

To provide our students with a first class learning experience and excellent employment prospects

Key service / activity	Achievements during 2009/10	Priorities for 2010/11
<p>Provide a range of student-centred learning environments, offering flexibility and choice.</p>	<p>Development of Student Central, and refurbishment of JBP level 0, creating one seamless Learning Environment with the addition of four new high-spec group study rooms and new Sun Ray cluster. Successful re-accommodation of Careers, Counselling and Disability services under one roof with UBU and linked to Library and IT services.</p> <p>Enhanced print / copy / scan facilities, together with major refurbishments to three existing PC clusters in Chesham and Richmond buildings.</p> <p>Successful completion of the new library at the School of Management, despite many logistical challenges.</p>	<p>Evaluation of Student Central development, with review of extended hours provision (to 6pm) for Disability and Careers.</p> <p>"Know your space" campaign in partnership with UBU to manage behaviour, litter, noise, food and drink, footfall and customer satisfaction, throughout SC and JBP.</p> <p>Improve self-service options including 24/7 self-access to quick loans and reservations, group study room bookings via the web, print / copy / fines payments via the web.</p> <p>Plan for integration of Health Studies Library into JB Priestley Building, including options for increased access to student PCS, and develop a familiarisation plan for students.</p> <p>Further refurbish JB Priestley building, with major focus on level 01 to create safer and more student-friendly IT areas and fit for purpose staff accommodation.</p>
<p>Accredited modules in employability, enterprise and personal development.</p>	<p>Developed a unique PGCert in Employability and Entrepreneurship with 19 participants linked to ECIF internships. Funding for fees from WYLLN and Train to Gain.</p> <p>Developed a new Undergraduate additional Certificate award "Challenge Yourself" and successfully tested pilot. This award accredits extra-curricular work through setting and achieving a series of personal challenges and embeds the enterprise culture.</p> <p>Conducted a fundamental review of all assessments on Career and Personal Development modules introducing refined processes for assessments for 2010/11 which lighten the burden for participants and assessment.</p> <p>In response to academic departments increased contributions to teaching in priority areas whilst also rationalising provision where academic departments were receiving disproportionate level of input from Careers.</p>	<p>Intend to recruit a cohort for entry in semester 2 2010/11. Currently negotiating on mechanism to cover fees and fund tutor time.</p> <p>Challenge Yourself launched to new first year students and currently working collaboratively with several academic departments and Students Union who wish to incorporate the model. Considering options to engage Student Learning Champions in this programme to accredit their employment with LSS.</p> <p>Refinements incorporated into Module descriptors and handbooks for implementation in 2010/11. Evaluation of changes to be conducted under guidance of external examiner.</p> <p>New arrangements to be carefully monitored in 2010/11 and ongoing discussions with academic departments to be conducted based on service capacity and priority demand. Further reduction of Careers Adviser resource may require contraction of offer for 2011/12.</p>

Key service / activity	Achievements during 2009/10	Priorities for 2010/11
Individual support, advice and guidance from professional Career Development Advisers.	Delivered 3460 personal interventions with clients during the year, 45% of these individual guidance (45min each) and 25% Drop in Duty (shorter) contacts. Expanded the provision of Drop in Duty in response to student demand.	Delivery plan implemented maintaining the balance between individual support and academic teaching responsibilities. Further expansion of daily Drop in Duty provision to coincide with extended opening hours for 2010/11.
Information literacy teaching and individual support provided by information professionals.	Established the Plagiarism Awareness Programme (working with ASSU and the LDU); positive student feedback and endorsement from Learning and Teaching Committee.	Extend the Plagiarism Awareness Programme to collaborative partners, and evaluate on campus and distance learning provision. Make information skills explicit in the new LTA strategy, ensuring that these are embedded in the curriculum as appropriate. Continue to exploit new technologies and develop e-learning objects to deliver information skills and IT literacy training, seeking to scale up our provision and deliver an "always on" service where possible. Help students find the information they need by exploiting the functionality of the Millennium library management system, especially the Electronic Resources Module.
IT training and qualifications for students and staff.	Reviewed student-led IT Help programme. Delivered bespoke IT literacy sessions for staff.	Review portfolio of web and IT training for both students and staff, in response to demand for individually-tailored qualifications and bespoke digital literacy workshops. Review staff resource base in light of this demand. Explore viability of offering ECDL for students.

