Student and Academic Services
Planning and Priorities 2015-16

Our Plans are Driven By:

1. Day-to-Day Service Delivery
Our collective commitment to making things happen effectively and efficiently to meet the current and changing needs of the University. This includes front-facing and behind the scenes activities

2. Education & Student Strategy 2014-20
Led by Senate, the University's step-change plan to improve the curriculum and non-curriculum student experience as part of the University's Strategic Plan

3. Transformation Programme 2015-17
The start of work to modernise and simplify institution-wide systems and processes that support the student and academic administration to improve their effectiveness and efficiency

4. Compliance Frameworks
The policies and regulations we manage on behalf of the University Executive and Senate that are internal or external requirements of being an HEI

About Us
Student and Academic Services provides professional leadership for activities that enable the student journey.

This journey starts with supporting young people to think about their futures through to managing the underpinning operations of the applicant and student lifecycle; supporting course development, academic quality and standards; delivering broader activities that support our students' lives and well-being, and working with them to support their success into their futures.

As a broad team of colleagues we are committed to providing high quality service and have both front-facing and behind-the-scenes roles in making things happen to support the life of the University.

Our Plans are Informed By:

Internal Partners
Students, including the Students' Union
Schools (academic and professional staff)
Senate and other academic governance
Operations Board
University Executive
Other Professional Services

External Partners
Young people and local schools/colleges
Applicants to City's courses
Local community
Graduate employers
Alumni through professional mentoring
Institutions at which we validate courses
Compliance and Sector Bodies
Professional sector networks
University of London

Broader External Environment
Changes that are happening in HE, society, schools, the graduate market, locally and internationally all influence the way in which we plan and prioritise our work

Our work is underpinned by work we undertake collectively on Service development to support our professional identity, to plan and prioritise, to take actions in relation to the working environment, to support team development and us as professionals, and to enable us to work through successive organisational change.

Education and Student Strategy Priorities for 2015-16

During 2015-16, Student and Academic Services' key objectives will be to:

Objective	Measures of Success	Proposed Timescale and Committee
Strategy Management and Coordination for the University Executive, Senate and Education and Student Committee		
Strategy Management **Lead Team: Student Experience** On-going management and implementation of the Education and Student Strategy on behalf of the University Executive, Senate and Education and Student Committee.	• Establishment of a clear action plan to support Strategy implementation. • Plan to show clear connections between inter-dependent initiatives of the Strategy as well as with other programmes of change such as the Transformation Programme for Student and Academic Administration (see later part of the plan). • Profile-raising of the Strategy including working with Schools to embed actions into core activities (e.g. Annual Programme Evaluations). • Working effectively across our Service, with LEaD and with other Professional Services who have a role in leading core areas of Strategy implementation, as well as in overall partnership with the Students' Union.	On-going reporting to Education and Student Committee as the body responsible for Strategy implementation. Periodic reporting to the Strategy Implementation and Performance Committee (SIPCO) chaired by a member of Council (the University's Governing Body)
Hub 1: Research and Practice Informed Education		
New Educational Offers **Lead Team: Quality and Academic Development** Work in partnership with the School of Arts and Social Sciences and the School of Mathematics Engineering and Computer Science to deliver	• Schools satisfied with the level of support received to support programme development and launch.	Programmes to be launched for 2016-17. University Programme Approval Committee by xxx.

Draft 14 September 2015

Objective	Measures of Success	Proposed Timescale and Committee
significantly changed and/or new educational offers.		
Graduate School **Lead Team: Quality and Academic Development** Development of the Doctoral Researcher Development Framework	• Increased participation in research skils training and clear records of training in RAP.	AE/NH to confirm
Hub 2: Support for Success		
Transformation Programme **Lead: Transformation Team** Establish programme of work that will support step change activities set out in the Strategy relating to student systems, services, process and data	• See Transformation Programme section of the plan	See Transformation Programme section of the plan
Strategic Approach to WP and Outreach **Lead Team: Student Experience (with Careers)** Take stock of the University's approach to widening participation and outreach activities, and consider how we can build upon this into the future as part of our Education and Student Strategy and commitments to the Office for Fair Access.	• Establish an approach that is owned by Education and Student Committee in support of our strategy and external obligations.	Initial report to Education and Student Committee by x
Strategic Approach to Retention **Lead Team: Student Experience (with Careers)** Take stock of the University's approach to retention, and consider future direction, including discipline-specific support and wider initiatives such as the student engagement proposals (see below).	• Establish an approach that is owned by Education and Student Committee in support of our strategy and external obligations.	Initial report to Education and Student Committee by x

