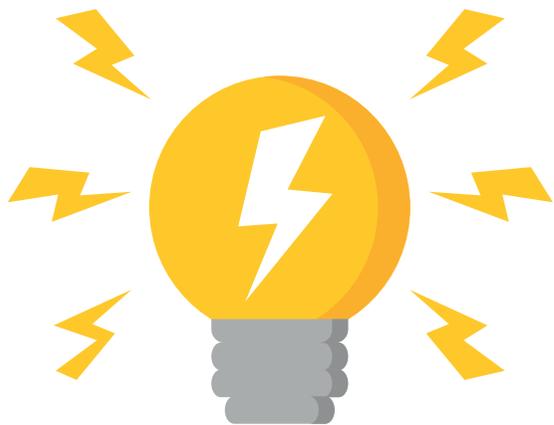
This visual framework encapsulates the Education Strategy as a whole.

The three pillars of the Strategy each have three themes of their own, highlighted in the outer circle.

Due to the interconnected nature of the three pillars, these nine themes may still be seen as one collective set of enhancement areas for Navitas UPE.



Learning and Teaching



Innovation in Learning
and Teaching



Assessment and
Feedback Practices



Digital Fluency



Innovation in Learning and Teaching

Learning and Teaching sits at the forefront of our delivery; it is fundamental to what we do daily. By creating more space for innovation in learning, we are better positioned to stay flexible in an environment that is rapidly evolving. This strengthens our approach to creating bespoke curricula that align with our University Partners.

We recognise the importance of new learning methodologies that provide increased student engagement, with active learning and student-centred pedagogies allowing our students to participate in real-world discussions. Linking such discussions to social considerations like sustainability will empower our students to generate new ideas and bring positive change in society.

Guiding Principles

- Deliver a tailored curriculum with a focus on transition pedagogies to ensure alignment with the student's university journey
- Implement inclusive curricula and active pedagogies to increase learner engagement and soft skills development
- Establish Education for Sustainable Development (ESD) within the curriculum to prepare our students as self-aware practitioners in the community





Assessment and Feedback Practices

Assessment and feedback are key mechanisms in facilitating student learning and improving their outcomes, and it is important for us to evolve in accordance with any shifting priorities in the sector and across our University Partners. We aim to move towards practices that mimic real-world environments in which our graduates will be asked to perform a variety of collaborative tasks across different domains.

By integrating authentic assessment into our programmes, students can apply their learning to solve complex problems while implementing a variety of feedback methods, such as peer and collaborative feedback. This supports and complements varied learning styles. Self-assessment and reflection will also allow our students to take ownership of their own learning and help them to become critical thinkers.

Guiding Principles

- Design authentic, student-centred assessments for real-world application
- Provide varied, actionable feedback strategies to support different learning styles
- Encourage self-assessment and reflection to enhance academic literacy and critical thinking





Digital Fluency

As the world becomes increasingly focussed on innovative technology, as seen through the rise of Generative AI, it is crucial to prioritise digital fluency in the educational journey of our students. We believe that the introduction of modern learning environments is key to bringing staff and students together beyond the physical classroom.

In turn, this will aid students with the development of enhanced digital capabilities, giving them additional skills to flourish in working and social environments. Furthermore, Navitas UPE will ensure that students are actively participating in their own learning and achieving their academic goals through learning analytics. By prioritising digital fluency, we can better prepare our students for success in a rapidly evolving digital landscape.

Guiding Principles

- Implement innovative learning environments to support digital collaboration for staff and students
- Equip students with advanced digital capabilities and scholarship to enable proficiency in an increasingly digital world
- Deploy and regularly enhance our learning analytics to monitor and increase student engagement



Student Experience



Diversity, Equity
and Inclusion



Employability,
Enterprise and
Entrepreneurship



Student Satisfaction
and Outcomes



Diversity, Equity and Inclusion

Navitas UPE is committed to prioritising Diversity, Equity and Inclusion (DEI) when creating and maintaining an inclusive learning environment. Through meaningful advocacy, we strive to prevent and address key issues such as harassment and sexual misconduct, and proactively encourage inclusivity and community. By embedding DEI into our curriculum, we embrace the individual differences that enrich our learning community.

Our students will feel empowered to take ownership of their development in a dynamic environment that champions mental health and wellbeing. Embracing DEI and supporting a sense of belonging will result in our students feeling inspired to thrive and reach their full potential.

Guiding Principles

- Foster a classroom environment that embraces diversity and belonging through advocating for mental health, safety and wellbeing for all
- Empower students to take ownership of their development to increase independence, participation and achievement
- Upskill the intercultural competencies of our academics to provide a safe and inclusive learning community





Employability, Enterprise and Entrepreneurship

We are dedicated to preparing our students for success after their studies. By prioritising Employability, Enterprise and Entrepreneurship (EEE), we aim to equip our students with the tools they need to thrive in their careers and make meaningful contributions to society.