To be a research active University supporting high quality research, its application and dissemination

Key service / activity	Achievements during 2009/10	Priorities for 2010/11
Provide a range of systems and services in support of research.	Delivery and support of Research Tracker database, along with improvements to Individual Research Monitoring process. Facilitated ongoing discussions to improve management information systems for research. Successful completion of PaxCat project with funding from The National Cataloguing Grants Scheme for Archives to catalogue Commonwealth Peace Archives.	Support research staff in the RAE / REF through the provision and exploitation of relevant resources, together with data on the impact of UoB research. Work with RKTS to ensure that UoB research outputs are included in the research repository as a pre-requisite to REF submission, at least at the level of bibliographic reference data. Upgrade repository software and implement link with CMS. Further exploit library special collections in support of research.

To make knowledge work through effective knowledge transfer between the University and private, public, voluntary and community sectors

Key service / activity	Achievements during 2009/10	Priorities for 2010/11
<p>Widening opportunities for employment.</p>	<p>Contributed to initial university thinking on new Employability strategy. Wrote and submitted a range of papers on employability and employment issues to support and advise the University, some of which were published.</p> <p>Launched a new facility “YOYO” (You organise your opportunities) to facilitate the development of part-time employment on a freelance basis to complement academic studies.</p> <p>Revitalised Skills Workshops Programme with increased attendance from students and renewed commitments from employers.</p> <p>Collaborated with other regional university careers services in the delivery of a Graduate Internship scheme funded by Hefce under the ECIF programme. Phase 1 complete in Sept 2010.</p> <p>Won a competitive bid from Hefce to lead 4 Universities in the development of a summer internship scheme for 75 undergraduates: “Get Inspired” to increase access to the professions.</p> <p>Resurrected and delivered a successful undergraduate Mentoring scheme involving 32 students and 25 employers.</p>	<p>Further papers to be written as required . Consultation paper on incorporating accredited work based learning in all programmes issued through LTC1 in Sept 2010/11. Head of Careers to coordinate the responses.</p> <p>Expansion of scheme during year to incorporate more participating employers. Ongoing training for student participants to ensure awareness of legal and HMRC regulations.</p> <p>Further refinements for 2010/11 and use of facilities in Student Central expected to further assist extension of this programme.</p> <p>ECIF phase 2 programme with modified support (therefore more challenging to secure internships) to be completed by March 2011.</p> <p>Scheme to be completed with initial report submitted by end Oct 2010 with further evaluation to take place subsequently. Intend to lobby for continuation of scheme for 2011 with earlier lead in time and implementation of key learning.</p> <p>Relaunch of mentoring scheme on hold during Autumn term due to other commitments but working closely with academic departments eg Law to help them develop their own schemes.</p>

To invest in welfare and support of our students and staff by optimising talent, increasing efficiency, developing potential and supporting well-being for all

Key service / activity	Achievements during 2009/10	Priorities for 2010/11
Support staff well-being and provide development opportunities.	<p>Internal staff satisfaction survey ("Connect") undertaken for IT Services and Customer Services teams.</p> <p>Staff ideas and innovation harnessed through "jam" project which sought to engage staff at all levels in improving LSS services.</p>	<p>Range of training and development activities planned for 2010/11, especially within the newly-established Customer Services team.</p> <p>Continue to seek ways of sharing expertise across LSS and exploiting synergies across and between teams.</p> <p>Build on success of "jam" project, extending lessons learned to wider Corporate Services initiative.</p>
Individual support, advice and guidance for students with disabilities, including access to specialist equipment.	<p>Increased numbers of disabled students including those in receipt of Disabled Student's Allowance.</p> <p>Significant contribution to working group on Fitness to Practise/ Supporting Students on Placement with School of Health Studies and others.</p> <p>Project to streamline dyslexia screening including the development of scanning software.</p> <p>In conjunction with Careers reviewed arrangements for provision for support tutors in preparation for Student Central; new tutors recruited to meet increased demand, and new process developed to generate feedback on these tutors.</p> <p>Consolidated arrangements for student support using external body: Clear Links with few problems.</p>	<p>Plans to roll out improved placement procedure by piloting process in 3 Schools.</p> <p>Continue with efforts to improve provision for disabled students in the workplace, seeking opportunities to engage with professional bodies and employers.</p> <p>Continue to explore the possibility of digitising the dyslexia screening and including it as part of pre-entry/induction process.</p> <p>Scanning project to digitise all disabled student records, and link these to SAINT, by the end of 2010. This will increase efficiency and improve confidentiality.</p>