Objective	Measures of Success	Proposed Timescale and Committee
Student Engagement (including attendance) **Lead Team: Student Experience** Map a piece of work that will support the University Executive and Senate on agreeing an approach to improving student engagement. This will also include a decision on attendance monitoring.	• The completion of research within the sector about effective practices and measures of success. • The creation of a working group that includes representation from Schools, LEaD and the SU that can inform the mapping of a piece of work and development of proposals. • Engagement with the Academic Operations Team and Operations Board on operational implications, including external compliance matters, to inform proposals • A decision by ExCo and Senate on the approach it wishes to take to this activity, including levels of investment. • Further measures will be developed depending on the decision-making process above.	Initial report to Education and Student Committee by x JISC readiness assessment report to Autumn ExCo
English Language Support **Lead Team: Quality and Academic Development** Conclude the review of in-sessional English Language Support to enable the University Executive to make informed decision on next steps	• Review completed and report provided to ExCo. Next steps dependent on that decision.	Alison to confirm
Research Degree Completion Rates **Lead Team: Quality and Academic Development** Develop an action plan to support an increase in research degree completion rates	• Action plan developed and approved by University Executive and Senate	Alison/Naomi to confirm

Objective	Measures of Success	Proposed Timescale and Committee
Pilot Project on Doctoral Supervision Lead Team: Quality and Academic Development Work with SHS colleagues to develop proposal to enhance training of supervisors	• Project proposal developed for approval by Graduate School, E and S Committee and submission to PRC	Alison/Naomi to confirm
Peer/Professional Mentoring Scheme for PG Research Students - Lead Team: Quality and Academic Development (with Student Experience) Enhance experience of Doctoral students and future employability needs	• Project proposal developed for approval by Graduate School, liaison with Career Development and Employability Hub, E and S Committee and submission to PRC	Alison/Naomi to confirm
Welcome Week 'Content': Lead Team: Student Experience (with Student Services) Review activities at other institutions and map out with Schools and the SU any changes we should make to better support students' induction. Prime focus on content not logistics.	• Anaylsis and proposals to be developed during 15-16	Maggie to confirm
Hub 3: Career Development and Employability (this section will extend one the Hub starts its work)		
Lead Team/s: Careers (with Student Experience) Manage the new Career Development and Employability hub of the Strategy to generate clear and planned programmes of work that will support the development of the curriculum, skill development and opportunity and future employment. Examples of activities to encompass already including potential of an employability award for our students, and the potential expansion of	• The employability and careers hub is recognized within the University as the forum through which strategic initiatives will be progressed. • A clear plan which has input and ownership from Schools, the SU and relevant Professional Services, and which feeds into overall Education and Student Strategy reporting ultimately through to Senate and Council. • Further measures, including against Education and Student Strategy Performance Indicators, will be developed once the plan is established and the hub is operating.	First meeting of hub September 2015. A schedule of reporting to Education and Student Committee will follow thereafter.

