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| Proposition | GSM London – Distinctive Higher Education | | |
| Ethos | Students First | | |
| Vision | By 2023, we will be an independent university internationally recognised as a centre of excellence for social inclusion and change. | | |
| Mission | As a daring academic community, we work in partnership with our students to enrich their lives and communities through education and scholarship that is accessible to all. | | |
| Distinctive Features | Three Intakes a Year ● Accelerated Delivery ● Strengths-based ● Value for Money ● Integrated Foundation Year ● Direct Recruitment | | |
| Benefits | Inclusive ● Supportive ● Aspirational ● Enabling ● Committed | | |
| 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. | | |
| Ways of Working | Be Honest □ Be Kind □ Be Bold □ Be Curious □ Be Positive | | |
| Campaign 2017-19 | Learning to Succeed | | |
| Outcomes 2017-19 | Enrich our Student Outcomes We will provide a 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 key voice and partner on social inclusion and change. |
| Targets 2017-19 | To do this, we will: E01: Improve quality of teaching and learning E02: Enhance quality of assessment and feedback E03: Increase student participation in academic studies E04: Support the development of graduate skills including professional student behaviour and culture E05: Improve student work readiness E06: Foster our student voice E07: Improve the effectiveness of Student support, and information advice and guidance (IAG) | To do this, we will: SS1: Implement an industry standard student information and management system that will enhance the experience of both staff and students and support delivery of improved student outcomes, business efficiency and effectiveness. A future-proofed solution that can support regulatory and business changes. SS2: Improve intellectual capital and retention by developing our staff to achieve organisational, team and individual goals. SS3: Embed a culture of proactive Performance Management to engage staff and improve achievement of organisation objectives and staff retention SS4: Develop robust financial plans that incorporate a steady improvement in income diversification, surpluses and debt reduction. | To do this, we will: FV1: Ensure that all students achieve their learning ambitions by providing clear information and advice about how to maximise the opportunities of higher education. FV2: Create career opportunities for students by developing a network of supportive employers that take an active interest in the work we are doing. FV3: Lead by example to encourage innovation across the higher education sector that opens up more opportunities for people from a wider range of backgrounds. FV4: Build recognition of our work and the impact it has among potential students and other organisations that share our interests. FV5: Use our power as a large purchaser or business partner to encourage other organisations to work in ways that support our social aims. |
| Key Metrics | % Overall Student Satisfaction (SPO and NSS) % student completing degree on time % attendance of timetabled sessions % student completing degree + one year % UG good honours outcome % Reduction in DNS | % UG Students One Year Retention Net Promoter Score (Students and Staff) % UG students progressing on time % of student engaged in Careers and Employability education % Students submitting assessments at the first attempt % students passing assessments at the first attempt | % Overall Staff Satisfaction Return on research & development expense % provisional to full enrolments £ recruitment per provisional environment % of fee income not from H/EU FT Undergraduates Tuition Fee Debt Ratio % conversion from registration to full enrolment % positions with internal ready replacements (Bench Strength) |
| Enablers | Putting Front-Line Staff First Enable student-facing teams to support student achievement ● Ensure work is progressed with a sense of urgency | | Enabling People Management Attract, develop and support high-quality staff ● |
| | Developing Efficient Operations Promote and deliver insight and data-led decision-making ● Document and continuously improvement standard operating procedures | | Aligning Infrastructure Deliver a fit-for-purpose dual campus estate and learning resources ● Provide stable and enabling technology and systems |
| Supporting Plans and Strategies | Annual College Enhancement | Careers & Employability Strategy ● Learning Resources Strategy ● People Strategy ● Student Support Strategy International Strategy ● Student Recruitment Strategy ● Information & Insight Strategy ● Estates & Facilities Strategy ● Technology Enhancement Strategy ● Finance Strategy Plan ● Education Strategy ● Research & Scholarship Strategy ● Community & Business Engagement Strategy (Inc. Alumni) ● Equality & Inclusion Strategy | |