

## CAREER DEVELOPMENT AND EMPLOYABILITY SUBCOMMITTEE

### Terms of Reference

To support the successful implementation of the Career Development and Employability hub of the Education & Student Strategy, with specific focus on:

- identifying and aligning of activities with the approach, principles for implementation and hub destinations set out in the Strategy (see appended Education Student Strategy)
- delivery of activities against the relevant Performance Indicators and Measures of Success
- effective use of time and resource
- communication about hub activities to stakeholders

The Career Development and Employability Subcommittee will **support the Education and Student Strategy implementation** by:

1. Ensuring that a consensus has been reached with key stakeholders on the definition of each step-change activity
2. Determining priorities
3. Development of any projects required, project scoping, links and dependencies
4. Supporting and further enhancing areas of strength identified as relevant within the Strategy
5. Providing advice and support to Learning & Teaching Committees and Professional Services discussing and developing activities/ projects aligned to the relevant hubs
6. Supporting the development, management and monitoring of activities and projects by:
  - a. reviewing draft project plans against alignment to the Education & Student Strategy principles, performance indicators, measures of success, hub destination and relevant step-change as well as applying effective project management principles where appropriate
  - b. coordinating sub-projects within different areas, to ensure resource is used effectively, and that there are no 'gaps' in terms of delivery of the overall step change
  - c. tracking progress towards step-change activities
  - d. establishing where work can most effectively be undertaken to deliver on the destination
7. Reviewing relevant reports from Professional Services and Learning & Teaching Committee reports to Education & Student Committee to establish progress
8. Regularly reviewing progress towards milestones established through Project Plans.

The Support for Success Projects Board will **report on implementation** by

9. Regularly reviewing and reporting to the Projects Board on progress towards implementation of the Career Development and Employability hub (and other hubs where relevant).
10. Providing regular briefings (e.g. termly) on activities to stakeholders (including School Learning & Teaching Committees).

**Membership**

Pro-Vice Chancellor (Chair)	Professor Richard Verrall
Interim Head of Careers	Gemma Kenyon
Student Development Manager	Ben Butler
Head of Development and Alumni Relations/ Deputy Director	David Street
Head of Cass Alumni Relations	Viola Polakowska
Director of the Enterprise Office or nominee	Alex Elkins
Head of Student Experience	Maggie Cunningham
Education & Student Strategy Co-ordinator	Christopher Clements
Rep from Cass PG Careers	Sarah Juillet
Rep from Cass	Professor Robert Melville
Rep from Law	Ffytton Reilly/ Sarah Gale
Rep from SASS	Laurence Solkin
Rep from SHS	Alison Coutts
Rep from SMCSE	Christina Gacek
Students' Union Representative	TBC

## Appendix 1

# Education & Student Strategy 2014-20

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The City University London Education & Student Strategy supports the University's vision for 2016:

***A leading global University committed to academic excellence, focused on business and the professions and located in the heart of London. We are proud of the quality of our education, research and enterprise and are ranked within the top 2% of universities in the world.***

It does so in the context of rapidly changing external factors which inform the Strategy and will require its development over time if we are to remain competitive and meet the key performance indicators for our institutional Strategic Plan. In the delivery of our Strategy we will uphold the institutional values of excellence, creativity, innovation, rigour and foster the professional, ethical, friendly and inclusive attitude enshrined within the City Vision.

The Education & Student Strategy lays out the direction of travel via five developmental hubs which collectively support the development of education and the student experience at City.

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## Introduction

*City University London is known for its links with business and the professions, for its academic excellence and for its unique location in the heart of the City of London.*

Our Education and Strategy seeks to build on our already strong offering so that by 2020 we are able to state that:

- All our programmes of study are delivered by a vibrant academic community made up of teams of staff who combine research excellence, knowledge and experience of practice, and teaching excellence
- We provide a coherent educational and practice focused experience for those at all stages of their career development, including undergraduate, postgraduate, continuing professional development and doctoral level study.
- All our programmes are characterised by innovative, career focused and current curriculum content and design and teaching
- We provide a wide range of opportunities for all students that make best use of the university's links with business and the professions, urban location at the heart of a global City, and international and alumni links

The Strategy will guide the focus of our efforts and resource and places students at its heart both in terms of its content and implementation. It places a strong emphasis on support for success and career and personal development for students ensuring that graduates of City are uniquely positioned to achieve every success they foresee for their future.

