



Queen Mary
University of London

WELCOME TO THE HEAD OF SERVICE SHOWCASE

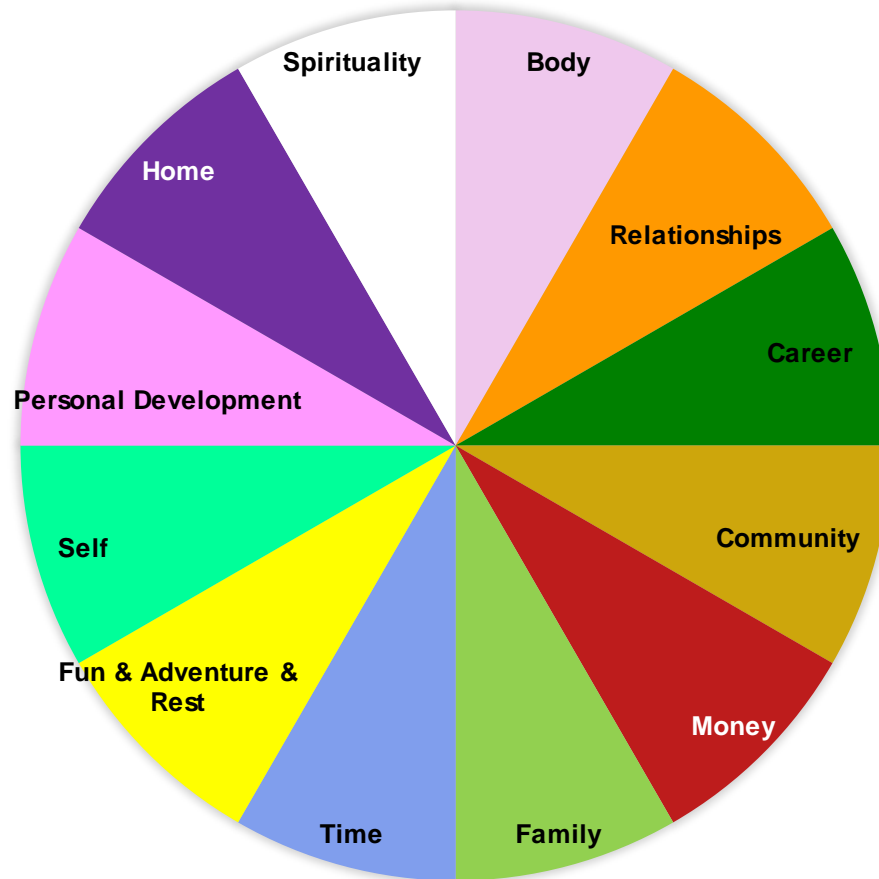
Head of Change and Student Experience

Agnieszka (Agi) Jankowska



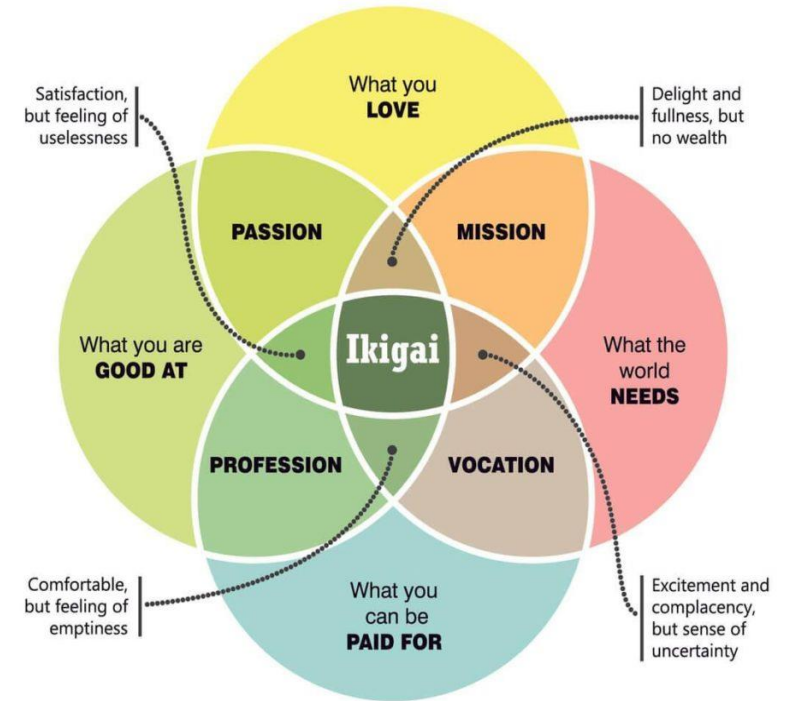
Meet Agi

WHEEL OF LIFE



Ikigai

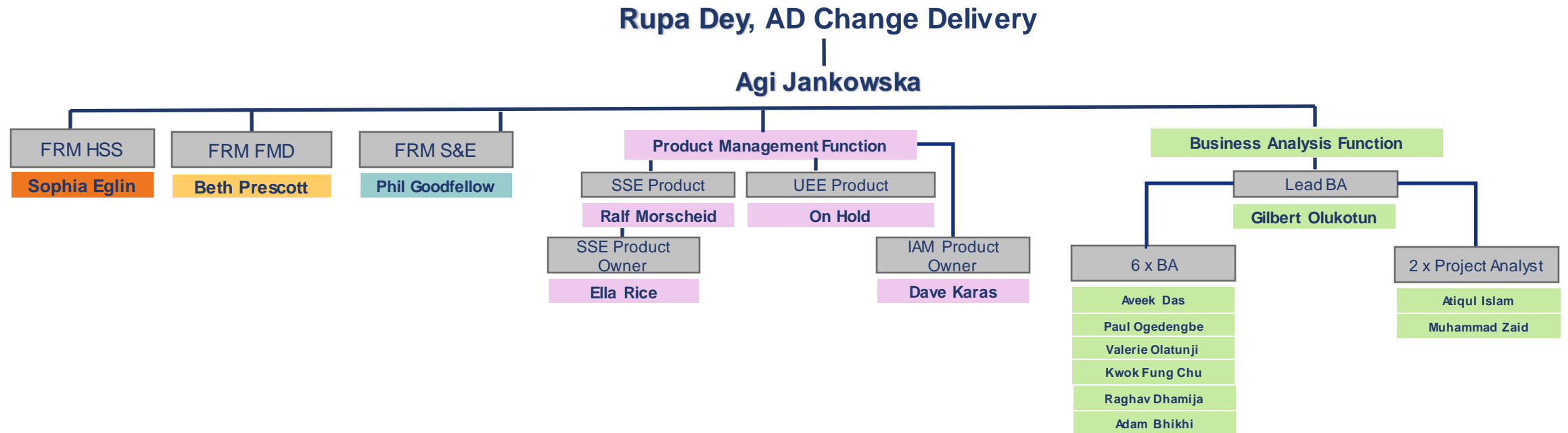
A JAPANESE CONCEPT MEANING "A REASON FOR BEING"



