

Learning & Teaching Strategy (2021-2026)



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Vision

We will work on creating an ecosystem of value for our students, where learning is part of a journey towards a profession, and the future profession is built upon a more innovative way of learning. Our goals are:

- To become one of the truly international hubs, where education and innovation merge seamlessly with industry and the wider environment
- To lead in designing innovative learning solutions for student success
- To create a vibrant and sustainable environment where we invent the future, and in which all our staff and students can work, study and achieve.
- Business Excellence in our approach to education in management and technology management
- Provide high-quality education for people disadvantaged individuals and communities.

Principles to Implement the Vision

A series of core values and principles need to be in place in order to ensure that the Vision can be realised.

- XCL will recruit, develop, value and reward well-qualified professional and academic staff.
- All members of staff and students are part of a vibrant learning community.
- The curriculum is flexible, enjoyable, current and inclusive, meeting the needs of a diverse learning community.
- Programmes are designed to enhance students' awareness and skills in relation to employability, enterprise, entrepreneurship, professional practice, sustainability and global citizenship informed by evidence-based research, practice and innovation.
- All members of XCL realise the value of the work that they do and the effective contribution this makes to enabling students' learning experiences.
- Enable staff development activities that promote excellence in teaching, learning and sector specialisms, activities and opportunities that are available to all staff.
- Teaching excellence is recognised and celebrated.
- Develop a curriculum and culture to enable all students to access and



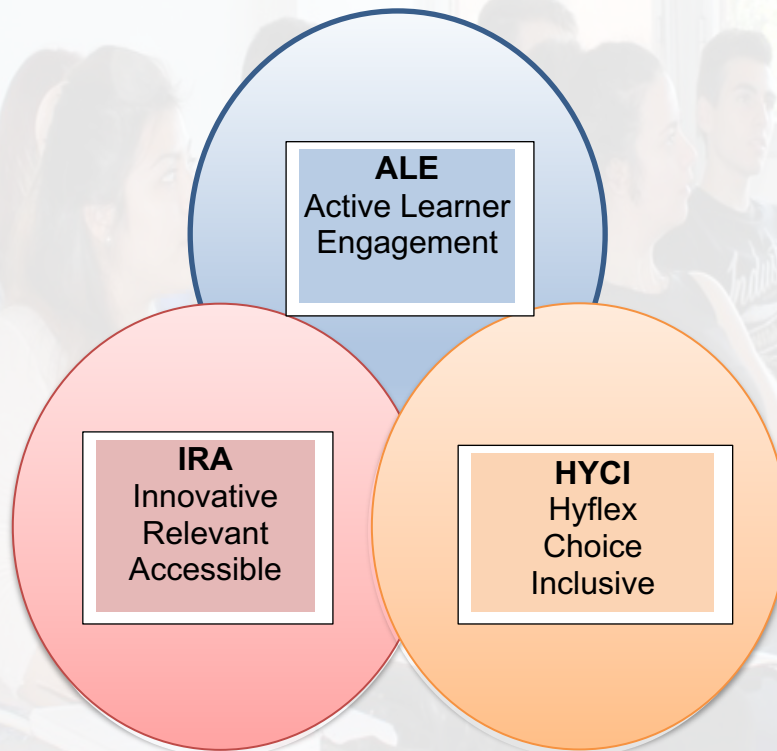
understand the value of work-based learning, career development, student mobility and global engagement opportunities.

- Provide consistent and effective wrap-around support to enable students to advance at all times during their learning journey.

Priorities

The Vision will be supported by the development of the following Priorities:

- Active Learner Engagement
- Learning opportunities and resources that are innovative, relevant and accessible
- Use of effective methods of teaching that progress, stretch and challenge students in innovative ways



Active Learner Engagement

Activities to support the priority of learner engagement include:

- Active participation of students during learning activities
- Delivering activities that encourage independent and self-driven learning and development in students
- The delivery of stimulating sessions, whether face-to-face or online, using a variety of teaching methods
- A community that values change and offers support for the development and growth of an individual
- Support mechanisms that nurture growth, creativity and curiosity
- Identification of students who are disengaging from their studies and providing appropriate support for these students whether that be academic, pastoral or wraparound support

How we achieve this

Our core principles revolve around **retrieval and spaced learning**.