## Context

The Education & Student Strategy builds on the strategic theme of Education laid out in the Strategic Plan 2012-16 and recognises our existing strengths in delivering high quality, practice-focused education. It is guided by the principles laid out in the Strategic Plan that we will work in partnership with our students to create a distinctive transformational and supportive learning experience of which we can all be proud. As part of its commitment the Strategic Plan states that we will:

1. Enable our graduates to remain **distinctive and competitive** in the employment market
2. Generate a **dynamic and inclusive** approach to our students' experience and community
3. Excel amongst our peers in the **quality of educational experience** offered to our students
4. Encourage all applicants with excellent academic potential to **access and progress** on our programmes

The Education & Student Strategy reflects the international, multicultural character of our University and our city and aligns with institutional strategies for Internationalisation and Research which will also benefit our students. It identifies the characteristics of the City experience that make us the University of choice for our students and sets out how we intend to develop these over the lifetime of the Strategy through the development of five inter-connected hubs of activity.

The success of the Strategy relies on the engagement of staff and our collective efforts to develop the unique City environment through which we create a distinctive experience for our students. The Strategy seeks to support and contribute to our institutional commitment to nurture a supportive working environment and, in particular, recognises the importance of providing opportunities for intellectual inquiry and personal and professional growth.

## Approach to implementation

The Strategy spans a six year period to enable meaningful, long term change. It will be recalibrated as required at the mid-point in step with the development of a new institutional Strategic Plan. Realisation of the Strategy will be supported via an implementation plan which will be:

### Focused

All projects will be student centred, designed with reference to the external environment, and align with our Quality Framework. Our vision is ambitious and we are seeking to deliver it within a competitive market. Across our portfolio of provision we will compete by balancing quality and cost to ensure maximum impact and effective use of resource. The developmental hubs are mutually supportive and while some Projects may be designed to make a significant contribution to one hub; opportunities for impact across a number of hubs will be encouraged.

### Informed

Decision-making will be informed by the views of our students, staff, alumni and relevant external partners including professional bodies, businesses, public sector and voluntary organisations and industries. We will make use of internal data and research, the latest sector research and developments, and our knowledge of successful initiatives at comparator institutions in the selection, design and evaluation of Projects.

### Co-ordinated

Education & Student Committee will oversee the development and implementation of the Strategy. These activities will be supported by Student & Academic Services and Strategy and Planning, with Schools and Professional Services playing a fundamental role in the successful implementation of the Strategy.

### Opportunistic

There is already a great deal of excellent and innovative practice within the University and many of our step-change activities focus on ensuring consistency and quality across provision and services. We will draw on existing institutional expertise, as well as our strong external connections with the professionals, research communities and industries we work with in London and globally, in support of step-change activity.

### Flexible and future facing

The Strategy provides a 'direction of travel' rather than a detailed road map to ensure we are able to take advantage of internal innovation and respond to changes in the external environment. At the end of each Project consideration will be given to the way in which the Project has been embedded into 'day-to-day' operations and how impact and fitness for purpose will continue to be monitored and assured.

## The five hubs

The five hubs define the focus of our enhancement activities for education and the student experience and provide the framework through which specific Projects will be developed. Whilst efforts have been made to ensure each hub has a clear focus it is important to recognise that they collectively contribute to each student's individual journey.

The hub structure is designed to be enabling and will not place artificial boundaries on developments and innovations spanning across the education and student experience. Different groups in the University will rightly prioritise the relative importance of the five hubs in different ways depending on their own role and remit. The hub framework has not sought to prioritise one hub over the other for this reason but recognises that the scope of different step change activities and number of associated Projects will differ across the hubs.

The following principles will be applied to the development of every hub:

- Discussion and development of a shared understanding concerning the definition, scope, performance indicators and measures of success associated with each step-change activity
- Recognition of the needs of different student groups and consideration of the potential impact each step-change activity might be expected to have on the undergraduate, postgraduate taught, postgraduate research and CPD student experience
- Determining in partnership with the Students' Union and student representatives how students can best contribute to the implementation of the strategy through partnership, representation and engagement activities
- Recognition of existing areas of excellent and innovative practice
- The establishment and use of robust evaluation and monitoring mechanisms to demonstrate impact and effectiveness

## ***Research and Practice informed Education***

### **Destination**

***City University London consistently offers an excellent education, informed and enriched by innovative research and sector leading practice.***

Through step-change activity we will build on existing examples of excellent and innovative practice to ensure that all our provision is consistently characterised by:

- Innovative, relevant and engaging content and teaching
- Delivery by teams of staff who combine research and teaching excellence, with knowledge and substantive experience of practice
- Responsive learning environments characterised by formal and informal learning spaces, collaborative learning, engagement with sector leading practice, and independent learning and dialogue
- Flexible and engaging course content supported, where appropriate, by advanced technology facilitating different modes of delivery
- Recognition of the breadth of ways students develop as individuals and professionals via interactions both inside and outside our learning spaces
- Fostering of individual talent so our students can achieve the best possible outcomes.