I am realising my passion for change and transformation and need to help people to live well, learn and grow

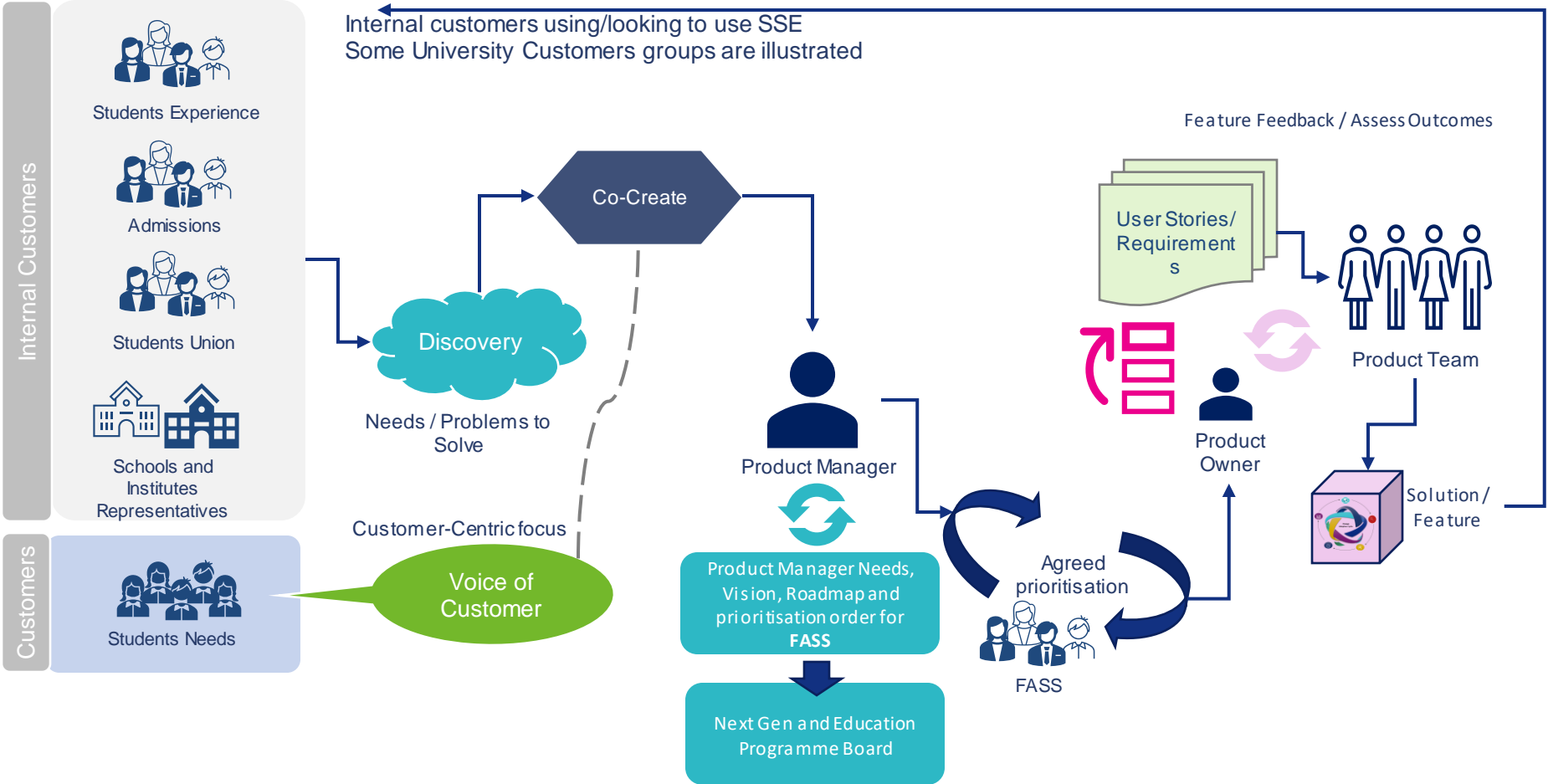
Head of Change and Student Experience

Head of Change and Students Experience role encompasses Voice of Students, Staff and Partners, leading business change initiatives across the IT services portfolio, reinforcing the alignment of strategic objectives and fostering effective IT service delivery in support of the university's goals and digital transformation strategy.



Head of Change and Student Experience

University Customers not stakeholders



Head of Change and Student Experience

What Do We Do – Product People: Students System Ecosystem [SSE]

Students System Ecosystem (SSE)

Product Vision (agreed with Senior Stakeholders): For students and stakeholders – such as Registry services staff or academic staff (who have an interest in student data) ...who desire efficiency and effectiveness, SSE is a suite of highly integrated student admin systems that improves productivity, inclusion and satisfaction, and thus contributes to QMUL offering a world-class University experience and helping students flourish in our learning environment

Student's Systems
Platforms

Students' Process
Lifecycle

Students' Systems
People

Students' System
Places

SSE Product supports Student's Administrative Processes: Manage Enquiries (potentially moving a cross to UEE) | Admit Student | Enrol Student | Register Student on Module | Process Student's Financial Status | Process Student's Change of Circumstance | Set Up Programme / Module | Schedule Academic Timetable | Support Student Engagement | Management of Degree Apprenticeship | Support Student on Placement | Record Academic Assessment | Schedule Exam | Record Academic Result | Graduate Student | Report Statutory Returns

Users

Needs

Data

Integrations

Goals

Outcome = Experience

Students System Ecosystem is a highly integrated and seamlessly working product (suite) used by Central Professional Services, Schools/Institutes and Students (including Applicant Students).

