Our mission

Since 2010 the Coventry University Group has undertaken an evolutionary transformation. Strategic initiatives such as Coventry University London, CU Coventry, CU Scarborough, CU London, Coventry University Online and the Institute for Advanced Manufacturing and Engineering have been successfully delivered alongside investment in campus regeneration, including our state-of-the-art Engineering and Computing building, Science and Health building and Student Hub.

In 2018, we celebrated 175 years since our ground-breaking institution began in Coventry. A focus on growth and continuous improvement in teaching and learning, research and internationalisation has seen the university rise rapidly in both the Guardian University rankings and in the Times and Sunday Times Higher Education UK rankings. Coventry secured a gold rating in the UK government’s 2017 Teaching Excellence Framework (TEF) and was also awarded the title ‘Modern University of the Year’ in the Times and Sunday Times Good University Guide for three years running from 2014 to 2016, was Times Higher Education (THE) University of the Year 2015 and placed in the top 100 in the QS Young University Rankings 2019. This reflects our position as a leading institution for education and student experience, international student mobility, entrepreneurship and world-leading research. Coventry is a leading modern and innovative university group in the UK and the world.

The Coventry University Group of 2018 has:

- A population in excess of 27,000 UK and EU and more than 7,500 international students studying at our campuses in the UK on undergraduate, taught postgraduate and research programmes, and approximately 16,000 students through our transnational partnerships and joint ventures overseas.

- A global recruitment profile from around 150 countries. We are one of the top five providers of trans-national education (TNE) with over 16,000 students studying at 47 locations in 18 countries.

- An online learning delivery model in partnership with the Future Learn platform.

- An asset base including our main Coventry University Campus, CU Campuses (with locations in Coventry, Scarborough and Dagenham), Coventry University Technology Park and Coventry University, London.

- A group structure including, Coventry University London Campus Ltd, Coventry University College Ltd, Coventry University Enterprises Ltd, Coventry University Online Ltd, CU Services Ltd, Coventry University Social Enterprises CIC and the Better Futures Multi-Academy Trust.

- A university staff of 3500 (FTE) people.

- An overall group income of £330m (2016/17).

Building on our success and the delivery of previous plans, the 2021 strategy supports our mission and values and highlights our strategic priorities for enhancing and evolving; our education and student experience, our research, our role as a global university and our enterprise and innovation drive.

These strategic priorities are underpinned by enabling themes that support our people and organisational development, corporate and social responsibility, finance and investment, estates and digital agenda. Our governing body brings a wealth of experience and expertise to the development and strategic positioning of the university group. In the delivery of our 2021 corporate strategy we value the support, engagement and challenge of our Governors. Aligned to this is a recognition of the contribution provided by the boards of the subsidiary companies within the university group. We recognise the importance of effective corporate governance to support both the university group and the delivery of our strategic priorities, and will continue to review our established corporate governance framework.

Our vision is to be a leading provider of innovative education and impactful research on a national and global scale.
The Coventry Way

The Coventry University Group is known for providing a ground-breaking high-quality learning experience for all of its students. We deliver research which is focussed on “excellence with impact” in areas of niche dominance. We have a commitment to internationalisation in student recruitment, partnership and collaborative working; alongside a global curriculum and staff and student mobility; and a real “business engaged” model of enterprise and innovation.

While we have become a global institution, we respect our history. In 2018, we celebrated 175 years since our ground-breaking institution began in Coventry.

Our origins in Coventry as an industrial city serve as a reminder of the need to ensure that our courses reflect the needs of individuals and employers, that our research should have “originality, significance and rigour” with a world-leading reputation, and that our engagement with business in enterprise and innovation should support social and economic prosperity – all within a local, national and international knowledge economy.

We recognise that our staff are central to the success of the university group and will continue to build the capacity and capability of our people to achieve impact on the quality of teaching and learning, research outputs and impact, enterprise development and our ability to operate globally. We will be an employer of choice and rated nationally as one of the best places to work.

Through an approach that is partnership driven, entrepreneurial and sustainable, both financially and operationally, we will be recognised within the higher education and business sectors as leading edge. Our reputation reflects an institution that is confident in its mission, in itself and in its consistent execution and delivery of objectives.

It is this that encapsulates “The Coventry Way”.

The 2021 corporate strategy builds upon our achievements and accolades.