Key service / activity	Achievements during 2009/10	Priorities for 2010/11
<p>Confidential support from professional Counsellors.</p>	<p>Increased number of staff and students using the Counselling service despite its relocation to Kirkstone.</p> <p>Support for high profile campus incidents including two high profile murder cases. Involved intensive support and advice for staff and students affected.</p> <p>Input into the Quality of Life Survey for staff and subsequent Stress Management policy.</p> <p>Coordination of National Stress Awareness day event for staff, and input into the organisation of the Wellbeing Day.</p> <p>Input into the development of the Dignity and Respect policy and training programme, and the Sexual Orientation training programme.</p> <p>Delivery of training and workshops across campus including: Staff Development Programme; TQEG; School of Health; Graduate School; Students' Union.</p>	<p>Introduce new system to manage and hopefully reduce waiting lists. Strategic approach to reduce the number of missed appointments. Targeted approach to departments where use of Counselling Service is under represented.</p> <p>Learning from 2009/10 to be implemented in any future incidents.</p> <p>Ongoing monitoring and support as required.</p> <p>Expecting to maintain involvement in 2010/11.</p> <p>New contributions to the Staff Development programme for 2010/11.</p>

To be outward facing, collaborating with our graduate alumni, our local and regional communities, and national and international partners

Key service / activity	Achievements during 2009/10	Priorities for 2010/11
<p>Work in partnership with others in the sector, raise profile of UoB locally and nationally.</p>	<p>Career Development Services organised a 20 Mile Fair focused on regional employment opportunities and increasing contact between students and employers. Attended by 26 organisations and c500 students.</p> <p>In partnership with University of Leeds organised the biggest ever Yorkshire Graduate Recruitment Fair with over 100 employers and 1876 graduates attending.</p> <p>Significant contribution from IT Services to the planning for proposed merger with Leeds College of Music, and to local shared services project.</p> <p>Significant growth in use of the external wireless network The Cloud.</p> <p>Counselling service hosted two training events for colleagues working at other HEIs and FEIs in the region.</p> <p>Disability service organised week of events surrounding International Day of Disabled People.</p> <p>Membership and participation in Bradford and District Strategic Disability Partnership Board, Autism Spectrum Condition Group, and Aim Higher West Yorkshire Disability Forum – including hosting Spring Schools (Media Workshops) in collaboration with HEAR WY.</p>	<p>Developing new events to respond to new opportunities offered by environment of Student Central. Likely to be a series of smaller, more regular, focused or themed events.</p> <p>Review of partnership to take place during 2010/11 in view of key members of staff leaving in 2011. Expected to be similar collaborative event in June 2011.</p> <p>Develop options for shared services with other university library services via SCONUL, also via Northern Collaboration group and its HEA Change Academy project.</p> <p>Improve library services for visitors, including enabling walk-in access to licensed e-resources.</p> <p>Review external access and borrowing entitlements, particularly with reference to NHS, breaking down NHS/HE barrier; also provide appropriate support for schools outreach activities.</p> <p>Roll out library's Plagiarism Awareness Programme to collaborative partners.</p> <p>Continued participation in local Disability initiatives; Spring Schools planned for 2011.</p>

To deliver professional and customer focused services and an appropriate and supportive infrastructure which communicates, guides and governs effectively