SITS/MySiS

SID

Springboard

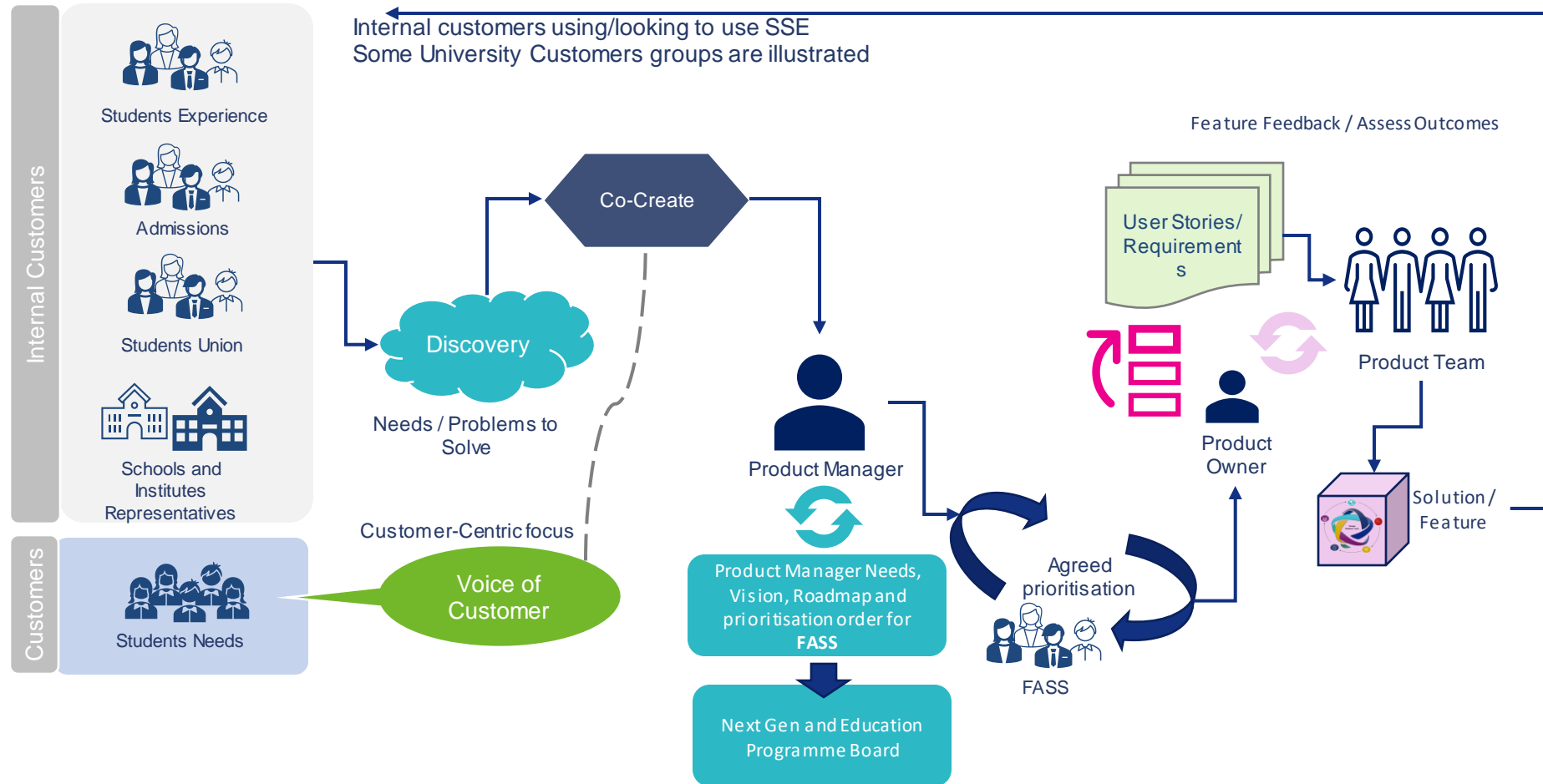
Scientia

CoTutor

Bespoke
School
Systems

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University Customers not stakeholders



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What Do We Do – Product People: University Experience Ecosystem [UEE] – ON HOLD

University Experience Ecosystem (UEE)

UEE Product Vision (working version) : *how we communicate, collaborate and solve problems*

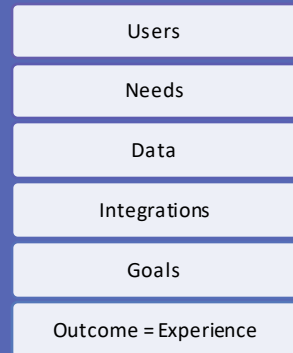
Student, Staff and Associates
JML, Collaboration and
Communication Platforms

Student, Staff and Associates
JML, Collaboration and
Communication People

Student, Staff and Associates
JML, Collaboration and
Communication Process

Student, Staff and Associates
JML, Collaboration and
Communication Physical
Places

Our mission is to empower Students, Staff, Partners and Visitors to Collaborate and Communicate by providing Standardised, Simplified communication and collaboration tools through our UEE Product Ecosystem powered by IAM. We strive to make UEE inclusive, easy to use and accessible and constantly improve it to reduce the time and increase the quality of experience in getting the access and support needed while ensuring the information is accurate and up-to-date.



UEE...

CRM

CMS

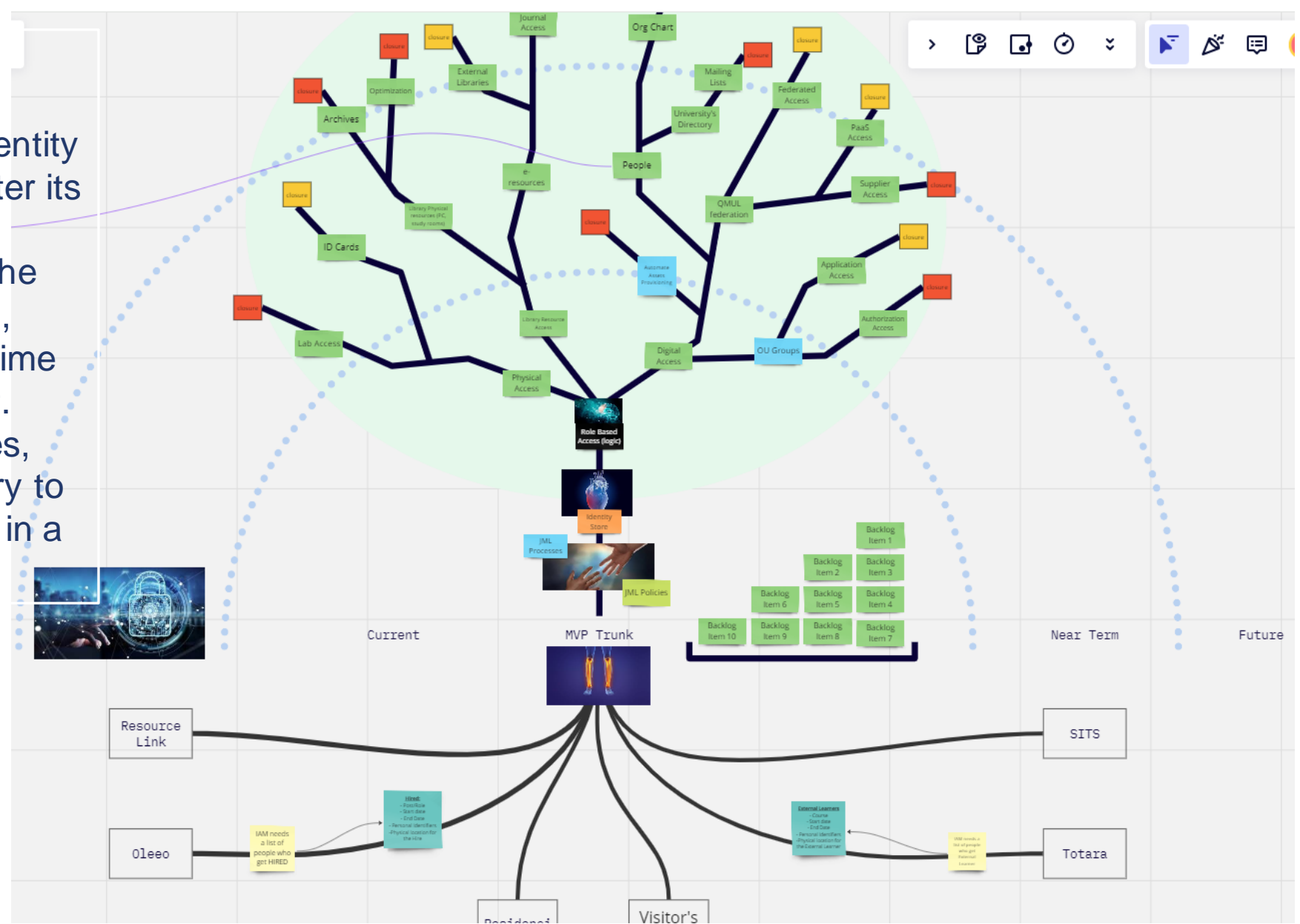
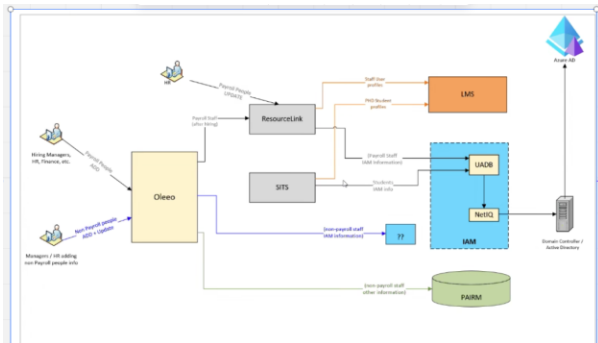
SharePoint