 Ranked Top 15 in the Guardian for 4 years running
The Guardian University Guide 2015 - 2018

 Top 6 for Student Experience
The Times and Sunday Times Good University Guide 2018

 2nd in UK for Teaching Excellence (TEF)
Times Higher Education metrics ranking 2017 - Gold winner
We will demonstrate our core value of “excellence in education and student engagement” by reflecting the changing nature of the learning experience across centres of excellence including our Coventry Campus, Coventry University London, CIU offer, Coventry University Online and through our international partnerships and joint ventures.

We believe that in order to support our diverse student populations there is a need to increase the provision of flexible modes of study. We are enhancing our provision through blended and online learning and the extension of our postgraduate offer, all with our special emphasis on real world experience.

Responding to new ways of working and utilising emerging technologies we will deliver an educational and student experience that is research inspired, embeds employability and community responsibility, supports creativity and enterprise and provides multicultural and international engagement within enhanced and stimulating learning environments and study spaces, both physical and virtual.

We are the sponsor of Better Futures Multi-Academy Trust (BFMAT). BFMAT will extend the Coventry University Group ethos of educational excellence through innovation to younger learners and help support exciting developments in 16-18 education.

We will continue to maintain the highest quality experience for all our students ensuring they are taught by highly motivated, committed and passionate staff who are at the forefront of their disciplines. We will have parity of esteem for teaching and research, promoting opportunities for pedagogic development and embedding research in teaching.

By 2021 we expect the student education landscape to have changed and to be characterised in the following way:

- An increased focus on the value of higher education, including recognition of universities offering the highest quality teaching (through the TEF) and resultant graduate employment linked to fees and the student loan system.
- Expansion in degree apprenticeships and increasing emphasis on technical education, cementing the relationship between higher education and industry.
- Developments in new ways of working, integrating emerging technologies with contemporary pedagogic approaches.
- A significant increase in flexible modes of Study, blended and online learning recognising that access to higher education and further skills development is going to happen at multiple points in a career.
- An increasing regulatory environment from 2018 onwards with the introduction of the Office for Students.

We will be recognised by our students and employers for providing a high-quality education and learning experience.

Through our education strategy we will ensure that our graduates are confident citizens who can demonstrate a range of individual, collaborative, and professional skills and attributes. Building upon our success we will provide our students with a transformative learning experience, preparing them to make significant contributions to their professions and the economy and to be a creative force in a rapidly evolving world. We recognise that higher education promotes greater wellbeing and happiness and that economic wellbeing is just one measure of graduate contribution to society.

Our education strategy is based around six pillars:

- Embedded employability.
- Creativity and enterprise.
- Multicultural and international engagement.
- Community contribution and responsibility.
- Innovation and digital fluency.
- Research inspired teaching.

We will offer an excellent multi-site, coherent portfolio which is research informed and global in its orientation. It will include opportunities for study in more than one location, through our campuses, those of our partners and online. All of our courses will include programmes of relevant employment related activities and opportunities to collaborate with others from around the world. The emphasis will be on enquiry, exploration, debate, critical evaluation and engagement rather than simply the passive transmission of knowledge.

We will continue to ensure the highest quality experience for all our students ensuring they are taught by highly motivated, committed and passionate staff who are at the forefront of their disciplines. We will have parity of esteem for teaching and research through recognising and rewarding excellent teachers, promoting the opportunities for staff to develop, encouraging innovation in teaching with opportunities for pedagogic development, and embedding research in teaching.

Aligned to our education strategy we have developed a group-wide postgraduate (PGT) strategy that informs, and is informed by, our strategic priorities. It supports postgraduate recruitment and covers not only the needs of students but also the staff and systems that support postgraduate activity.

Our PGT courses will include discipline-independent graduate skills, high-quality research training and employment related activity. Courses will carry a professional accreditation wherever this makes sense. We will place students at the centre of their own learning as active and equal partners in the creation of shared knowledge and understanding. They will be supported to develop critical thinking, originality, decision-making, and the ability to respond to complex situations, framing decisions through an understanding of concepts and contexts. Our graduates will have the necessary qualities to lead and to make a significant difference in their chosen field.
We will deliver, through our university and faculty research centres, challenge led and multidisciplinary research that will inform teaching, address societal challenges and by collaborating with places of excellence that share our values – a global reputation.

By 2021 we expect the research landscape to have changed and to be characterised in the following ways:

- A revised Research Excellence Framework, with increased emphasis on impact.
- The continued national funding of pure research including nationally important research facilities.
- A strong national funding programme for innovation with the introduction of UK Research and Innovation in 2018.
- The Horizon 2020 EU funding round completed and clarity around the impact of BREXIT achieved.

