

Strategic and Operating Plans 2009–12 and 2009-10

Mission, Vision, Values of Student Services

Student Services has the following Mission, Aims and Values:

Mission

Our aim is to be recognized as the centre for generic and specialist student support within the University of the Arts London. Our success will be measured by the integration of our provision within the teaching, learning and research life of the University. We will also be measured by our professional practice, the success of the services offered, and by the high quality of the Department's staff. We will strive to get consistently positive feedback from our client groups and stakeholders.

Vision

Student Services at the University of the Arts London will:

be a professional centre for student development and support that is recognised for its activity and expertise by university students and staff, arts practitioners, employers and other clients;

provide support and advice to students throughout the educational process; and contribute to the progression and achievement of our students.

Values

Student Services will:

Be student / client centred in all we do.

Be accessible and inclusive.

Ensure high quality and professionalism.

Operate within our standards of service and confidentiality

Creative Careers

Creative Careers provides information, advice and guidance to current students and recent graduates.

We are a specialist resource, staffed by professional guidance specialists and careers information officers.

We offer individual careers guidance advice, e-guidance, CV surgeries supported by creative CV examples and run regular careers and industry focussed workshops.

Creative Careers information provision includes current information on relevant government legislation affecting employment, labour market intelligence relating to the creative industries, a daily job and placement vacancy service for students and graduates and a dedicated creative industry information resource at the Careers Centre, Student Hub. We produce our own industry and careers information booklets and provide an extensive web resource of creative industry resource guides.

We promote our service, as well as those of the Student Services Department, to staff, students, staff and graduates of the University. We are pro-active in developing and communicating our area of expertise both internally and within the wider creative industry community.

Values

Client Centred

We will listen to and value our clients needs and views and use this consultation to inform our strategy and services, and we will strive to serve the needs of each individual client.

- Actively involve our clients in a continuous cycle of gathering feedback and evaluation to inform our service provision strategically, being mindful of ethical guidelines.
- Client views will be well represented at our planning meetings, including agenda item at annual Strategic Planning Day.
- Information, advice and guidance will be responsive to client needs
- Events will be a core activity

Accessible and inclusive

We will provide an accessible and inclusive service. Every client will be made to feel welcome and will be able to make the most of the service offer.

- The needs of particular client groups will be met through specialist projects or roles
- Our premises and services will be accessible for all students
- Our website will be easy to navigate, visually appealing and will contain information that is relevant for our client groups.

Quality and professionalism

We will be a centre of excellence and expertise for career development in the creative industries. Our specialist services are targeted to meet the needs of our clients and we will:

- Develop specialist CO posts with the expertise to meet client needs.
- Maintain and develop our specialist information resources to ensure that we are the premier careers information service for the creative industries
- Provide expert analysis and comment on employability related data to inform our own practice and curriculum planning across the university
- Creative Living will be a core part of our web offer and will be revised, updated and promoted appropriately
- Review our guidance offer with a view to moving towards a coaching model
- Maintain professional standards in line with the Matrix and undergo Matrix reaccreditation every 6 years in line with the Agcas guidelines

Networked

Services and strategy will be informed by our strong external links with the creative industries, alumni, the information and guidance community and across the University. Our reputation will reflect our high quality standards and we will:

- Continue to develop and utilise a network of industry links, including alumni within the creative industries
- Implement our marketing strategy and operating plan
- Develop and maintain a profile within the colleges
- Continue to work closely with our colleagues within Student Services
- Continue to network with the information and guidance community
- Develop a more cohesive “employability community” across the University, with a clarity around our distinctive offer

Innovative

We will anticipate future developments and search actively for new opportunities to develop a unique, specialist and progressive service and we will:

- Develop Arts Temps into a successful, well-used and efficient system
- Explore the feasibility of developing a commercial publishing stream
- Investigate the feasibility of a variety of commercial activities and develop and implement a commercial strategy
- Continue to support specialist projects such as the Fine Art Intern

Dedicated

Our staff are caring, motivated and enthusiastic and are committed to providing a useful, valuable and service to all our clients and we will

- Work supportively within our team
- Remain committed to continuous professional development
- Recognise and value staff contribution

Institutionally aligned

Our service reflects the needs and priorities of the University and actively supports the University in achieving its goals and meeting its targets

- Examine the major University strategies such as the MTS, ADQ business plan and Student Services business plan to identify opportunities to support these targets
- Developing an employability community across the university
- Respond to the outcomes of the Employability Review
- Scrutinise our services to see where we can reduce duplication or generate income

Service Standards

We will work towards clearly defined service standards and the Student Services confidentiality policy, and we will:

- Engage in both internal and external evaluations of our service; including Matrix accreditation
- Produce policy statements in relation to our work with employers, students, graduates and our information resources
- Produce strategic plans relating to the work of Creative Careers, Arts Temps and specific areas such as marketing and information development.
- Have systems in place to collect a range of data relating to the use of our service.
- Revise our strategy and policy documents on an annual basis.
- Be responsive to feedback, trends and developments within the guidance and information community and wider creative industry sector.
- Seek to support our staff in personal and professional staff development eds.
- Aim to ensure our client record keeping sits within the university data protection policy and observe ethical guidelines in relation to focus groups involving students and graduates.
- Evaluate our practice to ensure we meet the criteria outlined in the Student Services Confidentiality Policy.