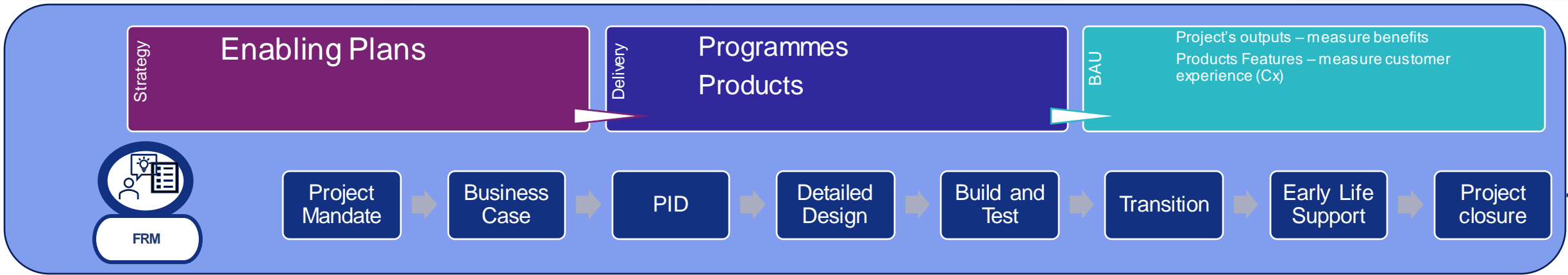
Team

IAM

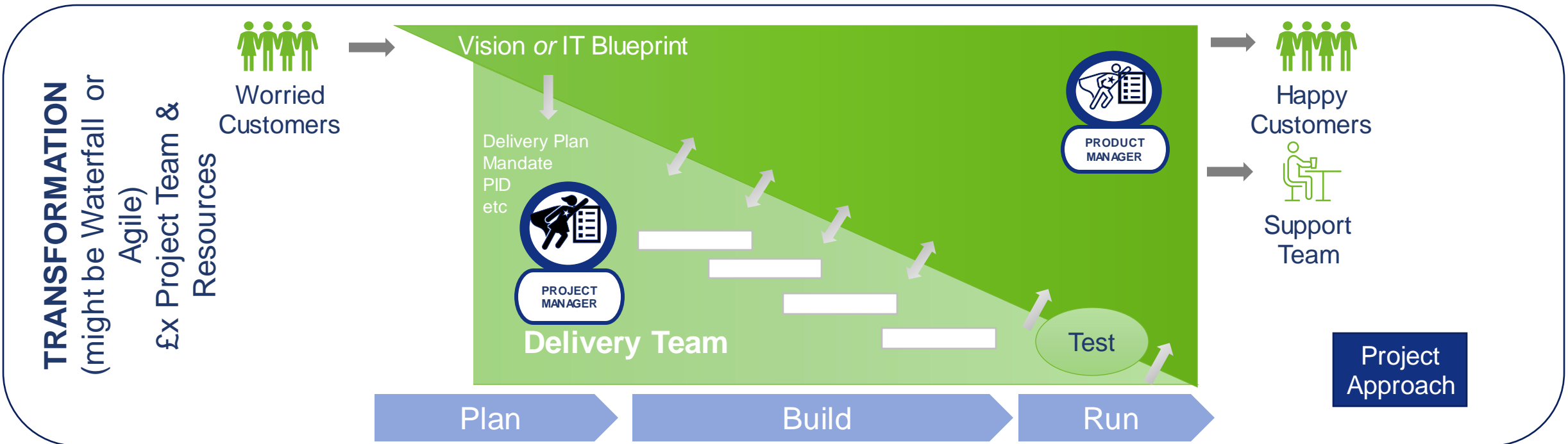
IAM Vision

By utilising a seamless Digital Identity system, Queen Mary can look after its diverse community of people to ensure everyone has access to the right systems, buildings, services, assets and facilities, at the right time for the length of time they need it. Allowing all our people, processes, platforms and data at Queen Mary to be secure to continue to achieve in a truly inclusive environment.





Delivery Ownership



Product Ownership

Product Manager
defines the Product Strategy
that supports a
Business Strategy

Programme Manager
oversees the implementation of
the Product Strategy

	Product Manager	Programme Manager
What	What is the Problem we are looking to solve? What is the product Vision? What outcomes are required? What is the to-be Customer Experience?	What does the Customer want in the Strategy ? What does the Business want in the Programme Strategy? What Programme outcomes support the Business Strategy?
Why	Why should we do it?	Why does the Institution need it?
Who	Who uses it?	Who will build/create it?
When	When is it needed?	When is it needed? (Guidance Only)
How	How is the vision & to-be Customer Experience being met?	How will the Programme meet the Product Vision and to-be Customer Experience?