Through our research strategy we will deliver “excellence with impact”. Excellence will be defined as a combination of originality, significance and rigour: the triad that lies at the heart of global peer esteem. Impact will be defined as economic, social, cultural, policy-influencing, or practice-enhancing, depending on the nature of the disciplines.

Our research strategy is based around five pillars:

- University and Faculty Research Centres.
- Career development and progression for research staff and students.
- Partnerships with world-leading institutions.
- Diversification of research income.
- Research inspired teaching.

Core to our strategy is to embed research into the classroom through research-informed teaching, providing our students with opportunities in research and supporting our postgraduate and PhD students and early career researchers.

We will undertake the highest quality research through our university and faculty research centres, focused on areas that will become internationally renowned for excellence.

We will attract, develop and nurture the careers of excellent researchers and through our doctoral college provide an integrated approach to career development from postgraduate level to early career researchers, through to established research leaders.

We will provide an environment that attracts and retains those individuals at the peak of their research careers, including investment in state-of-the-art facilities and equipment. Our recruitment strategy will focus on bringing in the very best researchers who complement our research centres.

Building on our success of developing large-scale strategic business partnerships we will extend our relationships with world-leading institutions (both in the UK and overseas) to drive high-quality, high-impact research and diversify our income from business and international programmes.

We will be nationally and internationally recognised within the academic, business and government communities as undertaking research of the highest quality that has impact beyond academia which yields economic, social and cultural benefits.
Enterprise and innovation

We are and we will continue to be an “innovative, enterprising and entrepreneurial” university group. As a business engaged university group we will continue to develop strategic level collaboration with businesses on a local, national and global scale. We will deliver support to all, from the largest corporates to the small and medium-sized enterprises (SMEs) which are a central part of our local and national economies.

This is core work of a university and consistent with our mission of creating better futures through supporting our students to have the skills required for today and tomorrow’s business, and our companies to have the skills and global leading technologies to support growth within our communities.

By 2021 we expect the enterprise and innovation landscape to have changed and to be characterised in the following way:

• An increased drive for universities to commercialise income from their technology and services.
• Introduction of the Knowledge Exchange Framework (KEF).
• The introduction of the shared prosperity fund replacing the financing available through the European Structural and Investment Funds.
• A strong national funding programme for innovation and productivity aligned to the industrial strategy.
• Devolved powers for local areas to support and drive local economic growth.

Our strategy is based around six pillars of enterprise and innovation:

• Lifelong learning (Continuing Professional Development and Continuing Education).
• Knowledge exchange and research impact.
• Intellectual property, commercialisation and start-up activity.
• Sustainable strategic partnerships.
• Technology park development.
• Transformational Entrepreneurship.

To support growth in all areas of the enterprise pillar of the corporate plan, the Board of Governors have agreed ambitious proposals to create the enterprise organisation, giving better support to academic staff through greater functional specialism, more focused services for our partners and deliver greater value to the university group in support of our mission. These changes will support a scaling up of current activity through to the end of the corporate plan.

Continuing Professional Development will be delivered through the strengths of the group’s education and research centres in increasingly differentiated forms, including online and short courses leading to a credential led approach to skills and educational awards.

Through our knowledge transfer activities and our commercial subsidiaries, we will engage with SMEs and larger companies to deliver engagement activities; support university group spin-outs to exploit our intellectual property; and significantly increase our delivery of consultancy and tailored professional learning and development programmes.

We will continue to work directly with a wide range of organisations across global markets, with our enterprise and innovation organisation providing support and expertise to stimulate industrial research, develop high-value strategic partnerships, and commercialise new ideas.

Maintaining our focus as an entrepreneurial university group, we will continue to support and grow new business start-ups and social enterprise development through our incubation and grow-on facilities on the Technology Park; the services and facilities of the Coventry University Social Enterprise CIC; and the continued embedding of entrepreneurship and social enterprise within our educational programmes and employability provision.

We will support the communities with whom we engage through the creation of social enterprises by our students, staff, alumni and local communities.

We will continue to be recognised locally, nationally and internationally by our strategic business partners and governments as an enterprising and innovative university group.
Globalisation

Times Higher Education has ranked Coventry University as one of the world’s top 200 young universities and included us in the top 50 of “Generation Y universities”.

Through the group’s international strategy we will create a sustainable and differentiated future based on the preparation of students for global careers and the generation of knowledge relevant to global issues, underpinned by high quality execution and partnership.

