Student Experience Programme

Academic Leaders' Session
March 2022

Purpose of today's session

- To increase understanding of SEP amongst the academic leadership community:
  - why we need it
  - what we have achieved to date
  - what is coming over the next 18 months

- To help academic leaders support colleagues impacted by changes

What is SEP?

- Student first approach whilst also delivering benefits to staff

- Introducing new and upgraded systems and technology

- Reviewing processes to make them simpler and more consistent

- Root and branch changes to the way we deliver services to students – increased use of digital channels where appropriate and simplified physical/in-person service

- Phased transformation with a number of milestones planned:
  - New TLSE and PGR G6 and G7 management team structures implemented from 7 March 2022 (Cohort 2).
  - Proposed people structures and job descriptions for G2-5 to be released in April 2022 (Cohort 3).
  - Technology and processes changes introduced incrementally into 2023 (next release scheduled for April 2022)
  - Transition, over time, to overall University plan for Student Hubs
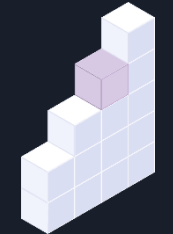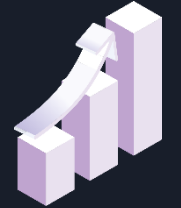
Delivered so far

- New *MyManchester* student platform

- First pan-University CRM system

- 'Togetherall' 24/7 wellbeing platform (formerly 'Big White Wall')

- **GeckoEngage, to support student recruitment**

- **New structures in A&A and SM&R**

- Auto-generation and bulk dispatch of personalised student letters and cards

- Launch of My Financials

- Use of 'outcome codes' to support Confirmation and Clearing

- **New Leadership Model for grade 8 / 9 colleagues**

- **Total financial savings realised so far circa £5.4million**

- Campus Solutions technical upgrade delivered October 2020

- Engagement monitoring project developing attendance recording system

- Developed a set of principles to define how PS staff will work together in future

- Developed high level administrative processes to support student journey from registration to graduation

- **Undertaken extensive stakeholder engagement on new structures and service delivery model, with more to follow**

- **New DSE, TLSE and PGR PS management structures**

Why do we need SEP?

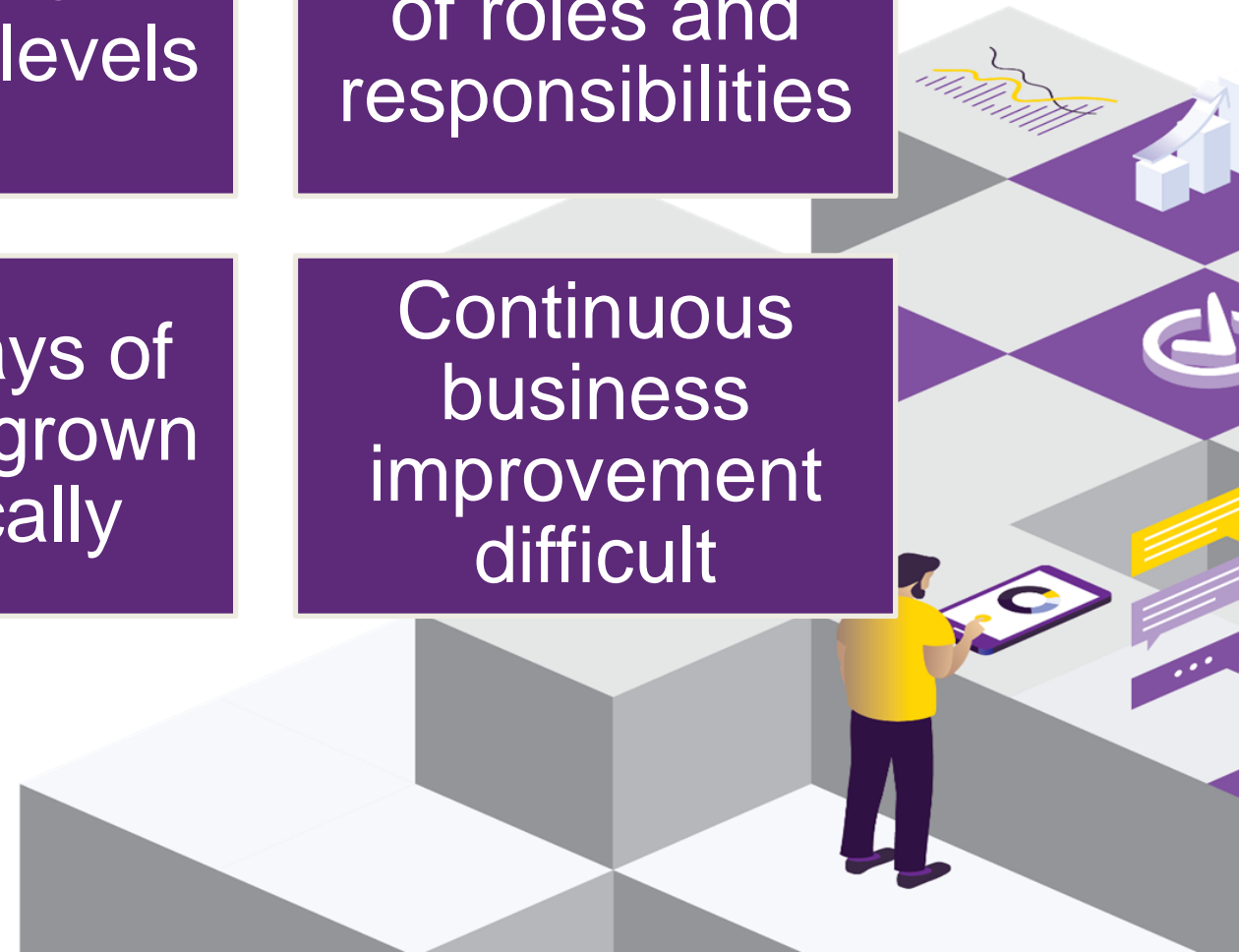|		
Aging infrastructure hinders rather than helps us	Inconsistent resource levels	Lack of clarity of roles and responsibilities
Significant pressure on individual PS staff	Local ways of working, grown organically	Continuous business improvement difficult

What we are working towards

Increased **self-service** for students through the new My Manchester, supported by **improvements to back-end processes**.