The Product Manager and Programme Manager may consult regularly with each other.

SSE – SITS

Green

Date:

29/11/2023



Work in Progress

All compliance and mandatory work is on track and therefore the status is green.

PGR stipends
10.6 upgrade
Admission bug
Knowledge transfer



Accomplishments

- UCAS XML migration completed 28 Sept (Impr)
- MySIS UX improvement project: Designs and prototypes for testing = ready
- MySIS prototypes sent out to students
- PGR stipends: MySIS interface for students to input bank details (Impr)



Next Items

- PGR stipends: aim to finalise feeds
- MySIS: student A/B test – evaluate reponses
- Finish Academ Miscond bug work
- Investigation: Tribal address field change (risk of data loss, M&S)
- SRS replacement
- SITS update DB memory



Risks, Issues & Dependencies

- The backlog is still very long and very deep
- Until a QA engineer is hired, we rely on UAT work which has proofed to be sketchy.

Head of Change and Student Experience

What Do We Do – Business Analysis

Vision Statement

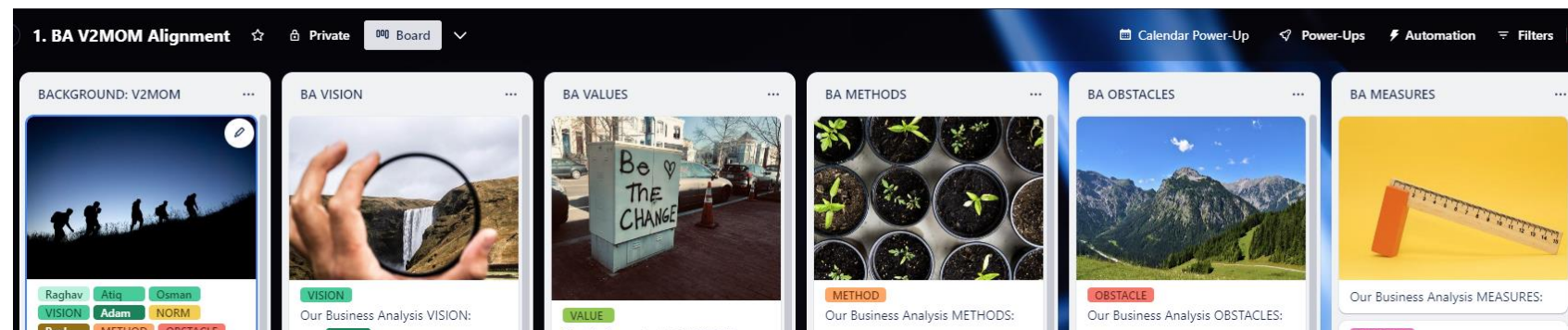
“To bring the latest thinking in Business Analysis and technology tools to help deliver student-centred, information-driven and collaborative university services.”

Mission Statement

- ❖ To contribute to programmes and products success by becoming ‘agents of change’ and bridging the gap between business and technology stakeholders to create a better everyday life for QMUL staff and students through the following means:
- ❖ Soft skills: Using relevant soft skills, standardised business analysis processes and framework to build positive stakeholder relationships and achieve desired outcomes.
- ❖ Automation: Improving Higher Education systems and processes by passionately advocating for continuous digitisation and process automation.
- ❖ Synergy: Working closely with inspiring faculty and IT leaders who consistently invest in its people and technology (including cloud computing and AI)

ITS Stage Gate	BA Service Offering - Low Level	BA Service Offering - High Level
Stage 1. Project Mandate	Conduct feasibility studies	PREPARATION WORK (PRE-INITIATION PHASE)
Stage 1. Project Mandate	Create a stakeholder matrix document	PREPARATION WORK (PRE-INITIATION PHASE)
Stage 2. Business Case	Review project scope with the Project Manager	PREPARATION WORK (PRE-INITIATION PHASE)
Stage 3. Project Initiation Documentation	Plan and prepare stakeholder engagements and analysis	STAKEHOLDER MANAGEMENT AND ANALYSIS
Stage 4. Detailed Design	Perform requirements gathering activities - surveys, role play, roles matrix	ELICIT, GATHER & ANALYZE STAKEHOLDER REQUIREMENTS
Stage 4. Detailed Design	Produce Functional Flow diagram (AS-IS & TO-BE) - modeling of processes and workflows	PROCESS MODELING AND DESIGN
Stage 4. Detailed Design	Support Product/Service Procurement process - Invoice approvals and disputes	SUPPORT PROCUREMENT PROCESS
Stage 5. Build and Test	Facilitate UAT, Sign-off, and Reporting - per UAT	USER ACCEPTANCE TESTING (UAT)
Stage 6. Transition	Formulate Go Live Checklist	PROJECT GO-LIVE
Stage 7. Early Life Support	Conduct a gap analysis	PROJECT POST-IMPLEMENTATION

100 Competencies



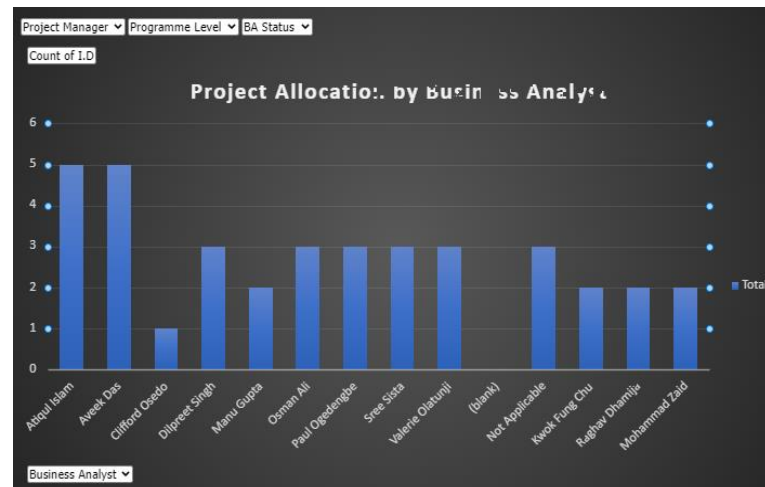
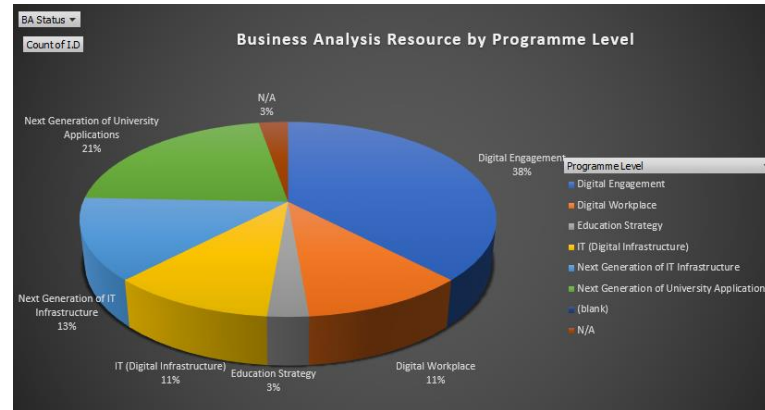
Head of Change and Student Experience