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the Unitemps work to create more external work opportunities for our students and graduates.		
Hub 4: City Communities		
Student Experience Potential Development Lead Team: Student Experience As a newly forming Student Experience team from October 2015, set out the opportunities that can progress as a result of that to support the City Communities hub (as well as inform other hubs).	• Broad team vision established and principles broadly owned by January 2016. • Opportunities for the work of the team to be profiled and as part of this, proposals it could take forward to support City Communities (as well as other hubs).	Presentation to February 2016 meeting of Education and Student Committee. Discussions with Associate Deans and SU about closer working relationships.
Who are our students and what do they want Lead Team: Student Experience UNDER INITIAL DISCUSSION WITH THE SU – Work in partnership with the SU to establish a piece of research to find out more about students' motivations at City and how these findings inform our future strategic work related to the student experience.	• Scoping piece of research in partnership with stakeholders within the University. • Putting together the business case for the work. • Commission the research.	Proposal to November 2015 meeting of Education and Student Committee
Embedding and developing Sports and Leisure Lead Team: CitySport/Student Services Map a programme of work (strategy)to maximize the role of Sports and Leisure within the life of the University.	• Launch new user-friendly website for Sports and Leisure (students and commercial) • Development of a programme of work, undertaken in conjunction with key stakeholders (particularly the SU) that sets out the intended impact of day-to-day service delivery and which considers any new initiatives that would have significant benefit to the student experience as part of the Education and Student Strategy. Further measures to be established as part of the	Launch for start of Autumn Term 2015 Proposals by February 2016 to Education and Student Committee

Objective	Measures of Success	Proposed Timescale and Committee
	programme development.	
	• Supporting the University to recognize that Sports and Leisure plays a role in the broader life of the University (including staff well-being and morale) and to work with Executive colleagues and HR on any initiatives that could be taken forward. Further measures of success to be established dependent on Executive decision-making.	
Embedding Broader Student Well-Being Lead Team: Chaplaincy/Student Services Map a programme of work to maximize the role of the Chaplaincy (including non-faith) within the life of the University.	• Embed the role of the new Interfaith Forum, including appropriate presence in relevant University communications.	Presentation to November 2015 meeting of Education and Student Committee.
	• Implementing proposals for new multi-faith space in Tait Building, including' rules for engagement'	By July 2016
	• Consider mechanisms to 'track' volume of interactions with students and any emerging themes that could inform future work.	By July 2016
	• Supporting the University to recognize that the Chaplaincy (including non-faith) can play a role in the broader life of the University (including staff well-being and morale) and to work with Executive colleagues and HR on any initiatives that could be taken forward. Further measures of success to be established dependent on Executive decision-making.	During 2015-16
Strategic Review of Student Accommodation Lead Team: Student Services	• Establish a working group of ExCo to review the current offer including representation from	SM/LL to agree timing with DB/SA

Objective	Measures of Success	Proposed Timescale and Committee
Set out options for consideration by the University Executive Committee on the future approach to our management of student accommodation in relation to the market and student experience following recommendations in the Student Centre Review 2014-15, and the internal audit of 2015.	Schools, Marketing and Comms, Finance and the SU. • Provide data on the current position, including in comparison with our competitors. This includes the approach taken to students other that Year 1 Ugs. • Consider options in liaison with the University of London Steering Group. • Identify any operational changes to be made in our management of accommodation within the Student Centre. • Make proposals to the University Executive Committee, including in relation to the current accommodation subsidy.	
Graduate School Presence **Lead Team: Quality and Academic Development** Leading the content review for the redesign of Graduate School information, including the website	• Successful working with Marketing and Communications. • Greater sense of research community and eventual increase in applications	AE/NH to confirm
SU Governance and Services Reviews **Lead Team: Student Experience** Work in partnership with the Students' Union on implementation of governance and services reviews	• To discuss with SU	
Hub 5: In the Heart of a Global City		
No actions currently identified or requested by Schools/Executive.		

Compliance Frameworks

During 2015-16, Student and Academic Services' key objectives will be to:

Objective	Measures of Success	Proposed Timescale and Committee
Externally-Driven Change		
Tier 4 - Academic Operations Set out and oversee clear implementation plan for compliance with on-going changes to Home Office Tier 4 requirements and embed into published operating procedures. These include work on attendance monitoring, use of agents, review of English language policy, progression to PG courses/admissions and work with the UG admissions Office on Tier 4 in relation to UG opeartions. Risk register for Tier 4 updated	Action plan established Action plan and risk register owned by S&AS and Schools through Operations Board following Tier 4 sub-committee discussion Audit identifies we have appropriate measures in place and/or evidence we are working towards this.	Action plan received by Operations Board in early Autumn Term. Risk register reviewed by SMT after Operations Board agreement. On-going monitoring through those channels and advise ExCo as required.
PREVENT - Deputy Director Set out and oversee clear implementation plan for compliance with PREVENT Government legislation	Action plan established Action plan owned by University Executive and establishment of working group of ExCo to oversee work. Management of working group	Action plan to UET September 2015 Working Group established thereafter with progress reporting to ExCo. Operations Board to be advised on developments. Engagement and communications plan implemented with Schools, SU and Services.
Competition and Markets Authority -	Action plan established	Action plan received by ExCo