We have timetabled group sessions to discuss, critique, debate, oppose, test theories and learning materials before classes. This will allow students to have more time to critically reflect on the topics learnt, as well as providing them with an opportunity to foster communication and leadership skills, teamwork, the ability to provide and receive effective feedback and take action.

At the same time, we insert **quizzes** in the curriculum, as an opportunity to retrieve knowledge at any given time, offering a safe and engaging way to test what has been learned and retained after some time.

Live is the way to go. We have **minimised asynchronous learning** for everyone, including distance learning students. Students will find materials, from journal articles to case studies, books, short podcasts or videos when logging into the platform, plenty to do and research before testing out the theory in class. No pre-recorded boring lessons where students cannot possibly engage. We offer live classes, seminars, group activities and so on – the only difference is we are doing it in a **phygital** world. Distance learners sit in the same classes as our Campus-based students, from the comfort of their home.

Knowledge is not static, and it knows no barrier of classes, modules or countries. Everything we learn is **intertwined and multidisciplinary**, so we encourage everyone to find links and connections even where they don't seem to appear.

Students are involved in providing **constant feedback** to their peers in class, preparation group or during any guided activity, online or in presence. We encourage them to offer **constructive and positive** feedback, which makes everyone feel **inspired** and valued while providing an opportunity to delve deeper into specific topics and the self.

Self-reflection is another valued component in our array of pedagogies, to support independent thinking and critical skills. Through self-reflection, we aim to promote a more open and empathic attitude towards our wider community.

Outcomes that could be achieved from effective learner engagement include:

- Students with a direction, purpose and sense of belonging
- Increased attainment and achievement
- Increase in the attainment and achievement of those that are disadvantaged
- Students that are engaged, bold and progressive, and most of all ready for the jobs of the future, whether they will be remote or in an office.

Learning Opportunities

Enabling activities to support the priority of learning opportunities include:

- The provision of effective and innovative resources, spaces and technology where students and staff can express themselves and experience growth without limits
- Innovative but easy to use digital learning technologies that aid and not hinder growth and learning, and take into account disability and accessibility challenges
- An array of opportunities that follow our TIRR approach – team-based, innovative, recognised and rewarded
- A wide variety of teaching pedagogies that embrace all learning styles, enabling growth and progression
- The development of a curriculum that is robust, contextualised, current and appropriate to the sector and future sector developments
- Assessment activities that encourage learning and development rather than just “assessing”
- Feedback opportunities that develop enhanced learning and development
- Activities and resources that develop and enhance academic skills and practice
- Staff who are knowledgeable, sector aware and able to use appropriate teaching methods for excellent knowledge transfer
- Extracurricular activities and opportunities that enhance the learning journey without being burdensome
- Staff who constantly develop their pedagogic and sector knowledge and practice, seeking new ways to embolden learning

How we achieve this

Learning is not a mere exercise; it doesn't end with studies. We like to foster a love for learning for life, through **experiential learning** that is meaningful and relevant.

Our Programmes have been designed to include as many **capstone/project components** as possible. Regardless of the sector, market or country, students will need a **set of soft and hard skills** to lead in their career and personal life. Just memorising facts is not going to be the only solution in the long run, which is why we concentrate on **learning by doing**, exploiting tacit and explicit

knowledge from the curriculum, tapping into personal experiences and promoting a culture where failure does not exist, and in its place, there is only **experimenting with a curious mind and open heart**.

Internship and placement opportunities will be facilitated as well, to offer an invaluable window on the reality of work in the real world. We don't expect our students to definitively know what they want to be professionally, instead, we will help them in understanding **who they want to be**. Changing sectors, swapping careers, picking up new skills as they go – ready for a future that requires transferable skills.