What Do We Do – Business Analysis

Step 1 – Resource Request

Start tin	Request Date	Email	Originator	Project Name	Project Overview
19/12/2023	12/01/2023	aax306@qmul.ac.uk	Sade Giwa	Data Matrix	The following system Nett App, SharePoint and Data Safe Haven are used to str classification), but do not meet the requirements of the Data Matrix. To bring it Data Matrix classification we will need to carry out a gap analysis on all free to identify/define what new requirements are needed to make the system compl
20/27/02/2023	27/02/2023	aax091@qmul.ac.uk	John Berman	EECS – Intranet & DB Analysis	The objectives can be summarised as <ul style="list-style-type: none"> Clarify the Business Ownership of the EECS Intranet and Database (Currently t be a single overall owner of the entire solution, but instead over the years, diff taken control of their areas of interest) Clarify what is still required from the EECS Intranet and Database (as some of capabilities have fallen into disuse either due to business operational change a unreliable due to a lack of ongoing support / maintenance) Analysis of the EECS Intranet and Database with a view to understanding if th be fixed or replaced Gather sufficient info for a valid business case to be created
21/10/03/2023	10/03/2023	aax366@qmul.ac.uk	Kemi Odukoya	Strategic Solution for Dropbox at QM	The objective of this project is to develop a strategic solution for Dropbox use meets the needs of Queen Mary users but complies with governance and cybe seeks to improve governance and control by establishing clearly defined criteri and policy for Dropbox use at QM and reduce the number of unmanaged Drop ensure that Dropbox use at QM complies with DGD9. End-users and stakeholde transparent and secure Dropbox environment, leading to improved transparan and sustainable growth. End users will have a Dropbox solution that meets the the quality and quantity of research outputs and outcomes.
22/05/03/2023	05/03/2023	aax306@qmul.ac.uk	Sade Giwa	Equip Faculty Desktop	To gather requirements to define the spec for loan laptops and new image to s

Step 2 – Resource Allocation

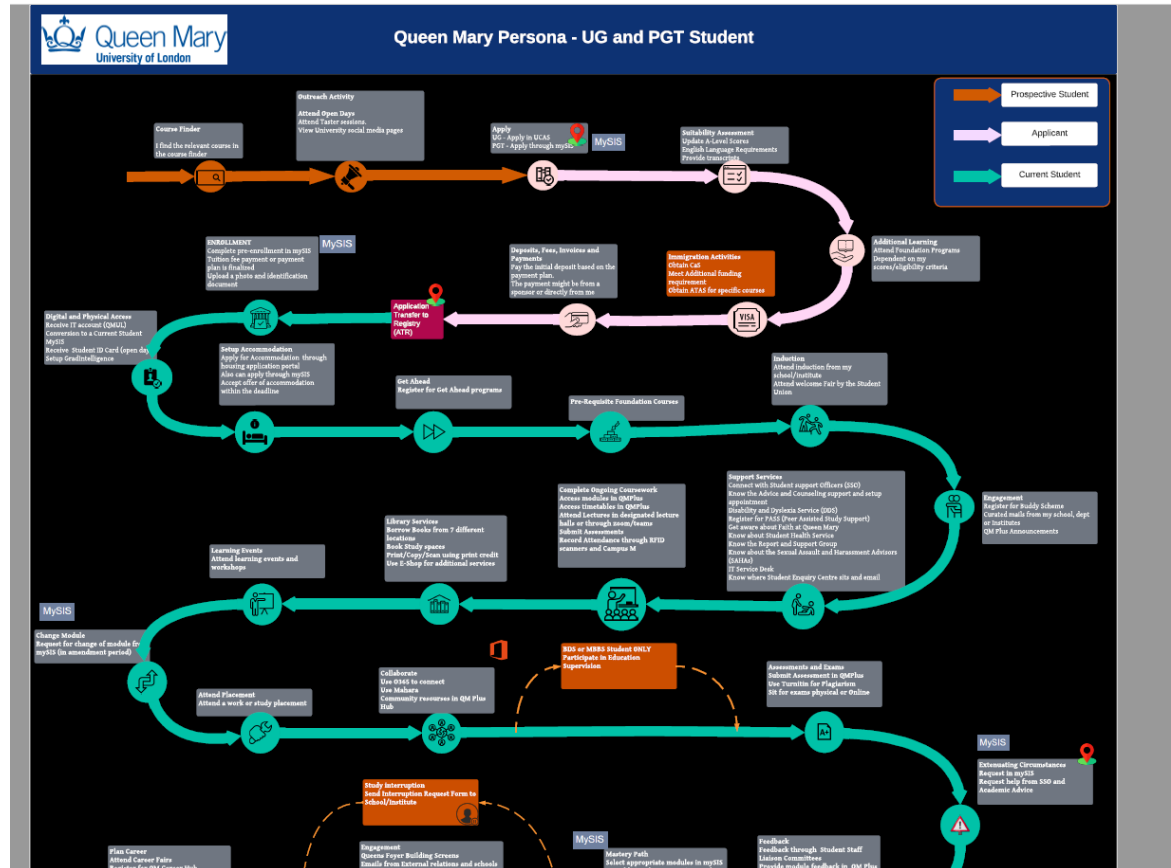


Step 3 – Resource Forecast

Business Analyst	Reference	Aug-23	Sep-23	Oct-23	Nov-23
Atiqul Islam	AI03				
Atiqul Islam	AI04		0.5	0.5	
Atiqul Islam	AI05		0.5	0.5	
Atiqul Islam	AI06		4	4	4
Aveek Das	AD01	5	5.5	5	4
Aveek Das	AD02	5	5	2.5	2.5
Aveek Das	AD03				
Aveek Das	AD04				
Aveek Das	AD05	0.5			
Aveek Das	AD06	0.5			
Aveek Das	AD07		2.5	2.5	
Paul Ogedengbe	PO501	2.5	1.5	1.5	1.5
Paul Ogedengbe	PO502	2	3	3	3
Paul Ogedengbe	PO503	0.5	0.5	0.5	0.5
Paul Ogedengbe	PO504				
Paul Ogedengbe	PO505				
Paul Ogedengbe	PO506				
Valerie Olatunji	VO701	2	2	1	1
Valerie Olatunji	VO702	1	1	1	2.5
Valerie Olatunji	VO703	1	1		

Head of Change and Student Experience

What Do We Do – Business Analysis



QM
Customer
Journey

Head of Change and Student Experience

Head of Change and Students Experience role encompasses leading business change initiatives across the IT services portfolio, reinforcing the alignment of strategic objectives and fostering effective IT service delivery in support of the university's goals and digital transformation strategy.