By 2021 we expect the global education landscape to have changed and to be characterised in the following ways:

• International mobility will have increased, with competition from all major western countries for students seeking courses in English.
• Enhanced capacity and quality in some key overseas markets along with increasing provision in English will see increasing numbers of inbound students to markets where flows have historically been outbound.
• A significant increase in the number of UK students looking for an international component to their education including international work experience.
• Substantial increase in overseas work experience opportunities along with increased demands for language development, as an integrated part of an augmented package of skills, to better prepare students for the global world of work.
• Universities establishing networks and campuses abroad to offer a multi-continent educational experience.
• A number of foreign universities setting up campuses in the UK including some acquisitions.

Our globalisation strategy is based around five pillars:

• Increased overseas recruitment to the UK.
• Growth in delivery overseas, including through joint ventures.
• Remaining the UK’s number one for internationalisation experiences.
• Developing the international capacity and capability of our staff.
• Enhancing our international research, rankings and reputation.

Through the international strategy we will develop a sustainable network of multi-faceted overseas offices to provide a comprehensive presence in all significant global regions.

We will increasingly deliver our programmes overseas, primarily through strategic relationships with high quality partners who offer scale, breadth, in-country market intelligence, local relationships and influence, and opportunities for engagement with business.

In line with our commitment to enhance the student experience we will deliver a number of service improvements specifically targeted at international students.

The group is recognised as being at the forefront of providing its students with opportunities for international experience and mobility, and we recognise that this activity significantly enhances their career prospects and contributes directly to employability.

Through our student mobility service and other initiatives, particularly those relating to employability, we will produce global graduates with attributes and capabilities enabling them to become global professionals and citizens, and successfully enter the international work environment.

We will also develop a staff mobility programme that mirrors the success of, and demand for, our student mobility programme.

By investing in the global capabilities of our staff through targeted training and experiences overseas, we can drive forward professional development and the overall value staff bring to the classroom.
Our work will reflect our core value of “support, trust, integrity and respect whilst valuing diversity”. Our people and organisation development strategy will impact across staff recruitment, development, reward, leadership and the design of structures, systems and processes. We will ensure equity in staff recruitment, gender pay and diversity.

By 2021 we expect the people and organisation development landscape to have changed and to be characterised in the following ways:

• Increased competition for the best staff across both academic and professional service areas.
• An intensified need for excellence in the fields of teaching, research and knowledge exchange, reflecting the impact of technology, internationalisation and innovative practice.
• New models of reward and recognition that attract, motivate and retain talented staff whilst meeting economic, financial and legislative needs.
• New working practices that embrace technology, the needs of a global university, and changing expectations of when, where and how we work.
• An increasingly diverse staff and student body where intercultural skills are a core competency.

Through our people and organisation development strategy we will deliver the capability to enable the implementation of our group strategy. We will be rated nationally and internationally as an employer of choice.

Our People and Organisation Development strategy is based around six pillars:

• Academic development across teaching and research.
• Rewards, benefits and recognition.
• Enhanced role, performance and progression frameworks for academic and professional services staff.
• 21st century working practices.
• Increased diversity of staff and development of intercultural competence.
• Leadership and talent development.

In the first half of this corporate plan period, we re-engineered our rewards strategy. This has aligned our salary, pensions, benefits and recognition processes to the needs of the corporate plan, teams, and individuals, benchmarking against those considered world leading.

A new, single academic framework will provide an integrated approach across the teaching, research, international and enterprise pillars. We will develop a professional services framework for roles that support world-leading service.

We will develop our working practices to reflect role flexibility; career development; space and environment options; technology optimisation and staff community development opportunities.

Our staff diversity will be ranked in the top 10% of all UK Higher Education Institutions and 95% of staff will have a direct international engagement within their role, either through teaching, research, enterprise or service delivery.

Our leadership and talent development processes will ensure that we have the capability to execute the strategy and the resilience and opportunity to meet future possibilities across the group.

Core to our strategy are highly motivated, committed and passionate staff who are at the forefront of their academic and professional disciplines. We will develop mechanisms for staff development, the recognition of performance and career progression that enable us to recruit and retain the very best people.

At the same time, our systems, structures and processes will reduce bureaucracy, encourage innovation and enable staff to work in ways that are dynamic, global and transformative...The Coventry Way.
The Coventry University Group has expanded its global presence, with a significant increase in the number of subsidiaries and supporting offices both within the UK and overseas. Our digital capabilities now support over 50,000 users from around the world, with a diverse range of technological requirements and expectations, and more than 300 software applications. Our digital capacity and capability will increase through investment during the remainder of the 2021 corporate strategy period, as new projects and programmes are initiated across the university group.

