

**Student Experience Directorate Plan 2023-2026**

**Our Vision:**

To lead the delivery of the best student experience in the Russell Group

**Our Mission:**

Enabling students and staff to flourish, reach their full potential and be proud to be part of the University

**Our Values:**

Inclusive, Proud, Ambitious, Collegial, Ethical

**Introduction:**

Queen Mary aims to be the ‘most inclusive university of its kind, anywhere’. We are rightly proud of the thousands of our students who may be the first in their family to go to university, whether they come from overseas or right here in East London. The Student Experience directorate exists to make sure that all our students reach their true potential, regardless of any obstacles or barriers they may face. To achieve this, we will work in partnership with colleagues across the university and our Students’ Union. We recognise that our students’ ability to reach their potential in their studies is partially dependent on multiple factors, from the processes they don’t see to the services they do, and we aim to ensure every student succeeds regardless of their background.

There is no single ‘student experience’. We aim to provide the support, guidance and frameworks for students to enable them to create their own experience and thrive at the university, from before they arrive to beyond graduation. We will place students at the heart of what we do, involving them in our work at all appropriate stages and celebrating our successes with them. We will understand the needs and priorities of all our students, including post-graduate researchers, distance learners and those studying abroad.

Our work isn’t only with students, our customers are often our colleagues. We work in partnership with academics supporting their needs to deliver world leading-education and research, and we work in collaboration with staff across the university to ensure students receive consistent and relevant support, regardless of level, faculty or campus.

We also work externally to the university, with employers and health services, and with other education partners. We will learn from best practice around the sector to enhance what we do but also share our experiences and be the best practice others wish to learn from.

This is a Directorate Plan, focused initially on developing the staff and services within the Student Experience Directorate, with the ambition to be recognised across the university as the leaders of our functions. **Ultimately our aim is to lead the delivery of the best student experience in the Russell Group**, to realise the ambitions of Strategy 2030 under the four pillars of education and student experience excellence: Education, Student Engagement, Student Employability and Learning Environment.

**Our Priorities:**

1. QMUL students will be at the heart of what we do
2. Student Experience staff will be supported and engaged, with EDI embedded in all we do
3. Everyone at Queen Mary will be clear about who the Student Experience directorate are and see the impact of what we do
4. We will be an exemplar of Hub and Spoke delivery at Queen Mary
5. **We will lead the delivery of the best student experience in the Russell Group**

**Our Plan:**

Priority	In Contribution to:	Objectives: By 2026 we will:	Goals: In 2023-24 we will:
1. QMUL students will be at the heart of what we do	Professional Services Transformation  Education and Student Success Enabling Plan  KPI 1, 4, 7, 8, 11	<ul style="list-style-type: none"> <li>- Have moved relevant services into the Queens Building Student Hub</li> <li>- Have established principles and service standards for delivery of all services across campuses</li> <li>- Have introduced a Digital Enquiry Management tool to appropriate teams</li> <li>- Achieve an appropriate Customer Service accreditation in relevant teams with Charters in others</li> <li>- Be clear about the service we provide for all students including PGRs, distance learners and those studying abroad</li> </ul>	<ol style="list-style-type: none"> <li>1. Publish a review into Services for Students delivered by SUMS Consulting and produce related implementation plan</li> <li>2. Be lead participants in Queens Building, Digital Enquiry Management and University Mental Health Charter Projects</li> <li>3. Scope models and options for recognising standards of Customer Service</li> <li>4. Scope requirements of spaces at other campuses to deliver services</li> <li>5. Adopt a 'students and graduates first' approach to filling vacancies including Job Fair for our vacancies, utilising QTemps</li> </ol>