Service Developments 2009 – 10

Client-centred

- **We will actively involve our clients in a continuous cycle of gathering feedback and evaluation to inform our service provision, being mindful of ethical guidelines.**
 - Regular student satisfaction surveys in line with projects and operating objectives
 - Issue-themed focus groups with feedback well represented in team/annual meetings
 - Survey of non-users
 - Results of feedback, including resulting action, to be displayed on our web pages
 - Develop web based pop up surveys when new CMS system introduced
- **Client views will be well represented at our planning meetings, including agenda item at annual Strategic Planning Day.**
 - Feedback from clients will be a regular agenda item
 - Actively seek the views of clients on particular issues that we plan to discuss
- **Information, advice and guidance will be responsive to client needs**
 - All resources will meet the requirements of our Collection Management Policy
 - The guidance team will take responsibility for quality control, monitoring and strategic direction of our guidance services including careers education workshops

Accessible & Inclusive

- **The needs of particular client groups will be met through specialist projects or roles**
 - Develop a plan to best support the needs of students with disabilities
 - Introduce projects targeted to meet the needs of particular groups, e.g. the video project for International students
- **Our premises and services will be accessible for all students**
 - Monitor usage of the Careers Centre and target under-represented groups via marketing campaigns e.g. Creative Live at Wimbledon
 - Review use of Careers Centre, to reflect the growing popularity of workshops and diminishing popularity of physical resources, within the context of the move to new premises
 - Promote the software for clients with dyslexia and other disabilities
- **Our website will be easy to navigate, visually appealing and will contain information that is relevant for our client groups.**
 - Take advantage of the new University website content management system (expected to be implemented January 2010)
 - Implement Phase 2 development of Creative Opportunities; dependant on university Web Development Team resource.
 - Consider a Creative Opportunities subscription service for HEI careers services

- Research and implement the best way to limit access of Creative Opportunities to our own students and Alumni

Quality and Professionalism

- **We will develop specialist Careers Officer posts with the expertise to meet client needs**
 - Further develop the specialist roles according the operational needs of the service
- **We will maintain and develop our specialist information resources to ensure that we are the premier careers information service for the creative industries**
 - Implement the Information Management Strategy
 - Hold two dedicated Information Weeks per year
 - Ensure Careers Officers have skills/training to encourage and support students/graduates to make full use of the range of resources offered
 - Continue to fund and develop Creative Living
- **We will provide expert analysis and comment on employability related data to inform our own practice and curriculum planning across the university**
 - Clarify the relationships between PPD, PDP, ECCA, FBRs and Artquest in terms of their relationships with our offer and promote this across the University.
 - Undertake collection and coding of DLHE for 2008/09 graduate cohort on behalf of the University.
 - Analyse and report on DLHE data for 2008/09 graduate cohort
 - Present DLHE data to UMT, relevant committees and senior staff at the University & disseminate via the Creative Careers website
 - Work with Development & Communications to generate press attention relating to DLHE, Arts London longitudinal study and employability research.
 - Build on our programme of industry focused events
 - Bid for funding for Fine Art Internship to link with students and fine art community
 - All staff to lead and report on employer visits. (2/yr pro rata)
- **Creative Living will be a core part of our web offer and will be revised, updated and promoted appropriately**
 - Identify a Careers Officer with responsibility for the on-going maintenance of Creative Living
 - Seek funding to further develop Creative Living including staffing required for annual updates.
 - Continue to promote CL within the University
 - We will run a workshop on Creative Living at the Agcas Biennial conference in 2009
- **Review our current guidance offer with a view to moving towards a coaching model**
 - Pilot a re-branding of our QQ service as “career coaching”
- **Maintain professional standards in line with the Matrix guidelines and undergo Matrix reaccreditation every 6 years**
 - Apply for Matrix inspection in autumn term 2009
 - Conduct an analysis of current service provision
 - Update services to ensure that we meet Matrix standards