IT, technology and our digital agenda are absolutely critical to the future of Coventry University Group:

• From the very basic everyday capability that is provided and how we use and exploit those tools and services.
• To the ways in which we develop, transform, implement and use technology.
• To the way we need to innovate, and think of how technology and digital capability can shape our future at Coventry University.

By 2021 we expect the digital landscape within higher education to have changed, and to be characterised in the following ways:

• A transformation of competition as a result of rapidly emerging disruptive technologies within the HE sector.
• Digital business increasing the speed of change within the higher education sector.
• Increased number and sophistication of cyber-security threats.
• Increased salary expectations and skills shortages in specialist IT service roles.

We will link our technology objectives with the group’s strategic outcomes, and place emphasis on using technology to enable the business to identify, create and leverage competitive advantage. This will effectively support all four core pillars of the 2021 corporate strategy and lay the foundation for the university’s future strategic direction.

Our digital strategy will bring value by effectively horizon scanning; innovating; identifying and delivering key digital capability projects; and empowering the group to make the required cultural shifts that maximise the benefits of emerging technologies and practices.

Rapidly emerging disruptive technologies will have the capacity to transform competition within the HE sector. Examples of disruptive technologies that are currently being analysed include predictive analytics, nudge technology, artificial intelligence, blockchain, virtual reality and augmented reality.

Putting our students and staff at the centre of digital thinking and our service provision will ensure we truly exceed expectations in a digital and global world.

We will continue to invest and drive organisational performance and productivity through digital and technology led transformation, enhancing and strengthening our core pillars of student experience, teaching and learning, research, and enterprise capability.
Estates

Estates and estates development are critical to the delivery of the 2021 strategy and our education and student experience. It enables innovation in pedagogy and research – creating spaces that enable informal and collaborative learning; and improves the student and staff experience – providing a choice of spaces that foster informal learning, collaboration and socialising and creating communities of learning and practice by clustering activities.

By 2021 we expect the higher education estates landscape to have changed and to be characterised in the following ways:

- Continued investment in the development and enhancement of innovative estates to attract students and boost satisfaction.
- The optimisation of the university estate balancing suitability, condition, utilisation, efficiency, affordability and investment.
- The continued development of innovative world-class learning environments as an integral part of the exemplary higher education that attracts students with value for money.
- Targeted investment in university estate development building upon recent large-scale capital investment programmes.

The core themes of the corporate strategy have been used to identify the development priorities (what we need to build) and also propose some principles for future projects (how we build).

The development principles and key activity areas for estates development within the corporate strategy are as follows:

- Enable innovation in pedagogy and research.
- Improve the student and staff experience.
- Outward facing engagement with external partners and the community.
- Design with a global perspective.
- Ensure financial, functional and environmental sustainability.

The blueprint for our campuses will meet the emerging new requirements in pedagogy, research and student experience. It also provides flexibility to meet the demands of the future. We are committed to the principles of environmental responsibility and sustainability, and will invest in appropriate facilities and technologies so that we can minimise energy consumption, reduce our carbon footprint and can account for such to our stakeholders.

The internal design of the university environment must fully support pedagogical approaches that the university is seeking to implement and that meet our vision. Our facilities need to provide a ‘people-centred’ working environment that is designed around the experience of the occupants that demonstrates that they are highly valued and enables outstanding levels of achievement through the provision of ‘state-of-the-art’ technology and equipment.

Meeting the accommodation needs of a growing, diverse and discerning student population is a priority. We have significant investments for new student accommodation in the city centre in progress. These will increase capacity and raise quality, as well as contribute to Coventry city centre’s continued renewal.

We will continue to invest in infrastructure to underpin the excellence of our activities with world class spaces for education of students, for research and for enterprise.
In delivering our 2021 corporate strategy we will align resources with our strategic ambitions by budgeting at all levels of the business to ensure resources are used effectively and efficiently. Income will be driven by the strategic pillars of education and student experience, research, internationalisation, enterprise and innovation. Our underlying principle is to deliver financial sustainability, enabling us to maintain liquidity.

