STATEMENT OF OUR PRIORITIES
Student & Academic Services - Professionalism in action

Student & Academic Services: our vision, purpose and priorities

Our **vision** is that Student & Academic Services will be at the forefront of delivering high quality, responsive and customer-focussed professional services to the University community which support an excellent, personalised student experience.

We are ambitious for ourselves and for our students. We aspire to be a beacon of good practice across the sector by providing innovative systems and services to our students and staff across the University. We will be recognised as a centre of excellence for developing confident, outward looking and successful students. We will exceed expectations founded on the principle that every interaction matters. We will offer more opportunities which will enable our students to personalise their experiences and deliver a set of standardised, core and comparable services that provide a platform for more specialist support, advice and guidance. We will tailor our services to reflect our Schools' academic priorities and the different backgrounds, experiences and needs of our prospective, current and alumni students, and personalise our support and communications though the exploitation of our systems. We will design inclusive services and empower our students to access and benefit from them regardless of their mode of attendance or location of study. We will listen and respond to individual feedback as part of our approach to continuous improvement.

Our **purpose** is to work in partnership with colleagues to provide excellent customer-focussed recruitment, admission and administration services to support the student journey; to provide personalised student development and wellbeing support services to meet our students' individual learning and professional development needs; to enhance student success and promote graduate employability; and to develop and maintain procedures to assure academic standards and enhance the quality of the student experience.

Our **strategic priorities** are to:
i) Deliver student number growth and income generation through strategic oversight of our Scottish/RUK/EU recruitment strategy, admissions and conversion services.
ii) Offer excellent, responsive, personalised student experience across all 3 campuses.
iii) Enhance our online services and communications to applicants, students and staff through eServices and Online First.
iv) Be global in our outlook and internationalise our services, systems and processes.
v) Build innovation, enterprise and citizenship skills amongst our students by offering a range of opportunities.
vi) Release staff time by adopting a continuous improvement approach to the delivery of our services by challenging current thinking, responding to feedback and reviewing what we do and how we do it.

Our statement of actions aligned with 2020 Strategic Objectives

Strategic Priority	Actions				Targets and Measures
	2016/17	2017/18	2018/19	2019/20	
To grow our academic reputation:					
Priority 1: To deliver student number growth and income generation through strategic oversight of our Scottish/RUK/EU recruitment strategy, admissions and conversion services.	Implement **UK & EU Student Recruitment Strategy** including tailored School specific recruitment & marketing plans to promote academic themes/flagship areas. Agree detailed individual operational recruitment plans for Scotland, RUK, EU and PG markets	Continued implementation and review of progress. Regular Academic Portfolio review takes into account market demand and areas of academic strength delivering a portfolio of programmes attractive in market with clear USPs in market	Continued implementation (and review of progress and success to date) of UK & EU Student Recruitment Strategy.	Continued implementation (and review of progress and success to date) of UK & EU Student Recruitment Strategy.	EU student enrolments between 16-20% of HEI intake. Achieve Rest of UK student nos. and income targets; Increase RUK UG applications by 20%, no. RUK Schools/Colleges applying to ENU from 125 to 200 and increase no. institutions which submit > 10 applications from 24 to 50; Achieve TPG student nos. and income targets; Deliver 20% increase in HEU FT & FT PGT applications from 2025 to 2425; Meet PGT targets for Home/EU/RUK. Targets to 2019/20 (and 2016): SFC Funded 720 (720) and RUK TPG 120 (105).
	Implement new **Student Recruitment CRM platform** to provide a personalised, tailored and high quality service to prospective students				Establish Edinburgh Napier University as the destination of first choice amongst Undergraduate applicants measured by Increasing U or CF HEU UG students from 48% to 60% of offers made. Increase U/CF RUK UG students from 4% to 16% of offers made through enhanced recruitment and conversion activity. Increase Unconditional offers from 19% to 30% of offers made.
	Implement new **Student Recruitment CRM platform** to provide a personalised, tailored and high quality service to prospective students				Student number targets met
	Implement **Postgraduate E-Vision Paperless Admissions.** Roll-out further enhancements and support in devolved admissions areas e.g. courses within SACI	Continuous process review and improvement to ensure efficient and accurate decision making and monitoring of performance against KPIs.	Continuous process review and improvement to ensure efficient and accurate decision making and monitoring of performance against KPIs.	Continuous process review and improvement to ensure efficient and accurate decision making and monitoring of performance against KPIs.	Achieve increase in turnaround times for RUK, PGT and Overseas markets Increase in students choosing Napier as their UF or CF place of study from 48% to 60% of offers made. Centralised decisions are reached within 48 hours of receipt (where info is available).