Priority	In Contribution to:	Objectives: By 2026 we will:	Goals: In 2023-24 we will:
			<p>6. Establish a Student Engagement Forum with QMSU and identify other ways to hear and respond to student voice including with the Doctoral College</p>
<p>2. Student Experience staff will be supported and engaged, with EDI embedded in all we do</p>	<p>Professional Services Transformation KPI 2, 3</p>	<ul style="list-style-type: none"> <li>- Have delivered year on year improvements to Staff Survey staff engagement score in Student Experience</li> <li>- Have developed and delivered a Directorate EDI Action Plan</li> <li>- Have developed a culture of 'functional leadership' among Student Experience staff and managers</li> </ul>	<p>7. Develop Directorate EDI Action Plan related to staff and students</p> <p>8. Hold staff survey engagement sessions across teams to identify improvements to be made</p> <p>9. Create and publish an Action Plan in response to Staff Survey results</p> <p>10. Ensure Queens Building and Digital Enquiry Management projects include focus on student inclusion</p> <p>11. Establish a directorate Wellbeing and Social Network and EDI Network</p> <p>12. Engage all Student Experience staff in regular meetings and events</p> <p>13. Hold Job Fair for vacancies targeting different applicants</p>
<p>3. Everyone at Queen Mary will be clear about who the Student</p>	<p>Professional Services Transformation</p>	<ul style="list-style-type: none"> <li>- Ensure all Student Experience directorate staff know why the directorate exists and how their role</li> </ul>	<p>14. Establish a Student Experience communications plan for internal and external stakeholders</p>

Priority	In Contribution to:	Objectives: By 2026 we will:	Goals: In 2023-24 we will:
<p>Experience directorate are and see the impact of what we do</p>	<p>Education and Student Success Enabling Plan</p> <p>Research and Innovation Enabling Plan</p> <p>KPI 1, 2, 3, 4, 6, 7, 8, 10</p>	<p>contributes to the objectives in the university Strategy</p> <ul style="list-style-type: none"> <li>- Ensure all our colleagues know who we are, and understand how we will engage with them and them with us</li> <li>- Be able to measure and report on the impact of our services and functions on key measures such as student satisfaction, graduate outcomes and attainment gaps</li> <li>- Demonstrate how our services and functions contribute to the university strategy and achieving it's objectives</li> <li>- Utilise a range of communication methods to engage with our own staff, other colleagues and students</li> </ul>	<p>15. Develop a student journey map based on Student Personas with staff roles mapped against it</p> <p>16. Identify measurable data within our services and functions and create dashboard for reporting</p> <p>17. Identify data not currently measured and put in place plan to do so to add to dashboard</p> <p>18. Agree appropriate targets for relevant data sets for future years</p>
<p>4. We will be an exemplar of Hub and Spoke delivery at Queen Mary</p>	<p>Professional Services Transformation</p> <p>Education and Student Success Enabling Plan</p> <p>KPI 1, 2, 4, 5, 7, 8, 9, 10, 13</p>	<ul style="list-style-type: none"> <li>- Lead multiple Communities of Practice that will enhance our delivery of services and functions across the university</li> <li>- Have a clear Hub and Spoke model in use across relevant services, recognised as functional leaders of those services</li> </ul>	<p>19. Define what Hub and Spoke means for us, our functions and our partners outside the Directorate</p> <p>20. Develop a list of Hub and Spoke functions in the directorate for future development</p> <p>21. Pilot a Hub and Spoke delivery model with</p>

Priority	In Contribution to:	Objectives: By 2026 we will:	Goals: In 2023-24 we will:
		- Have made demonstrable impacts in NSS and Graduate Outcomes Survey that are linked to our delivery model	<p>Student Support Officers and Careers Consultants</p> <p>22. Establish a Community of Practice with Student Support Officers</p> <p>23. Establish a Student Experience Network with key leadership roles across the university helping shape and guide our work</p>
<b>5. We will lead the delivery of the best student experience in the Russell Group</b>	<b>Strategy 2030</b>	<b>- Be delivering the best student experience in the Russell Group</b>	<b>24. Prepare a Project Plan for Leading the Delivery of the Best Student Experience in The Russell Group</b>

**Notes:**

[Strategy 2030](#)

**University KPIs:**

1. Greater student satisfaction
2. Improving staff engagement
3. Increasing staff equality and inclusion
4. Reduce student attainment gap
5. Increase Alumni Engagement
6. Recruitment that enables us to achieve the 2030 Strategic Objectives
7. Improved Progression
8. Improved Career Outcomes
9. Increased Research Volume
10. Increase Research Quality
11. Progress against Infrastructure Enabling Plan
12. Improved cash generation
13. Improved academic reputation

**Enabling Plans:**

[Education and Student Success](#)

[Professional Services Transformation](#)

[Research and Innovation](#)