

NELSON COLLEGE LONDON

STRATEGIC PLAN

2025-2030



ACADEMIC



ACCESS &
PARTICIPATION



STUDENT
ENGAGEMENT



GOVERNANCE
& OPERATIONS



NELSON COLLEGE LONDON IS UNIQUE

It is NCL's declared aim to specialise in the teaching of Widening Access Mature Students [WAMS]. While NCL is not the only institution to focus on this area, what makes the College unique is the level of support and guidance offered to these students, which has been developed and informed by students and staff working as partners. NCL has specialist departments for:

Academic Support (in addition to lecturing personnel)

Employability and Student Progression

Entrepreneurship

Language

Library & Learning Resources

Student Engagement

Field Trips and Educational Tours

Virtual Learning Environment [VLE] & IT

Welfare

FUTURE READY

NCL has always believed in fully preparing students for their future, not simply focussing on academic achievements, as evidenced by our support departments. We aim to give students a 'second chance' to those who may have missed out on higher education the first time around for whatever reason. This has informed our approach for all our programmes, whether it be the selection and validation of course modules or teaching and assessment.

The College now wishes to develop further; one of the key drivers behind NCL's stated desire is to apply for New Degree Awarding Powers [NDAPs]. This will allow us to be fully in control of all aspects of our academic endeavour, enabling us to prepare students for academic programmes and future careers across a wide range of scenarios and environments, including launching their own business or enterprise. Our courses are designed to build skills at each level, from foundation to higher study level, and future employability (or self-employability) skills and attributes. This Strategy informs that ambition.



VISION, MISSION & VALUES

Introduction

NCL is resolute in its approach, which is demonstrated through its Vision, Mission, and Values.

VISION

NCL aims to become:

A leading provider of high-quality career-focused higher education;

The provider of choice for Widening Access Mature Students [WAMS]; and









An exemplar of alternative university-level provision - well governed, accountable and sustainable.

MISSION

NCL offers access to higher education to people from the broadest possible range of backgrounds, partnering with them to transform their lives and prosper through the acquisition of the knowledge and skills that they need to succeed in their chosen careers.

VALUES

NCL's Strategic Plan is based on eight core values:

	The quality of the learning experience it provides, offering education that caters for the individual needs of its students. Committed to high quality, engaging, personalised learning.
	Support for students both professionally and personally as they progress with their studies at the College. Offering learning and personal support
	Engaging students and teachers in reflective thinking, innovation, originality and self-expression. Reflective, innovative, critical thinking.
	The development of independent learning skills, making learning enjoyable as well as meaningful, stimulating and challenging.
	The celebration of its achievements through the success of its students.
	Diversity, achieved through inclusiveness.
	The continual professional development of all members of staff.
	The partnership between staff, students, non-executives, directors and shareholders.

PILLAR ONE: ACADEMIC STRATEGY

Introduction

Academic endeavour is at the heart of all we do; students join NCL to attain formal qualifications to progress their career, change career direction, or launch their own business or enterprise.

Our Academic Strategy has two sub-strategies: Learning, Teaching & Assessment, and Scholarship & Research.

VISION FOR ACADEMIC STRATEGY

Vision for Learning, Teaching & Assessment	Vision for Scholarship & Research
Nelson College London aspires to be a beacon of inclusive higher education, dedicated to empowering mature students through accessible and innovative learning experiences. Partnering with our students, we aim to cultivate an environment where collaboration and scholarly engagement thrive, creating a vibrant community that supports personal and professional growth. Our commitment to robust academic governance ensures excellence and integrity in all our educational practices. By actively removing barriers to higher education, we champion the widening participation agenda, providing tailored support and opportunities for mature students. Our focus on career-oriented and skills-centred teaching prepares students for success in their chosen fields, fostering a culture of lifelong learning and aspiration. Through our unwavering dedication, we envision a future where every mature student can achieve their fullest potential and contribute positively to society.	Our vision is to establish Nelson College London as a very high-quality institution in scholarship and research, dedicated to teaching and empowering Widening Access Mature Students. We aspire to create an inclusive academic environment where mature students have unparalleled intellectual growth and professional development opportunities. Through innovative research and scholarship, we aim to address the unique challenges faced by mature learners, fostering a culture of lifelong learning and critical inquiry.