Through integrating EEE to combine both theoretical and practical disciplines, we will effectively prepare our students for their future in work; our focus is on building a robust set of skills that will support our students' professional growth and development. We aim to ensure that our students have the informed insight to make thoughtful decisions about their future, setting them on a path to success and fulfilment in their chosen field.

Guiding Principles

- Embed EEE into the curriculum to allow professional or practice-based components to be integrated into academic contexts
- Provide students with knowledge, skills and behaviours in the professional development journey to prepare them for the world of work
- Offer job market orientation to provide learners with insight into career options





Student Satisfaction and Outcomes

Student satisfaction and outcomes are important indicators of the quality of education provided by our Colleges and partners. The satisfaction of our students is influenced by various factors, including the quality of teaching, learning spaces, student services and extracurricular activities. Students who are stimulated and challenged throughout their experience are more likely to succeed academically before transitioning through their learning journey to our Partners.

To improve student satisfaction and outcomes, we provide enhanced support services and mechanisms, fostering a positive and inclusive culture. It is important to regularly measure and evaluate these indicators to share good practice, identify areas for interventions and improvement, and maintain a high level of student satisfaction and successful outcomes.

Guiding Principles

- Create and facilitate learning spaces which challenge, support and stimulate students to achieve their educational goals
- Continue to capture student feedback through diverse mechanisms to enable demonstrable interventions and improvements
- Enhance student support structures to facilitate a successful transition to the University Partner





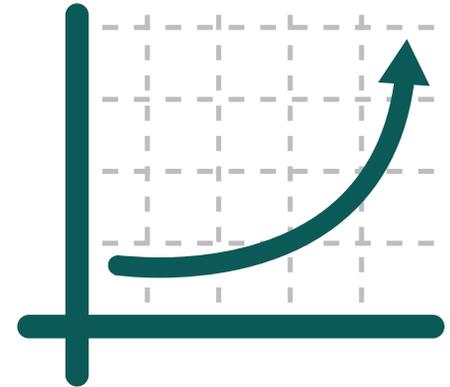
Quality



Academic Quality
and Standards



Effective Academic
Governance



Continuous
Improvement



Academic Quality and Standards

Navitas UPE and our partners have created a robust framework for academic quality and standards. These are regularly reviewed and updated to reflect changes in academic disciplines and societal needs. This constant evaluation ensures we maintain the required regulatory expectations and manage the quality of our provision.

The academic quality and standards framework is underpinned by effective ways of working, with a key focus on prioritising education enhancement and language provision, leading to positive outcomes for all of our students. Maintaining high academic quality and standards is essential for ensuring that our students' knowledge and skills appropriately reflect sector-recognised standards and are therefore well-prepared for their future careers.

Guiding Principles

- Provide a robust, quality assurance framework that accounts for all regulatory requirements
- Maintain alignment with University Partner expectations and sector academic standards that benchmark best practice for student success
- Further prioritise English language provision to ensure appropriate linguistic competency for our learners





Effective Academic Governance

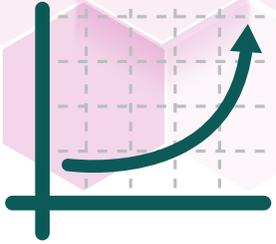
Effective academic governance is critical for our success as a higher education provider. Our Quality Manual provides a framework of policies and procedures to ensure that integrity and regulatory compliance are upheld. Through our effective governance arrangements, Navitas UPE strives to collaboratively work towards the common goal of academic excellence and student success.

By taking advantage of the unique connections and close alignments across our network of Colleges and University Partners, we can share good practice and promote student participation across our governance structure with transparency, accountability and participation from all stakeholders.

Guiding Principles

- Build upon connections across our network of Colleges to drive collaboration, innovation and best practice
- Embrace the unique relationship between College and University Partner in order to foster close alignment
- Promote student participation and external contributions across our governance structure to comprehensively represent the student voice and wider stakeholder groups





Continuous Improvement

Continuous improvement is essential for institutions as they adapt to the challenges of higher education. As a learning organisation, we will develop a culture and communities of practice that support individual staff development and encourage collaborative innovation. A willingness to collectively embrace change will enable our staff to develop inquisitive, growth mindsets and pro-actively seek opportunities for enhancement.

By using our improved data governance structure, we can accurately evaluate current practices to implement areas of improvement that result in positive change. Through demonstrating commitment to developing our people and practices, we can make data-informed decisions that result in better outcomes for our students.

Guiding Principles

- Nurture a culture of enhancement to engage our learning organisation in a continuous improvement cycle
- Offer dedicated professional development opportunities to strengthen staff knowledge, skills and capabilities
- Enrich our data governance, leading to enhanced data quality and metric accuracy





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