Objective	Measures of Success	Proposed Timescale and Committee
Student Experience (with QUAD) Set out and oversee clear implementation plan for compliance with Competition and Market Authority requirements in relation to applicant and student contracts and consumer rights.	Action plan owned by University Executive and establishment of working group of ExCo to oversee work. Terms and Conditions drafted in liaison with University solicitors Academic and professional colleagues are clear about implications of implementation and new operational procedures are established to support the change.	(May 2015) Timescales TBC Working Group to report regularly to ExCo. Operations Board to be advised on developments. ExCo and Senate to approve T&Cs Engagement and communications plan implemented with Schools, SU and Services, including liaison with Operations Board.
HEFCE National Quality Assurance - Quality and Academic Development Oversee engagement with HEFCE on proposals for revised national quality assurance arrangements.	Consultation response drafted and owned by Senate. Review of proposals once published and action plan established during second part of 15-16.	September 15 meeting of Senate Senate and University Executive to be briefed once plans are published. Plan to then be established. Involvement of Senate, Education and Student Committee, BoSs, VIP Committee, Graduate School, Ops Board, Quality Forum, SU, Academic Governance Committee.
BIS - Teaching Excellence Framework – TEF Oversee proposals and link with HEFCE QA proposals	Supporting ExCo, Senate and Council with proposed changes, analyzing what that means for City and proposals for implementation	HEFCE and BIS to report in Autumn
Government Legislation on Equalities –	Greater cultural awareness amongst students and staff. Initial review of	On-going with initial review after

Objective	Measures of Success	Proposed Timescale and Committee
Chaplaincy Continue to develop Inter-Faith Forum to deliver on equalities legislation related to 'belief'	work to be undertaken after 12 months.	12 months
Equalities and Disability Acts – Deputy Director Framework for managing requests for reasonable adjustments.	Framework approved and implemented.	Paper to October ExCo
Senate-Driven Change		
University of London - **Quality and Academic Development** Review operational change required in relation to quality and standards reporting	Reporting approach agreed by Senate	July 2016
Assessment Regulations - Quality and Academic Development On-going implementation of Assessment Regulation review to ensure consistency of academic standards	Engagement with Education and Student Committee, Boards of Studies, VIP Committee Senate, SU.	Approval by June Senate 2016 following Board of Studies consultation and liaison with Education and Student Committee. Quality Forum to be engaged with development work and reporting to Operations Board.
Fitness to Study - Quality and Academic Development Development of policy, regulation and guidance in liaison with Student Services (S&AS and LEaD) and SU.	Engagement with Education and Student Committee, Boards of Studies, VIP Committee, Senate, SU.	Approval by June Senate 2016 following Board of Studies consultation and liaison with Education and Student Committee. Quality Forum to be engaged with development work and reporting

Objective	Measures of Success	Proposed Timescale and Committee
		to Operations Board.
Placements, work-based learning and outgoing study abroad - Quality and Academic Development Development of policy, regulation and guidance	Engagement with Education and Student Committee, Boards of Studies, Senate, SU.	Led by Partnerships Sub-Committee, approval by June Senate 2016 following Board of Studies consultation and liaison with Education and Student Committee. Quality Forum to be engaged with development work and reporting to Operations Board.
Audit of Non-Validation Partnerships - Quality and Academic Development Review implementation of Senate policy and procedure across School-managed collaborative provision (with Internal Audit).	Scope of audit confirmed and agreed in Partnerships Sub-Committee. Audit takes place and recommendations inform next actions.	Alison to confirm
Academic Governance of City and Islington FD **Quality and Academic Development**	Recommendations agreed by VIP Committee and SHS Board of Studies for approval by Senate	Alison to confirm
Integration of Governance for INTO - Quality and Academic Development and Director Participate in discussions with the University Executive about a more joined-up approach to the strategic oversight of this venture	Clarity for S&AS colleagues about oversight and connections with the validation work managed in QUAD and Tier 4 work managed in Academic Operations	University Executive to confirm
Trinity Laban Validation Relationship - Quality and Academic Development	Support Trinity Laban in relation to its Taught Degree Awarding application and manage the operations from any change arising	By July 2016
University-Executive and/or Internal Audit Driven Change		