Strategic Priority	Actions				Targets and Measures
	2016/17	2017/18	2018/19	2019/20	
	Launch **new Widening Access Strategy** to promote early years interventions, aspiration and attainment raising activities; innovative progression routes and successful retention. Complete and review first full cycle of Contextual Admissions	Continued implementation (and review of progress and success to date) of Widening Access Strategy.	Continued implementation (and review of progress and success to date) of Widening Access Strategy.	Continued implementation (and review of progress and success to date) of Widening Access Strategy.	Achievement of Outcome Agreement targets, particularly in relation to SIMD, Articulation, Gender and student retention. Grow SIMD20/40 intake (including MD20>13%;MD40> 30%. Increase STEM females in SoC (from 20%) and SEBE (from 13%).
	Extend **transitional support** for articulating and associate students building on partnership working with ENSA and Edinburgh College.				Articulation from partner colleges of at least 700 per annum with advanced standing
	Enhance our **Quality Framework** to support our academic strategy by responding to academic staff feedback, incorporating online developments and implementing a programme of staff development.	Continue to support an enhancement-led approach to our Quality Framework to support delivery of our academic strategy.	Continue to support an enhancement-led approach to our Quality Framework to support delivery of our academic strategy.	Continue to support an enhancement-led approach to our Quality Framework to support delivery of our academic strategy.	
	Support the Dean of L&T in implementing year 2 of **ELIR action plan.**	Support the Dean of L&T in implementing year 3 of ELIR action plan and prepare for ELIR Cycle 4 (subject to outcome of SFC review)	Support the Dean of L&T in preparing for potential ELIR Cycle 4 visit (subject to outcome of SFC review).	Support potential ELIR Cycle 4 visit (assuming no change to current review cycle - subject to SFC review).	Continued QAA confidence.
Deliver an excellent personalised student experience					
Priority 2: To offer excellent, responsive, personalised student experience across all 3 campuses.	Work with School Support Service to deliver more **integrated campus service**s for students. Phase 1: relocate the Student Hub at Sighthill, integrate School Office and Student Hub at Craiglockhart and agree services to be delivered from the Merchiston Student Hub	Work with School Support Service to deliver fully integrated campus services for students (Phase 2).	Review and enhance integrated model.	Continuous improvement to integrated model of campus services.	Student satisfaction in upper quartile for all subjects & > 90% overall. · Single point of contact student support services, accessible from all campuses and electronically
	Review our t**erms and conditions** for applicants to inform their decision making processes and comply with CMA guidance.				Terms and Conditions approved annually in November, are published and accessible to students and staff.
	Develop a set of **student-related policies** including Pregnancy and Maternity procedures for students, Vulnerable Adults policy and a Child Protection Policy.	Further develop student-related policies including Sexual Abuse, Domestic Violence, Abuse and Harassment Policy; Alcohol, Drugs and Substance Abuse Policy and a Sexual Orientation/ Transgender Policy.	Complete set of student-related policies.		Student related policies approved and accessible to students and staff.
	Review approaches and processes for admitting and supporting **students with disabilities** including the School Disability Contact system, in light of changes to DSA funding.	Implement revised approaches and processes for admitting and supporting students with disabilities including the School Disability Contact system, in light of changes to DSA funding to include review & redevelopment of the AAM Disability & Inclusion SITS module.	Open a Dyslexia Centre to support students with specific learning difficulties (subject to external funding).		Efficient and effective delivery of disability services.
Priority 3: To enhance our online services and communications to applicants, students and staff through eServices and Online First.	Deliver new online **CareersHub** to provide CRM functionality for employers, placements and student opportunities. Establish Abintegro to provide an online careers centre to meet the needs of all students (including TNE).	Expand further to deliver an integrated student services CRM to ensure consistent engagement, systematic tracking of needs, promote self-service, and make efficient and effective use of specialist service resources.	Integrate partner student services into the Student Services CRM for current students	Integrate partner student services into the Student Services CRM for current students	Graduate employability rates >92% by 2020
	Implement systems and processes to deliver online **HEAR transcript** for 2016 graduates.	Implement systems and processes to deliver full HEAR (including 6.1) to be produced for 2017 graduates			Graduate employability rates >92% by 2020; Student participation in co-curricular activities and work related experience; Expansion of volunteering opportunities ; Every student to access mobility, language study and intercultural competencies