ACADEMIC MISSION

Learning, Teaching & Assessment	Scholarship & Research
We offer access to higher education to people from the broadest possible range of backgrounds, enabling them to transform their lives and prosper by acquiring the knowledge and skills they need to succeed in their chosen careers	NCL will ensure the ongoing development of academic staff through pedagogic and professional practice to inspire and engage our students.

KEY ACADEMIC OBJECTIVES

Learning, Teaching & Assessment	Scholarship & Research
1	
Effective provision of Student Support	Fostering an outstanding and inclusive Academic Community
2	
Diversity and Inclusion Programs	Increase research activity throughout the College
3	
Invest in Cutting-Edge Technological and Academic Infrastructure	Increase external academic engagement

PILLAR TWO: ACCESS & PARTICIPATION STRATEGY

Introduction

NCL’s approach to Access & Participation is key in relation to attracting WAMS and providing effective teaching and learning to them. The College offers support from the outset, from the application process and throughout their time at Nelson and beyond, when they become alumni.

We will do this through three supporting strategies: Access & Participation, Employability & Progression, and Student Success.

VISION

Access & Participation	Employability & Progression	Student Success
To become the higher education provider of choice for WAM Students within our core catchment areas and beyond.	To create a network of supporting events, services, and collateral for students, allowing them to fully realise their future academic, employability or entrepreneurial dreams – making those dreams a reality.	To create a vibrant and inclusive educational environment that inspires everyone to achieve their highest potential. To employ innovative pedagogy and rigorous standards to prepare learners for successful careers and lifelong learning. And, to commit to transparency, accountability, a n d comprehensive support to set new benchmarks for educational excellence and holistic success.

MISSION

Mission for Access & Participation	Mission for Employability & Progression	Mission for Student Success
To ensure that every student, regardless of their background, has a fulfilling experience of higher education that enriches their life and career.	To ensure that every student who attends NCL is given every opportunity to realise their full potential and to achieve their dreams.	To empower every student to reach their full potential through transformative education marked by academic excellence and inclusivity. We prioritize student retention, progression, and completion with robust support for academic and personal success. Committed to diversity, we ensure equitable opportunities for all, especially underrepresented groups.

KEY OBJECTIVES

Key Objectives for Access & Participation	Key Objectives for Employability & Progression	Key Objectives for Student Success
1		
To increase aspiration for higher education among young and mature underrepresented groups to create equal opportunities.	High Employability (through Career Advisory Sessions, the NCL Careers Hub, and students finding new employment/ promotion/ career changes).	Enhance student retention and completion rates
2		
To increase transition support for students from disadvantaged backgrounds.	Entrepreneurship (through EMS sessions booked; students launching or expanding their own businesses).	Ensure high standards in awarded qualifications
3		
To work in collaboration with our students to ensure there are equal opportunities for all students to succeed in higher education.	Work-Based Learning (through W- BL placements supported/ arranged).	Foster continuous improvement through monitoring and evaluation

PILLAR THREE: STUDENT ENGAGEMENT STRATEGY

Introduction

NCL wholly recognises that they can achieve nothing without the students. They, therefore, have due focus on two key strategic areas to facilitate this. Firstly, the recruitment and selection process, to ensure students have the required desire to succeed. Secondly, through the understanding that college life is not simply about studying and assessment, having a wide and varied range of extra-curricular activities ensures that students truly feel a part of the NCL Community.