What Do We Do – Faculty Relationship Managers

- **Strategic Change Leadership:** Drives business change management strategies, supports the alignment of IT services with university-wide strategic priorities, and supports-wide strategic priorities, supporting the Queen Mary 2030 Strategy.
- **Partnership Development:** Builds and nurtures partnerships between IT Services and various university faculties, engaging senior stakeholders to understand academic and operational needs; participates in sector-wide partnership networks;
- **Service Portfolio Management:** Orchestrates the development and alignment of IT services with faculty requirements, monitors service performance, and ensures top-notch service delivery;
- **Stakeholder Relationship Management:** Engages with faculty stakeholders, manages customer relationships, and liaises between faculties, students' union and IT Services to ensure balanced perspectives and effective communication;
- **Strategy Development and Implementation:** Assists in crafting IT strategies, identifies emerging trends in the higher education sector, participates in strategic planning cycles, and supports the implementation of strategic changes;
- **Continuous Improvement and Governance (FRMs)** Drives continual service improvement, communicates service performance reporting, influences compliance with policies and data legislation, and facilitates business continuity planning. aligns IT services with university-wide strategic priorities and supports;
- Idea Forum, RCIF bids assistance, NSS Action Plans, Point of Escalations, Drive continual service improvement, communicate service performance reporting, influence compliance with policies and data legislation, and facilitate.

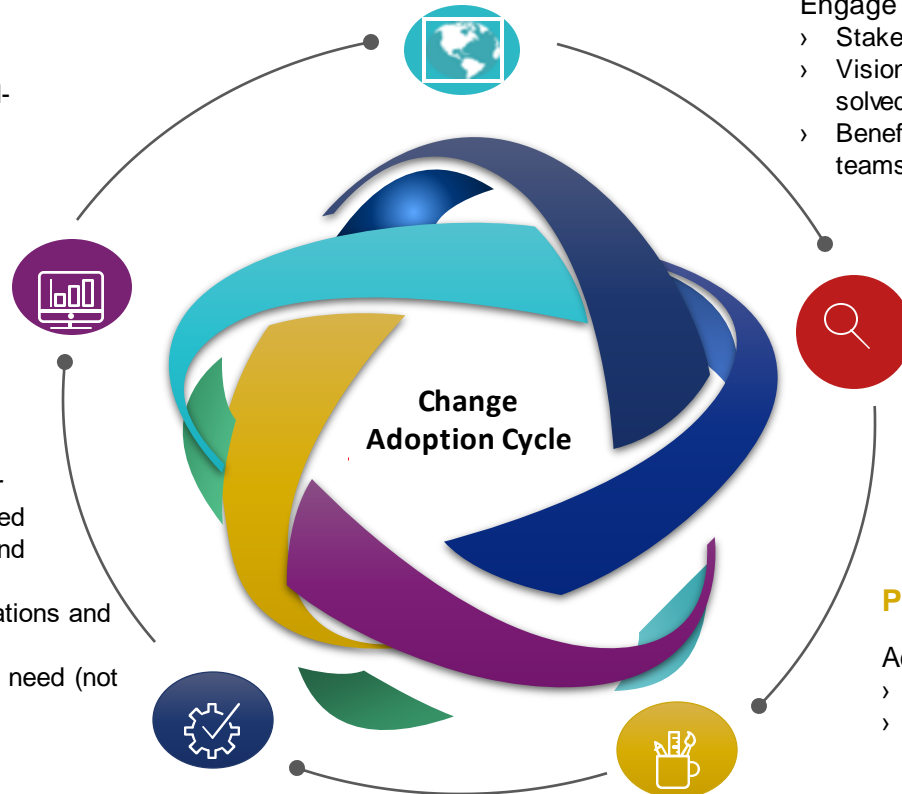
Change and Student Experience

Evaluate and refine

- › Assess pre-launch readiness
- › Evaluate post-launch impacts
- › Adjust comms and training in real-time
- › Review and adapt the approach each time

Deliver

- › Engage before, during and after
- › Provide 'hypercare' where needed
- › Deliver 'point of need' training and information
- › Embed 'super-users' in hub locations and communities
- › Launch based on organizational need (not availability) where possible



Describe the context

Engage key stakeholders to create:

- › Stakeholder maps - positive and negative impacts?
- › Vision statements - recognized business challenges solved?
- › Benefits maps - what it mean to us as: individuals, teams, organizations?

Assess the impact

Compare current and future state to identify:

- › People to: tell / show / train
- › Activity to: start / stop / change
- › Process to: create / alter / remove

Plan the activity

Actions / Communications / Training:

- › Programme level - driven by the adoption team
- › School/Institute level – owned by the business

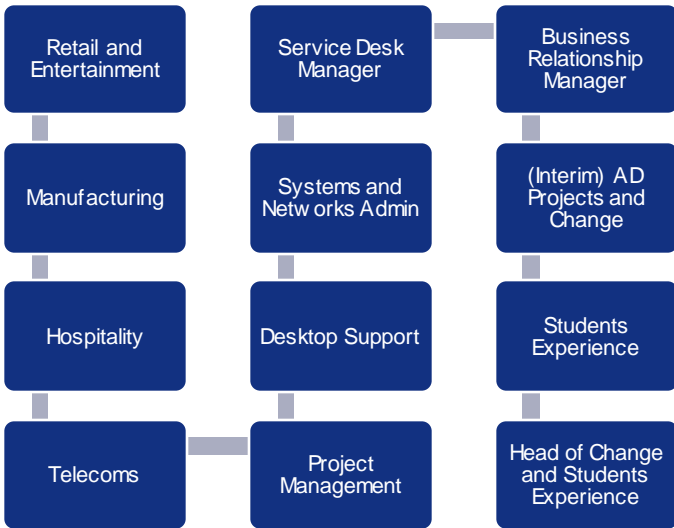
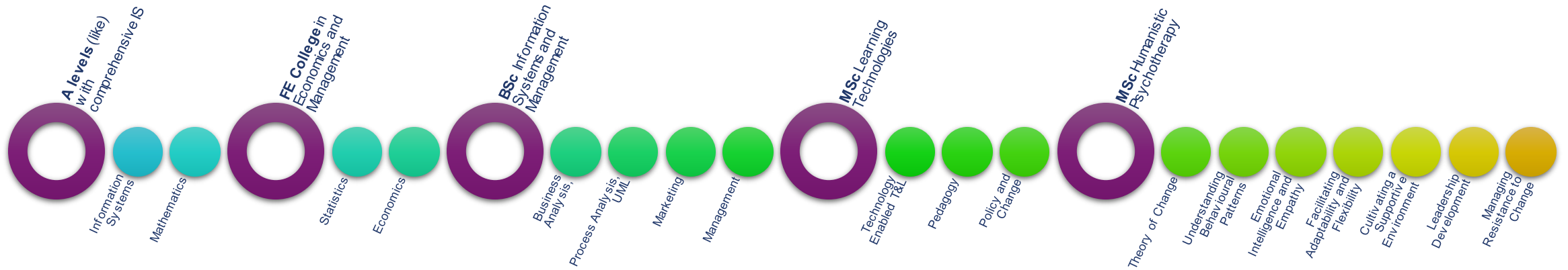


