COLLEGE STRATEGY 2015-18

Proposition	GSM London – Distinctive Higher Education		
Ethos	Live a life you value		
Student Proposition	A distinctive, London-centred Higher Education community. Progressive in vision, inclusive in practice and adaptable in supporting individuals to achieve their potential. Committed to delivering a career-focused UK university education that is accessible to all.		
Benefits	Inclusive • Supportive • Aspirational • Enabling • Committed		
Distinctive Features	Three Terms a Year • Accelerated Delivery • Strengths-based • Integrated Foundation Year • Direct Recruitment • Value for Money		
Mission	Enriching our students' life choices through education and scholarship		
Vision	By 2020, we will be an independent university recognised as a centre of excellence for social mobility and change.		
Ways of Working	Kindness • Curiosity • Aiming High • Continually Improving • Valuing each other • Working with integrity		
Strategic Campaign	Learning to Succeed		
Strategic Objectives	**Enrich our Student Outcomes** We will provide a quality, consistent and stimulating university education focused on a highly participative classroom experience with honest feedback and support.	**Secure our Sustainability** We will be a confident, autonomous and financially sustainable educational institution.	**Foster our Voice** We will be in demand as a strong and caring voice for social mobility and change.
Strategic Targets	To do this, we will: EO1: Establish a distinctive model of education based on skills and scholarship, strengths-based learning and teaching, and demanding classroom environments. EO2: Implement a comprehensive approach to student support and guidance focused on honest partnership with students and, building their confidence. EO3: Work with students to build and interrogate information and insight about their strengths, engagement and current and future employment. EO4: Build fluid transitions between students' lives outside, undergraduate study, postgraduate study and employment. EO5: Promote a learning culture that is based on clear and positive expectations of behaviour; honest feedback; and respect for yourself, peers, community and employers.	To do this, we will: SS1: Invest in our people, professional development and career progression support for all staff in order to allow them to maximise their strengths and skills. SS2: Provide a stable and enabling technology and estate infrastructure including implementation of a fit-for-purpose student information and management system. SS3: Identify and detail effective student recruitment and operating models that achieves a sustainable long-term return on capital. SS4: Develop robust financial plans that incorporate a steady improvement in income diversification, surpluses and debt reduction. SS5: Attain Taught Degree Awarding Powers and University Title.	To do this, we will: FV1: Encourage and support student mobility, by providing innovative solutions and scholarship about a range of obstacles to access in higher education. FV2: Activate and build our alumni community to support students' personal development and employer engagement. FV3: Lead stakeholders groups, regionally, nationally and internationally to drive scholarship and thought-leadership in social mobility and inclusion. FV4: Build awareness of our brand and scholarship among potential students, partners of our messages and the impact of our activities. FV5: Use our power as a large purchaser or partner to positively influence the behaviour of others, especially in terms of social mobility and change.
Key Performance Indicators	Final year UG student satisfaction (NSS) Total student satisfaction (SPQ) Students recommending GSM London Student engagement with teaching and assessment Undergraduate on-time completion Undergraduate completion +1 year Undergraduate first year retention Undergraduate progression Undergraduate learning gain ("value added") Degree outcomes (good honours)	Staff satisfaction Staff turnover Undergraduate recruitment conversion rate Undergraduate recruitment conversion cost Fee income from non-UG designated FT H/EU students Undergraduate tuition fee debt	Alumni engagement Graduate employment and further study
Enablers	**Putting Front-Line Staff First** Enable student-facing teams to support student achievement • Ensure work is progressed with a sense of urgency **Developing Efficient Operations** Promote and deliver insight and data-led decision-making • Document and continuously improve standard operating procedures **Enabling People Management** Attract, develop and support high-quality staff • Promote and implement tailored learning and development for all roles **Aligning Infrastructure** Deliver a fit-for-purpose dual campus estate and learning resources • Provide stable and enabling technology and systems		
Supporting Plans and Strategies	College Enhancement Plan Education Strategy • Research and Scholarship Strategy • Student Support Strategy Careers and Employability Strategy • Learning Resources Strategy • People Strategy • Estates and Facilities Strategy		