VISION

Marketing & Recruitment	Scholarship & Research
<p>NCL strives to attract a diverse and talented pool of students who will contribute to the academic and social community of the institution.</p> <p>The College is committed to promoting the institution's values and strengths, and to highlight the unique features and benefits that set them apart from other institutions. The vision is to create a welcoming and inclusive environment where all students feel supported and empowered to achieve their academic and personal goals.</p>	<p>To enrich each student's personal experience while they study at Nelson College London through activities, trips and events that excite their imaginations and enhance their time with NCL.</p>

MISSION OF STUDENT ENGAGEMENT STRATEGY

Marketing & Recruitment	Scholarship & Research
To connect with prospective students and their families and to showcase the unique features and benefits of our institution. We are dedicated to promoting a positive image of our institution and to creating a welcoming and inclusive environment for all students.	To create a robust programme of events that will allow NCL's Student Engagement & Alumni Team to fulfil The Vision. To ensure that these events are as inclusive as practicable, recognising the diversity of the student community.

KEY OBJECTIVES

Key Objectives for Marketing & Recruitment	Key Objectives for Student Experience
1	
Increase enrolment from underrepresented groups.	The Graduate Outcomes Survey (measured through participation in the survey and the recorded outcomes).
2	
Enhance support for students with disabilities.	A series of Engaging Events (measured through post-event surveys and requests for NCL Google Reviews).
3	
Increase engagement with BAME communities.	Relationships with Alumni Students (measured through participation in events and activities).

PILLAR FOUR: GOVERNANCE & OPERATIONAL STRATEGY

Introduction

There are three key elements: People, Places, and Effective Governance. Together, they provide the essential bedrock for all the other Strategies and sub-strategies.

VISION

Human Resources	Estates, Facilities & Finance	Governance, Regulation & Innovation
An inclusive and diverse workplace supported by a professional, agile and friendly work culture that supports an excellent student and staff experience.	To ensure stakeholder satisfaction by fulfilling functional and operational requirements, strengthening the College’s asset and wealth base, diversifying income streams, and attaining financial and operational sustainability and adaptability.	To establish a leading provider for exemplary governance, regulatory compliance, and innovative use of technology, ensuring regularity, propriety, and value for money in all our operations.

MISSION

Human Resources	Estates, Facilities & Finance	Governance, Regulation & Innovation
<p>To build a diverse and inclusive organisation where everyone is supported to be their best is valued, and is proud to be part of the team. The aim is to create a vibrant college community supported by an open and supportive culture, allowing our widening access students to feel at home at the College and expose them to learning and teaching opportunities that can transform their lives supported by qualified, competent and empathetic staff.</p>	<p>To develop vibrant college campuses that enhance access to education, generate income, and strengthen the College's wealth base while placing students and research at the heart of our efforts. This includes creating opportunities for students and staff to acquire skills, contextual and procedural knowledge, and work placements, as well as fostering knowledge exchange opportunities and generating rental income.</p>	<p>To enhance governance and management frameworks, ensure compliance with regulatory requirements, and drive innovation through technology by establishing robust arrangements that uphold high standards of public conduct and achieve efficiency, economy, effectiveness, and prudence in the administration of public resources, assuring regularity, propriety, and value for money in all College operations.</p>



KEY OBJECTIVES

Key Objectives for Human Resources	Key Objectives for Estates, Facilities & Finance	Key Objectives for Governance, Regulation & Innovation
1		
To attract and recruit the best talent for NCL.	Expand educational presence and economic returns, targeting Growth Areas:	Enhance the effectiveness of the Board and committees by establishing context-dependent governance structures, ensuring a diverse and skilled membership, and conducting regular appraisals to maintain compliance and high standards of public conduct and achieve value for money for stakeholders.
2		
To promote learning and development for all employees, both academic and support staff.	Leverage Real Estate Ventures:	Harness opportunities in higher education by identifying and capitalising on emerging trends and aligning strategically with the socio-economic needs and demands of the industry and students.
3		



NELSON COLLEGE LONDON

STRATEGIC PLAN

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