Change and Student Experience

Biggest Challenges

- I have always wanted a Time Shop....**Prioritisation**
- Ask what I can do for You, not what You can do for me,
- Agility and Flexibility within HE and Queen Mary,
- Recognition and Empowerment,
- Business acumen across the Institution,
- Today's Customer expectations – can we be better than Amazon?
- Managing Demand and Supply of the University,
- Complexity of the Organisation,
- People turn over,
- End-to-end commitment to the Excellent Students Experience
- Legacy Ways of Working: Processes, People, Platforms and Places
- Saying NO

Change and Student Experience



IT and Change Delivery :

- Business Relationship Management Professional BRMP®
- ITIL Foundation Level
- Business Benefits Realization Foundations
- Scrum Product Owner Certified (SPOC)
- Professional Scrum Master I (PSM I)
- AgilePM® Practitioner
- Lean Six Sigma Green Belt (ICGB)
- MoP® Practitioner
- MSP® Certifications Practitioner
- PRINCE2 Agile® Foundation & Practitioner
- PRINCE2 Agile® Foundation & Practitioner

Product Management

- Become a Product Manager
- Product Innovation for Product Managers
- Product Management: Customer Development
- Product Management: Launching Your Product
- Product Management: Building a Product Roadmap
- Product Management: Building a Product Strategy
- Product Management First Steps
- Transitioning to Product Management

Other Professional Development

- Foundations of The Fourth Industrial Revolution (Industry 4.0)
- Ken Blanchard on Servant Leadership
- Balanced Scorecard and Key Performance Indicators
- Talent Management
- Aurora Programme for Women in Leadership
- Employee Engagement
- Public Relations Foundations
- Creating a Culture of Strategy Execution
- Learning Cloud Computing: Core Concepts
- Using Questions to Foster Critical Thinking and Curiosity
- Creating Your IT Strategy
- Make IT Work in Your Business
- SDI Service Desk Manager
- Technology-Specific Certifications

Technical Professional Development

- Microsoft certifications in Exchange, Office 365, ADFS 2.0, Windows 2008 R2 Active Directory Configuration and Troubleshooting
- CCNA (Cisco Certified Network Associate)
- Unix

Change and Student Experience

Pathway 1: Academic Leadership & IT Management

Entry-Level (0-3 years):

- 1.Role:** Junior Business Analyst or IT Coordinator
- 2.Sectors:** Academic institutions, IT service providers
- 3.Qualifications & Skills:**
 - 1. Bachelor's degree in a relevant field
 - 2. Basic understanding of ITIL, Prince2, or Agile methodologies
 - 3. Strong communication and analytical skills

Mid-Level (4-8 years):

- 1.Role:** Business Analyst or IT Manager
- 2.Sectors:** Higher education, academic administration
- 3.Qualifications & Skills:**
 - 1. Bachelor's degree in a relevant field (preferably Master's)
 - 2. Certifications in ITIL, Prince2, or Agile methodologies
 - 3. Demonstrated experience in strategic IT planning and business analysis
 - 4. Leadership and management skills

Senior-Level (9+ years):

- 1.Role:** Head of Change and Student Experience
- 2.Sectors:** Prominent universities or academic organizations
- 3.Qualifications & Skills:**
 - 1. Advanced degree (Master's or higher) in IT management or related fields
 - 2. Extensive experience in change management and leading strategic IT initiatives
 - 3. Strong leadership, decision-making, and stakeholder management skills
 - 4. Ability to align technology with academic objectives and overall university strategy

Change and Student Experience

Pathway 2: Product Management & Strategy

Entry-Level (0-3 years):

- 1.Role:** Product Analyst or Associate Product Manager
- 2.Sectors:** Technology firms, educational technology companies
- 3.Qualifications & Skills:**
 1. Bachelor's degree in a relevant field (preferably Master's)
 2. Familiarity with product management concepts
 3. Analytical skills, market research, and basic IT understanding

Mid-Level (4-8 years):

- 1.Role:** Product Manager or Senior Business Analyst (Education Technology)
- 2.Sectors:** Ed-tech companies, educational institutions
- 3.Qualifications & Skills:**
 1. Advanced degree (Master's or higher) in business or technology management
 2. Proven experience in product lifecycle management and strategy
 3. Strong leadership and team management skills
 4. Understanding of educational technology trends and student needs

Senior-Level (9+ years):

- 1.Role:** Director of Product Management or Chief Product Officer (CPO)
- 2.Sectors:** Leading ed-tech companies, major universities
- 3.Qualifications & Skills:**
 1. Advanced degree (Master's or higher) in business or technology management
 2. Extensive experience in product leadership roles within the education sector
 3. Visionary thinking, strategic planning, and innovation expertise
 4. Ability to lead multiple product teams and drive business growth

Change and Student Experience

Pathway 3: Technology Consulting & Change Leadership

Entry-Level (0-3 years):

- 1.Role:** Technology Consultant or Change Analyst
- 2.Sectors:** Consulting firms specializing in digital transformation
- 3.Qualifications & Skills:**
 - 1.Bachelor's degree in a relevant field
 - 2.Understanding of IT service management methodologies
 - 3.Strong problem-solving and consulting skills

Mid-Level (4-8 years):

- 1.Role:** Senior Consultant or Change Manager
- 2.Sectors:** Technology consulting, higher education advisory
- 3.Qualifications & Skills:**
 - 1.Advanced degree (Master's or higher) in business, technology, or change management
 - 2.Proven experience in leading change initiatives and technology adoption
 - 3.Excellent stakeholder management and project leadership skills

Senior-Level (9+ years):

- 1.Role:** Head of Change and Transformation or Partner/Director in a consultancy
- 2.Sectors:** Top-tier consultancy firms, major education-focused consulting organizations
- 3.Qualifications & Skills:**
 - 1.Advanced degree (Master's or higher) in business or change management
 - 2.Extensive experience in leading large-scale change programs in educational sectors
 - 3.Exceptional leadership, strategic thinking, and client relationship management abilities