Objective	Measures of Success	Proposed Timescale and Committee
Health and Safety - S&AS Senior Management Team (with LL lead) Implementation of recommendations from Directorate Health and Safety Audit of June 2015. Administration team to support work.	Implementation of recommendations	S&AS SMT. Dates set out in Audit Report.
Business Continuity and Risk Register - S&AS Senior Management Team (LL lead) Ensure a robust approach to business continuity and risk management in relation to the activities managed by S&AS, including the broader merged Service with CSDO. Administration team to support work.	Business Continuity and Risk Register plans redeveloped and signed-off.	S&AS SMT. Schedule to be agreed by SMT.
HESA Return management - Academic Operations Ensure back-up and succession-planning for HESA and other student-related statutory data returns	Plan in place	Academic Operations to confirm.
Information Compliance – TBC Engagement in information governance review as it related to the remit of S&AS		
Internal Audit – S&AS Senior Management Team Ensure all internal audit actions are completed and take forward participation in 15-16 round. xxxx		

Transformation Programme

Approved by the University Planning and Resources Committee, the Transformation Programme will focus on the modernization and simplification of the systems and processes that underpin the institution-wide student and academic administration, and the further development of a professional community that collaborates across organizational boundaries to provide a high quality service. Overall the programme is designed to create greater effectiveness and efficiency in day-to-day operations.

Objective	Measures of Success	Proposed Timescale and Committee
Development Work		
Reflect on progress to date and meet with full range of colleagues	Engagement with colleagues to inform programme direction	August-October 2015
Development of options to inform programme, focusing on cost-benefit analysis.	Options created to support decision-making by Strategy and Planning Board and Planning and Resources Committee. Proposals are informed by Operations Board.	October-November 2015
Proposals considered by Strategy and Planning Board and Planning and Resources Committee. Advice to be given by those groups on engagement with ExCo in light of scale of programme of work.	Approval of a proposal	December 2015

Service Delivery Enhancements

In addition to large-scale work above, the Service will also take forward:

Senior Team
- Lead the merger of S&AS and CSDO
- Fundamental Review of Clearing
- Establish the start of a professional development framework for staff in student and academic administration
- Review approach to management of scholarships and bursaries
- Develop the role of the Operations Board and its sub-groups
- Review approach to report writing for academic and executive committees

Student Centre
- Implementation of Student Centre Review action plan

Academic Operations
- Revisit operational processes for exams
- Lead work on religious observance and exams

Quality and Academic Development
- Review module evaluation question back following HEFCE review of NSS
- Review effectiveness of module evaluation scheme five years on from initial implementation
- Mechanisms to increase research student publications
- Revise guidance on interruption to studies
- Re-establish Partnerships Coordinators Forum
- Work with Schools on partnership provision due for renewal
- Manage pilot for restyled programme approval process
- Update Quality Manual

Student Experience (note this will broaden in light of broader team being established through merger)
- Revisit staff and student guidance on appeals, complaints and discipline
- Embed what has been learned from 'if things go wrong' project
- Review focus on APE in line with E&S Strategy
- Increase student participation in surveys
- Support SU development (governance and service reviews)
- Review welcome week coherence and content

Sports and Leisure

- Establish Team City ambassadors
- Implement information sessions for new and existing members
- Review CitySport business model
- Add on-line services for membership to CitySport

Chaplaincy
- Work with Student Experience Team on students' transition to university
- Develop links with Schools and offer tailored support
- Support SU in achieving its E and D aims

Careers
To follow