### **Step-change activity**

Step-change activity will focus on the following areas to support the consistent realisation of our intended destination across our provision:

1. Student engagement in learning and teaching development (e.g. utilising established and new models of students as partners)
2. Further development of our research informed culture enabling students at all levels to develop as critical thinkers and researchers (e.g. through student education and research training)
3. Enhanced support for doctoral students as co-providers of research and education
4. Innovative teaching and learning (e.g. enhanced and appropriate use of educational technologies)
5. Creative and innovative curriculum design to enable the development of graduates for the 21st Century (e.g. embedding themes such as employability, enterprise education, globalisation, education for sustainable development, cultural, ethical and social awareness)
6. Staff engagement in educational development (e.g. relevant accreditations and qualifications, engaging in peer review, participation in professional networks)

We will also continue to foster areas of strength in relation to:

7. Our highly relevant, innovative, engaging, rigorous and practice focused curricula
8. Enhancing pedagogical and academic practice (e.g. quality of feedback on student assessment, quality supervision for research students)
9. Our approach to recognising, rewarding and sharing good practice in education across the institution



## ***Support for Success***

### **Destination**

***Our students receive personalised support that reflects their needs throughout their journey with us, from applicants to alumni. Our student services are proactive and efficient and support the full student experience.***

Through step-change activity we will continue to build a high quality student experience characterised by:

- Proactive and efficient services which are responsive to the needs of our students
- Clear and personalised information
- Professional, ethical and inclusive approaches
- Accessible and specialist support reflecting the needs and aspirations of our diverse student body
- Use of student data to target resources effectively and enhance the support available to our students
- Support for individual success

### **Step-change activity**

Step-change activity will focus on the following areas to support the consistent realisation of our intended destination across our services and provision:

1. Student-focused services, systems and processes
2. The collection and use of student data
3. Information, advice and guidance for students
4. Personalised student support, high quality pastoral guidance and supervision
5. Personal development planning opportunities reflecting the needs of different student groups including undergraduate, postgraduate, CPD and research provision
6. Enhancing support mechanisms and training for staff who deliver personalised support to students

We will also continue to foster areas of strength in relation to:

7. Staff-student and peer-to-peer partnership (focused reciprocal learning and support activities i.e. literature review, observations, peer-to-peer mentoring, tutor support, our buddy scheme)
8. Addressing any inequalities in access, progression and success ( e.g. through promoting the use of services and uptake of developmental opportunities including, importantly, care leavers, students from WP backgrounds and those with learning and mental health difficulties)

## ***Career Development and Employability***

### **Destination**

***We support our students in developing their careers, realising their individual aspirations and enhancing their employability through a range of curricular and co-curricular activities. Our graduates are highly employable and innovative professionals who have benefited from opportunities to develop the skills they need to become the leaders and entrepreneurs of the future.***

Through step-change activity we will continue to build an exciting, challenging and diverse range of career development, employment and entrepreneurship focused activities characterised by:

- Support for students throughout the student journey
- Close links with business and the professions
- Academic and practical expertise derived from sector experts
- Programmes informed by sector leading practice, research, innovation and enterprise which serve to enhance our students prospects and career development
- Highly professional experts and flexible services equipped to nurture and support our students in developing the key skills and attributes they need to succeed in their prospective careers and individual aspirations including their ability to identify and follow 'non-traditional' careers paths

### **Step-change activity**

Step-change activity will focus on the following areas to support the consistent realisation of our intended destination across our services and provision:

1. Encouraging students to engage early with the career development and employability agenda to ensure their career prospects are maximised
2. Sector leading support for student employability, career development (e.g. leadership development, international opportunities, preparation of our students as practice innovators and change agents)
3. Support for the development of key skills and reflection on personal progress and development (e.g. problem solving, leadership and creativity)
4. Experiential learning (e.g. in-class case studies and simulations)
5. Opportunities for real-world experience (e.g. core work placements embedded into curricula, support for internships)
6. Access to, and the development of skills needed to interact with, professional, employer and alumni networks, both within and across-disciplines
7. Opportunities to engage with current innovations and enterprise activities
8. Support for the identification of careers paths and employment opportunities which go beyond traditional models associated with specific disciplines