By 2021 we expect the finance and investment landscape within higher education to have changed in the following ways:

• Change in government policy to cap future fees, impacting on income within the sector.
• Continued need for investment in the learning environment, increasing the effectiveness of resources and activities which support learning and improve retention, progression and attainment.
• Risk that the sector will be unable to maintain the scale of investment required to meet rising student expectations, build capacity for growth and remain internationally competitive.
• Downgraded forecasts for future student numbers, assuming that the number of EU domiciled students will be flat, reflecting uncertainty as the UK leaves the EU.

In delivering our ambitious corporate plan we will focus on the following key activities to maintain financial sustainability:

• Budgeting and forecasting.
• Liquidity and cash flow management.
• Investment appraisal.
• Cash generation from surpluses.
• Continuous improvement of processes and procedures.
• Risk and control environment.

We will balance generating cash from surpluses to fund capital investment for student facilities while maintaining revenue budgets to fund a student experience of the highest standards for current and future students and develop our research agenda.

Our enterprise and international pillars will contribute to our financial surpluses and ensure we are able to continue to fund student experience, teaching quality, professional services and new initiatives to support governance, efficiency and innovation.

We have set targets for growth, liquidity, capital investment, cash generation and gearing to monitor financial sustainability, with ongoing monitoring to ensure investments remain on budget and deliver targets set.

We will continue our programme of continuous improvement to ensure processes and procedures are efficient, effective and meet business needs.

We will review and update our regulatory policies and guidelines to ensure they align with our strategic goals and support our financial sustainability, with ongoing monitoring to ensure investments remain on budget and deliver targets set.

We will continue to be financially sustainable, investing in student facilities to deliver a student experience of the highest standards for current and future students and to enhance our research agenda.
Corporate social responsibility

In 2018 the university revised its corporate social responsibility (CSR) framework to be delivered group wide and to have an international reach. The three themes on which the CSR framework is developed are to increase access for others to benefit from our strengths in education; to support the health and wellbeing of our community and to support the building and investment of enterprising communities.

Aims:

- Develop an informed and valued CSR framework through collaboration between experts from within the university group, key partners (business and public sector) and community representatives.
- Design and implement a programme of CSR activity that provides robust community engagement alongside the opportunity for students and staff to gain recognition of the skills and knowledge achieved through participation in the programme.
- Provide a coherent structure for our community focused activities that is measured and evaluated in line with the community needs and the organisational aims and values.
- And in the long-term, to further develop the CSR framework to become group wide, ensuring that the overarching themes are retained to ensure consistency but allow for local adaption, to ensure the activity is relevant and valued by each community.

Theme one: to increase access for others to benefit from our strengths in education

Our primary work is the delivery of high quality teaching, learning and research, therefore education is a key theme of our CSR strategy. Through innovative programme development we will provide opportunities for others to experience being part of a learning community. These can be one-off experiences such as attending public lectures or webinars or by being a participant in longer term activities.

Theme two: to support the health and wellbeing of our community

The focus on health and wellbeing is a national concern but there are a number of factors that make it an important area for the Coventry University Group and in particular for Coventry. The City of Coventry is a young, diverse and growing city – the average age of citizens are 7 years lower than comparable cities, the population of 345,000 has seen year on year growth and 26% of the population are of Black and Minority Ethnic (BME) origin (Source City Council Health and Wellbeing strategy).

As a way to support our community, partnering with the City Council to support the drive to diminish health inequalities seems aligned to a coherent CSR strategy. In addition, we recognise the importance of our student community both as contributors, supporting the broader community plan to support health and wellbeing but also as beneficiaries of activities that promote wellbeing.

Theme three: to support the building and investment in enterprising communities

The university has an established and successful social enterprise activity. The work led by our community interest company, Coventry University Social Enterprise (CUSE), has coordinated activity that connects staff, students and alumni to deliver social enterprise activity in support of the community – and has already had a number of successes helping to kick start local initiatives.

CUSE’s main focus of this activity is to work with existing businesses for economic and social benefit whilst developing the enterprise skills of students, staff, and alumni. Coventry University has a ready-made environment for developing and nurturing this kind of entrepreneurship; the enterprise hub. The hub locates support for fledging entrepreneurial activity and it delivers that support through a number of targeted programmes.

Delivery

The CSR framework will operate through a system of open badges. Open badges is a learning system that evidences ‘learning that happens anywhere’. It is a way of gathering skills and achievements in areas that may not yet be recognised in traditional learning. Skills in collaboration, participation and community involvement lend themselves well to open badge learning. The centre for disruptive learning at Coventry University has developed an open badge network providing a good platform from which to define and ‘validate’ the work of CSR.