Networked

- **Continue to develop and utilise a network of industry links including alumni within the creative industries to strengthen partnerships and gain recognition across the Industries.**
- **Events will be a core activity**
 - Establish an Events Working Group to coordinate, expand and develop our programme of events
- **Develop a more cohesive “employability community” across the University, with a clarity around our distinctive offer**
 - Continue to seek opportunities to increase involvement with relevant University wide forums such as the PPD group, CLIP CETL
 - Continue to develop good working relationships with employability and entrepreneurial providers within the Arts London, e.g. ECCA
 - Collaborate on Graduate Week and Preparing for your Degree Show Week.
 - Co-ordinate the CEA forum aiming to promote information exchange and build working relationships with the CEAs
- **We will develop and maintain a profile across the University**
 - Coordinated effort to visit as many teams of tutors as we can at the start of the academic year to promote our services.
 - Use employability related data to raise profile within the colleges, e.g presentations at Student Life Committee and Boards of Studies
 - Use CEAs to help develop links with college staff
 - Coordinate a programme of promotional visits to degree shows
- **We will work closely with our colleagues in Student Services**
 - Active involvement with induction programme
 - Seek opportunities to work collaboratively
 - Invite every SMT member to attend a team meeting
 - Attend meetings with our SS colleagues to introduce new initiatives or projects.
- **We will continue to network with the information and guidance community nationally**
 - Head of Service to work with Development and Communications to develop press attention for new projects and developments
 - Membership of the AGCAS Creative Industry Task Group
 - Actively seek opportunities to meet and work with AGCAS colleagues e.g. attending training and information days, writing profiles
 - Continue presence on Employers Committee for UEL QCG course
 - Take at least one QCG student for a work experience placement
 - Present Creative Living workshop at Biennial Conference
 - Members of team to attend Biennial Conference

Innovative

- **Develop Arts Temps into a successful, well-used and efficient system**
 - Implement Arts Temps business plan
- **Explore the possibility of developing a commercial publishing stream**
 - Publish the CV Guide
 - Research and develop more publishing projects either with partners or within Creative Careers

- **We will investigate the feasibility of career coaching for external clients as an income stream**
 - Develop a proposal
 - Work with HR to make sure our expertise is utilised internally
- **We will continue to support the Fine Art intern Project and explore similar projects possibilities**
 - Recruit new Fine Art Intern
 - Research bids and source funds to engage in subject relevant projects

Dedicated

- **We will work supportively within our team**
 - Staff development to include some team building activity
 - Invite academics from the University to participate in our staff development activities
 - We will maintain a culture of openness and respect
- **We will be committed to continuous professional development**
 - All staff to be properly qualified and trained to do their jobs effectively
 - Significant part of annual budget to continue to be spent on training and development
 - Training and development should be linked to strategic plan
 - Individuals to take responsibility for the evaluation and sharing of the staff development and training activities they attend.
 - Guidance practitioners to arrange at least one peer observation each term
 - Meetings will include elements of training and sharing good practice
- **We will recognise and value staff contribution**
 - Via feedback at regular supervision with line managers
 - Via probationary meetings for new staff
 - Via PRA appraisal for permanent staff
 - Via pay awards and bonuses agreed at PRA for permanent staff
 - Staff Development opportunities

Institutional Alignment

- Examine the major University strategies such as the MTS, ADQ business plan and Student Services business plan to identify opportunities to support these targets
- Scrutinise our services to see where we can reduce duplication or generate income
- Clearer differentiation of our offer and proactive contribution to the university employability strategy overall.
- TBC post employability review and publication of MTS

Service Standards

- **We will engage in both internal and external evaluations of our service; including Matrix accreditation**
 - Timetable and prepare for Matrix accreditation late 2009/early 2010.
- **We produce policy statements in relation to our work with employers, students, graduates and our information resources**
 - Ensure all policies are in place and are regularly reviewed
- **We produce strategic plans relating to the work of Creative Careers, ArtsTemps and specific areas such as marketing and information development**
 - Update Creative Careers strategic plan for 2010/11
 - Develop an new Information Strategy and operating plan 2009/10
 - Develop an Arts Temps Business Plan and ensure this fits Creative Careers strategic and operating plans.
 - Develop a Marketing Operating plan for 2009/10
- **We have systems in place to collect a range of data relating to the use of our service**
 - Continue to record data via databases and spreadsheets.
 - Report, consider and implement action in response to statistical data (i.e. usage of Creative Careers)
- **We revise our strategy and policy documents on an annual basis.**
 - Revise our policy statements in relation to our work with employers, students, graduates marketing and our information resources
- **We are responsive to feedback, trends and developments within the guidance and information community and wider creative industry sector**
 - Attend a variety of conferences, seminars networking events to inform our work.
 - Active membership of the AGCAS Creative Industry Task Group an AGCAS Regional Training Group and the regional Heads of Service group
 - Ensure that we consider all feedback from clients and act on it where appropriate, including discussion at annual Strategic Planning Day.
 - Undertake regular student satisfaction feedback on a range of service areas (information, guidance, new technology, general resources, workshops)
- **We seek to support our staff in personal and professional staff development needs.**
 - Support personal and professional staff development needs on a team and individual basis
- **We aim to ensure our client record keeping sits within the university data protection policy and observe ethical guidelines in relation to focus groups involving students and graduates**
 - Review our procedures
 - Consider new papers/discussion on ethical guidelines
- **We evaluate our practice to ensure we meet the criteria outlined in the Student Services Confidentiality Policy**
 - Review/discuss confidentiality policy at a team meeting at least once a year.

Progress towards the strategic and operating plans will be monitored by the Head and Deputy Head of Careers and will be reviewed with the whole team every term.