Strategic Priority	Actions				Targets and Measures
	2016/17	2017/18	2018/19	2019/20	
	Implement year 2 of **myTimetable** project to deliver accurate, reliable and individualised student timetables for September 2017.	Implement year 3 of myTimetable project to deliver accurate, reliable and personalised annualised student timetables for September 2018.			Improvement in NSS Organisation and Management scores:
Internationalise our work					
Priority 4: To be global in our outlook and internationalise our services, systems and processes.	Maintain **UKVI Sponsor status** by continually reviewing processes to ensure they comply with regulations and monitor performance against HTS performance indicators. Prepare for successful audit	Maintain UKVI Sponsor status by continually reviewing processes to ensure they comply with regulations and monitor performance against HTS performance indicators.	Maintain UKVI Sponsor status by continually reviewing processes to ensure they comply with regulations and monitor performance against HTS performance indicators.	Maintain UKVI Sponsor status by continually reviewing processes to ensure they comply with regulations and monitor performance against HTS performance indicators.	UKVI measures
	Achieve increase in turnaround times for **overseas** markets through improvements to our processes, eg PG eVision				Centralised decisions reached within 48 hours of receipt (where minimum info is available).
	Agree changes to service delivery, processes and procedures within S&AS to support the **TNE strategy**	Implement changes in service delivery to support growth in international student numbers both on and off campus.			TNE student numbers
	Work in partnership with Schools to increase the number of opportunities for Edinburgh based students to have an international experience including both traditional and non-traditional **student mobility** options.	Develop relationships with SALs and School Support Service. Review systems and procedures for global mobility. Increase short-term student mobility opportunities, including traineeships. Negotiate and agree responsibilities for processes and clarify ownership of relevant targets.	Review partnerships with Schools and assess progress towards achieving targets for increased student mobility targets.	Review annual student mobility targets.	Every student to access mobility, language study and intercultural competencies
	Establish and operationalise a new **International & EU Student Crisis Fund**	Review of International & EU Student Crisis Fund			New International & EU Student Crisis Fund established.
	Review **induction and support for international students** including visiting/study abroad/mobility students.	Implement changes to support for international students including visiting/study abroad/mobility students including induction	Provide excellent support for international students including visiting/study abroad/mobility students	Provide excellent support for international students including visiting/study abroad/mobility students	Recruitment and retention of international students
	Enhance our support for international students including admission of, and support for, **international students** with disabilities and mental wellbeing provision.	Review impact of policy for international students with disabilities.			Recruitment and retention of international students
	Increase the range and reach of **Confident Futures Online** to support the professional development of international/TNE students.	Review scope to expand Careers services available to international (and home) students studying on campus who are looking for professional/managerial jobs abroad.	Deliver an expansion in Careers services available to international (and home) students studying on campus who are looking for professional/ managerial jobs abroad.		Graduate employability rates >92% by 2020
Build innovation, enterprise and citizenship					
Priority 5: Build innovation, enterprise and citizenship skills amongst our students by offering a range of opportunities.	Work with School Support Service to agree arrangements for the management and resourcing of **all outbound and inbound student mobility activity.**	Review systems and procedures to deliver increase in non-traditional mobility opportunities.	Review systems, procedures and targets to deliver increase in non-traditional mobility opportunities.	Review systems and procedures to deliver increase in non-traditional mobility opportunities.	Every student to access mobility, language study and intercultural competencies
	Working with HR&D, review **recruitment processes** for Schools/programme teams looking to recruit students.	Review systems and procedures for the internal recruitment service and agree annual targets for recruiting ENU students to entry level posts.	Review systems, procedures and annual targets.	Review systems, procedures and annual targets.	Graduate employability rates >92% by 2020
	Support the Business School to achieve **AACSB accreditation** in relation to employer engagement and employability.	Develop career development programmes (CDP) which include employer delivery. Support the Business School to develop opportunities for students to engage with employers through curricular and non-curricular opportunities.	Develop career development programmes (CDP) and opportunities for students to engage with employers.	Develop CDP and employer engagement opportunities.	Graduate employability rates >92% by 2020