We will also continue to foster:

9. The way in which our programmes are influenced by our connections to , professional, statutory and regulatory bodies, commissioners, business and the professions
10. Our practical, professional and flexible approach

## **City Communities**

### **Destination**

***Our Schools, Programmes, Professional Services and Students' Union work collaboratively to offer a range of opportunities for our students beyond their academic studies, to help them develop as rounded, reflective and confident individuals who see their journey at City as part of a meaningful, lifelong relationship with us.***

Through step-change activity we will help our students maximise the potential of their time here at City, to develop their talent and engage with communities and opportunities characterised by:

- A diverse range of co-curricular social, cultural, volunteering, representation, professional development, sporting and wellbeing activities
- Opportunities for our students, staff and local community to work together
- Supporting students to develop their own communities and societies at programme, departmental, School and institutional level
- Opportunities for our students to reflect on their social responsibility and engage in initiatives and activities associated with environmental sustainability and development
- Recognition of achievement, celebrating our students' successes and enabling them to reflect on their own development
- A range of mechanisms for students to engage with us, provide their feedback and contribute to decision-making as part of our commitment to working in partnership with them
- Opportunities for students to take part and develop as engaged, civic minded participants in our internal and external communities

### **Step-change activity**

1. Comprehensiveness and integration of information about activities and opportunities available to staff and students provided by the University and the Students' Union (including social media and technology platforms)
2. Supporting and encouraging student-led initiatives, student representation and activities which will enhance the development of leadership skills
3. Developing a strong student community through enhancements to our dynamic and inviting student spaces and facilities, including our CitySports facility and offer
4. Providing opportunities for our students to reflect on environmental sustainability and to engage in sustainability initiatives
5. Providing opportunities for students to engage in and build communities through clubs and societies and enhancing our offering in this area
6. Providing a range of co-curricular activities, including internal and external events and networks which maximise on our location in the City of London
7. Building on the partnership between the University and the Students' Union through fostering a well-defined and shared understanding of our roles, increasing collaboration and celebrating success together.

We will also continue to foster areas of strength in relation to:

8. Fostering a culture where staff and students are able to challenge and innovate
9. Celebrating the success of our students and staff
10. Building partnerships with the local community

## *In the heart of a global city*

### **Destination**

***We exploit the unique advantages our London (and City of London) location affords, as well as the range of international partnerships and collaborations we are part of, to provide opportunities for our students in their studies, co-curricular activities and broader student experience.***

Through step-change activity we will maximise on our global location and distinctive links with London (and the City of London) to ensure our programme, School and institutional educational offers are characterised by:

- Opportunities for our students to develop a breadth of experience as preparation for life and work in an increasingly global and fast paced-world
- Participation in partnerships and collaborations which exemplify our values of excellence, creativity, innovation, entrepreneurship
- Exploitation of the opportunities our location affords for our students to gain practical, real-world experience and exposure to the sectors, businesses and the professions City has developed alongside including, importantly, our close links with Tech City
- Active engagement in research and academic practice, and participation in the professional, business, entrepreneurial, social and cultural life of our global city
- Research collaboration and the dissemination of research produced by students
- Supporting our students in accessing the opportunities our urban location and global outlook provides
- Celebration and recognition of our pivotal positioning within the heart of the multicultural and diverse City of London and the global centre for health care, law, finance, entrepreneurship, technology, media and the arts

### **Step-change activity**

Step-change activity will focus on the following areas to support the consistent realisation of our intended destination across our services and provision:

1. Providing opportunities for our students to undertake valuable work experience and internships with leaders in business and the professions via our London and global links
2. Building on our international profile, partnerships and global outlook for the benefit of our students (e.g. through exchange programmes and study abroad opportunities)
3. Enhancing our academic, business and professional connections and partnerships in London and internationally
4. Bringing the benefits of our location and global outlook into the curriculum (e.g. exploiting the advantages available to us through existing links, including examples such as Tech City, Inns of Court, Clerkenwell Design Quarter and Moorfield Hospital)
5. Using our distinct location to develop a rich offering of internal and external co-curricular events and activities
6. Celebrating and further enriching our own global community

We will also continue to foster areas of strength in relation to:

7. Reflecting and refining our educational offer by maintaining open dialogue and a collaborative approach at programme, School and institutional level to ensure we remain distinctive, competitive and responsive to the changing market

8. Fostering effective collaboration at all levels within the institution as well as with partners and experts to enhance our educational offer and student experience (e.g. community seminars and showcasing research and innovations)