Outcomes that could be achieved from effective learning opportunities include:

- Students actively engaging and using the resources available to propel learning in all forms, within and outside of the chosen curriculum
- Resources that support and reinforce the development of collaboration and communication as much needed skills to foster emotional intelligence
- The effective use of learning technologies in context, with the aim to learn for learning rather than to pass, and apply such knowledge in a multidisciplinary approach
- Increased digital capabilities of students and members of staff, with CPD opportunities that range from Lego clubs to coding, storytelling and DIY craft
- Increased engagement across the wider student community with those studying remotely as well as those disadvantaged, through directed learning in a variety of forms



Use Effective Methods of Teaching That Progress, Stretch and Challenge Students in Innovative Ways

- Teaching methods that consider and build upon the student and staff voice
- Pedagogies that involve the longer-term student journey as well as short term goals, creating life-long learners
- Effective pedagogies built on students' prior learning and experience
- The use of effective pedagogies that involve scaffolding learning, moving students toward greater independence and understanding during the learning journey
- The use of effective teaching methods that develop high-level thinking and questioning
- Assessment methods that encourage thought, development and learning, while embedded and contextualised to enhance the student journey.
- The use of effective teaching methods, resources and innovation that are inclusive and consider the diverse needs of a range of learners
- Include experiential learning as part of the student experience, with the inclusion of soft and collateral skills for a cross-disciplinary approach

How we will achieve this

We are **hyflex** by definition, putting together hybrid modes of delivery with a greater flexibility in our learning and teaching. As an institution, we promote the “**choice**” **model**, which sees students deciding where, how, when and what to study, taking advantage of our flexible approach. One day in Campus, another from your home. It doesn't get better than that.

To be inclusive, accessibility shouldn't be an afterthought but at the very core of our design.

We put **our students and staff at the core** of our strategy because they are. We make it our mission to test, ask and test again, their opinions matter. Always, equally. Student and staff surveys are sent out regularly, and professors and tutors are available to discuss improvements on the go, to make the time with XCL an experience to remember.

Our tutors, professors and staff will accompany students throughout the journey, proudly standing side by side until graduation, and beyond.

Outcomes that could be achieved from the use of effective methods of teaching.

- Enhanced sense of belonging and a community that feels engaged and inspired to make change happen
- Students that are prepared for a life-long learning journey that develops and enhances their career
- Learning that builds on positive and relevant experiences, increasing student attainment and success with a personalised approach
- The creation of a learning community that is knowledgeable and yet prepared for the disruptions that come from an uncertain future
- A diverse student community built on success, communication and common endeavour with inclusivity for all.

Alignment with The Strategic Plan

The Priorities and Enabling Activities of the Learning & Teaching Strategy supports the primary goals of the Strategic Plan.

- To become one of the truly international hubs, where education and innovation merge seamlessly with industry and the wider environment
- To lead in designing innovative learning solutions for student success
- To create a vibrant and sustainable environment where we invent the future, and in which all our staff and students can work, study and achieve.
- Business excellence in our approach to education in management and technology management
- Provide high-quality education for those that are disadvantaged.

In addition, the Learning & Teaching Strategy supports XCL's strategic aim and objective of "Outstanding Education"

- Improve on our teaching in order to establish XCL as an innovative teaching institution for all
- Attract, develop, and engage quality staff who are experienced and excellent innovators in their teaching
- To enhance the student experience, engaging students in their learning, celebrating, and promoting the distinctive nature of our collegiate approach and the opportunities for wider learning and development that XCL offers
- Maximise positive outcomes for our students, by enhancing our retention and related student support
- Continue to improve by engaging our students in the development of programmes that reflect student and employer demand
- Invest to enhance our provision of flexible learning through increased use of the latest digital technologies, including collaboration with our partners overseas
- Develop and enhance our students' employability, which will include working towards offering all students the opportunity for a placement relating to work, research, or international study