Strategic Priority	Actions				Targets and Measures
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	Launch **"StandOUT" opportunities** and skills platform to support student engagement with opportunities and developing graduate skills and HEAR 6.1.	Review and enhance the StandOUT Employability Framework.	Review and enhance the StandOUT Employability Framework.	Review and enhance the StandOUT Employability Framework.	Graduate employability rates >92% by 2020; Student participation in co-curricular activities and work related experience; Expansion of volunteering opportunities ; Every student to access mobility, language study and intercultural competencies
	Review **online employability and academic skills resources** including learning resources on Moodle to support the learning of part-time and TNE students.	Develop further online employability and academic skills resources including learning resources on Moodle to support the learning of part-time and TNE students.	Review and develop online employability and academic skills resources including learning resources on Moodle to support the learning of off-campus and TNE students.	Review and develop online employability and academic skills resources including learning resources on Moodle to support the learning of off-campus and TNE students.	Graduate employability rates >92% by 2020
Enabling Delivery					
Priority 6: Release staff time by adopting a continuous improvement approach to the delivery of our services by challenging current thinking, responding to feedback and reviewing what we do and how we do it.	Implement new **Student Recruitment CRM platform** resulting in increased CRM capabilities across UK and Overseas markets.				Student number targets met
	Phase 1: Work scoped to **Manage Our Academic & Student Records** to understand requirements to support the programme focus including management and promotion of programme suites, reporting needs and core data structures.	Implement phased changes to our Academic & Student Records to understand requirements to support the programme focus including management and promotion of programme suites, reporting needs and core data structures.	Implement phased changes to our Academic & Student Records to understand requirements to support the programme focus including management and promotion of programme suites, reporting needs and core data structures.		To be agreed as part of scoping
	Work collaboratively with School Support Service to **streamline responsibilities** for admissions, student placements, global mobility, academic quality and campus services to release staff time.				
	Deliver a student-facing programme of **process improvements and enhancements** (phase 1) including: • Programme Focussed Approach to Assessment and Feedback (PFAF) • Module Online Data Capture & Approval (MODCAP) • Online course work submission and receipting • Online paperless boards	Deliver a student-facing programme of process improvements and enhancements (phase 2) including reporting by exception and online process for appeals, complaints and ECs; external examiner processes	Deliver a student-facing programme of process improvements and enhancements (phase 2) including online mark entry, marking, moderation and feedback by academic staff		To be agreed as part of detailed project plan.

Our Enabling Cultural statement

What makes Edinburgh Napier University's Student & Academic Services a great place to work ?
Our staff put the delivery of an excellent, personalised and comparable student experience at the heart of everything we do. We are a professional and inclusive team who are committed to making a difference to our students' lives and enabling their success.

What does Edinburgh Napier University's Student & Academic Services hope to achieve ?
We are driven to deliver customer-focussed recruitment, outreach, admissions and conversion activities; to offer excellent, responsive, personalised student experience across our 3 campuses; to enhance our online services and communications to applicants, students and staff; to adopt a continuous improvement approach to the delivery of our services and to build innovation, enterprise and citizenship skills amongst our students.

What is important to Edinburgh Napier University's Student & Academic Services?
We pride ourselves on being innovative, ambitious and providing modern, effective and valued services to our students and our academic community.

How will we support cultural change ?
We will contribute to transforming the University culture by challenging current thinking, listening & responding to feedback, and reviewing what we do and how we do it. We will empower our leaders and managers to develop and stretch the capabilities of individuals and to encourage active dialogue with their staff about the contribution they make to Strategy 2020 and to the Directorate's vision and plans. We will have meaningful conversations with staff through the PDR process about their job as a whole and their contribution to our strategic objectives, recognising that staff are entitled to know what is expected of them in their job and how they are expected to do it . We will equip our staff with the tools they need to be effective in their roles, using learning and development to build professional expertise and enhance performance. We expect staff to demonstrate the University's values and associated behaviours at all times and to put customer service at the heart of their team's roles and activities. We will find ways to recognise and celebrate success, and to actively engage staff in the University community. We will create dynamic working spaces which encourage successful collaboration and creative team working.