Key service / activity	Achievements during 2009/10	Priorities for 2010/11
<p>First line support for all LSS services, provided by trained para-professional staff.</p>	<p>Head of Customer Services appointment (Jan 2010), newly-constituted Customer Services team reviewing roles, responsibilities, skills and business processes.</p>	<p>Enhance the front line service for students via an integrated service point for all library and IT enquiries in JB Priestley, and a further service point in Student Central for Careers and Disability enquiries.</p> <p>Create dedicated Welcome Team to support access to services and facilities management (working closely with UBU). Recruit and integrate Student Learning Champions.</p> <p>Continue to benchmark front of house provision against HE sector and private organisations.</p> <p>Roll out of training & development plan to enhance quality and staff experience.</p>
<p>Effective communications, consultation and involvement of users in service development.</p>	<p>Successful launch of IT Account Manager function for both internal customers and external technology suppliers. High level representation across all Schools and Directorates informed IT Services planning and prioritisation.</p> <p>Piloted a daily Twitter service in Careers, to give students regular updates of key career and employment related news.</p> <p>Review and re-write of Careers and Disability services websites.</p> <p>Staff / student forums relaunched with improved attendance (Disability Equality, Mental Health, Aspergers, n-Able Staff Network).</p>	<p>Embed Account management processes with both academic schools and corporate service directorates.</p> <p>Develop new / revised Service Levels where needed across LSS.</p> <p>New Twitter service launched for 2010/11 to provide constant feed and motivation to students. Will help to counter any negative impression about lack of opportunities during this economic cycle.</p> <p>Develop Communications Strategy for LSS, including appropriate branding.</p> <p>Develop and roll out 'Student Voice' project researching user experiences to inform planning. Develop more innovative ways of evaluating services, including focus groups and single issue surveys. Incorporate follow-up activity from 2008/9 IT and Library surveys, enabling benchmarking with other institutions and longitudinal analysis.</p> <p>Undertake MATRIX accreditation for Careers and Disability services (spring 2011).</p>

Key service / activity	Achievements during 2009/10	Priorities for 2010/11
Improve efficiency of all systems and services.	<p>Implemented "pull" system for student printing, which is more secure and reduces unclaimed print-outs; also defaulting to double-sided to save paper.</p> <p>IT Services and Counselling recognised in Green Impact awards.</p> <p>Changes to Dyslexia Screening process resulted in reduction of false positive results from Educational Psychologists (cost savings).</p> <p>Improved diary planning in Disability Service has enhanced response time for student appointments.</p> <p>Introduced new system for loan equipment resulting in better tracking and fewer returns.</p>	<p>Investigate options for wireless printing (printing from mobile devices).</p> <p>Make books easier to find on the shelves by reclassifying sections of library stock.</p> <p>Increase purchase of "shelf-ready" books (aiming for 50% in 2010/11).</p> <p>Seek funds to purchase electronic back-runs of journals; improves access and makes better use of space.</p> <p>Continue to move towards online provision of help sheets, application forms, training materials and support services.</p>
Support for flexible, location-independent work and study.	<p>Development of secure SUN Global Desktop (for location-independent flexible working).</p> <p>Launch of new CampusM mobile phone services including iPhone app (About UoB).</p>	<p>Scale up and launch SGD as a service.</p> <p>Review Out of Hours IT Service Desk capability (shared service with NorMAN).</p>
IT systems implementation.	<p>FBSS project replacing a range of legacy financial systems.</p> <p>HRX project implementing self-service web-based functions in support of managers and staff.</p>	
IT systems support.	<p>Support for Clearing and Enrolment / Points-based Admissions/Payroll and Pensions/Finance and Commercial Services/ key student services including Blackboard, Email, Data Storage, Web and Internet, Student Printing, ResNet in student halls, RoamNet wireless.</p>	<p>Continue to move towards a Level 1/2/3 approach with appropriate escalation between levels. Move towards pro-active monitoring of.</p> <p>De-commit from some less essential/desirable services with agreement of customers' availability and performance of core services.</p>
Project management.	<p>Project Board membership on range of key projects including Emergency Planning, Business Systems, STARBoard, continuing e-strategy projects, FBSS Change Management, Horton A project (School of Heath move), Communal / JBP project, Phoenix NE (Estates move).</p>	<p>Maintain Project Board presence as appropriate.</p>

Key service / activity	Achievements during 2009/10	Priorities for 2010/11
Business analysis.	<p>Continued refinement DLHE First Destinations analysis and Traffic Light Analysis of Employment. Issued expanded data set on disc to save print.</p> <p>Review of student account provisioning seeking to streamline processes.</p> <p>Analysis of PC cluster usage across campus identifying requirement for improved "walk-up" access during peak periods (resulting in new provision of Sun Ray cluster in Student Central).</p> <p>Worked with Data Centre to create useful reports on Disabled Student data.</p>	<p>Further analysis of data set will result in more detailed analysis being developed. Ongoing requirement for data from academic departments. Resolving problem of QS status in Saint which eliminates significant numbers of School of Health Studies graduates from HESA POPDHLE to be priority.</p> <p>Collect, collate and analyse Library footfall and enquiry statistics to inform quality enhancement.</p> <p>Improve ability to analyse usage of e-resources by user category and School.</p>