Transition from multiple disparate student receptions/offices to consolidated **Student Hubs*** for general support/services .

Aligned and consistent structures and job descriptions across Schools, Faculties and the DSE, with **staffing levels set fairly**, according to business need.
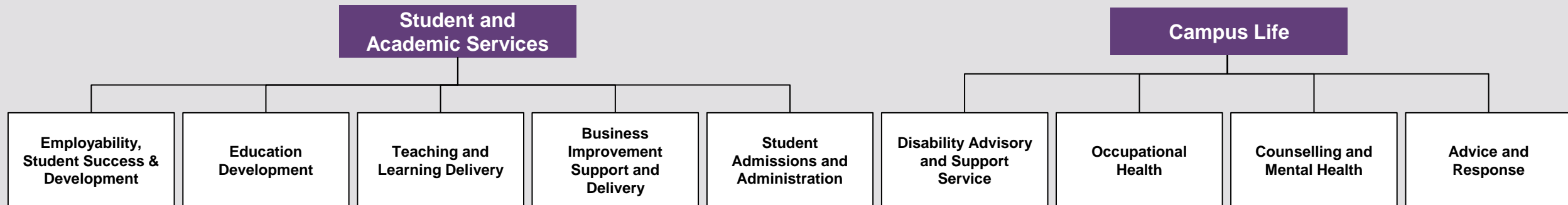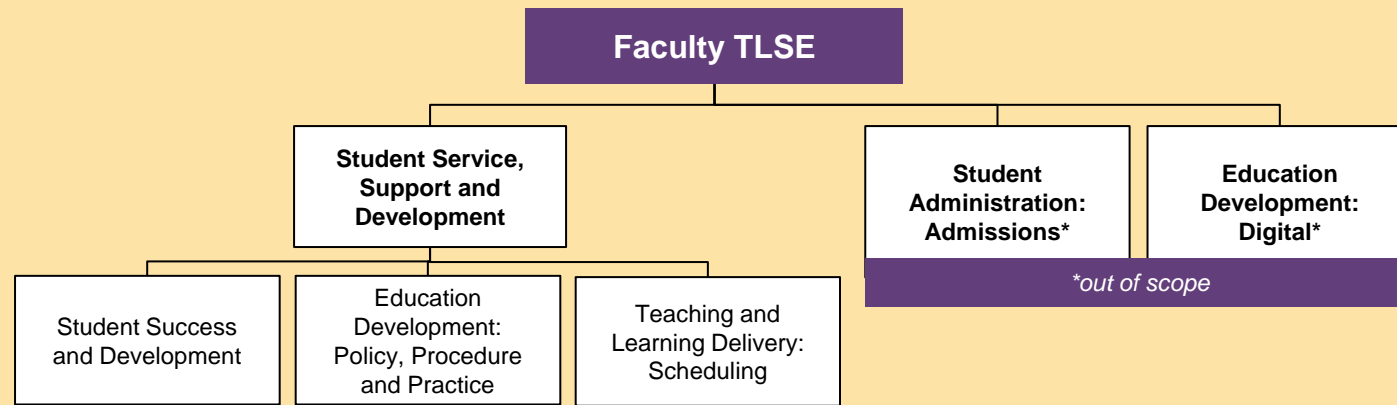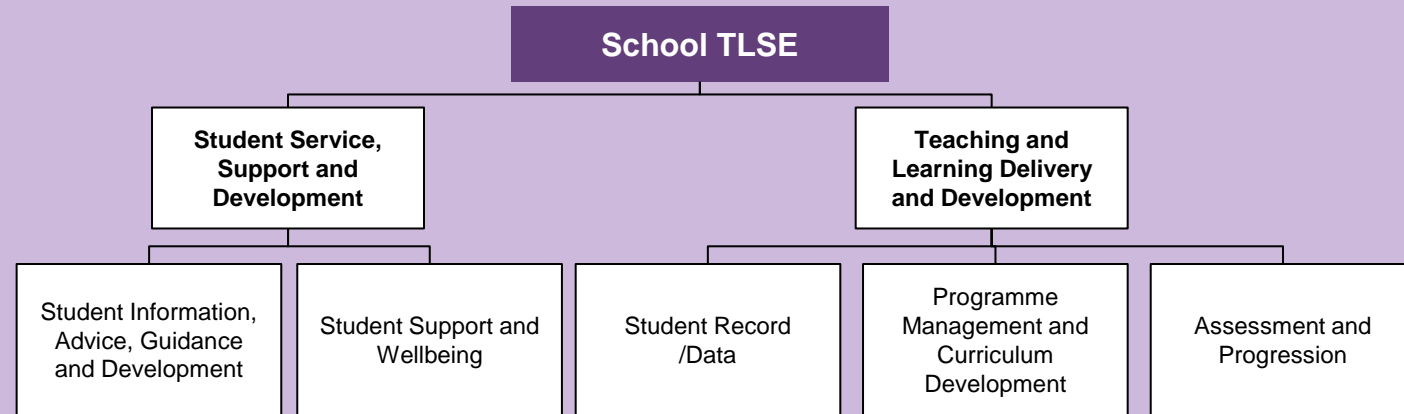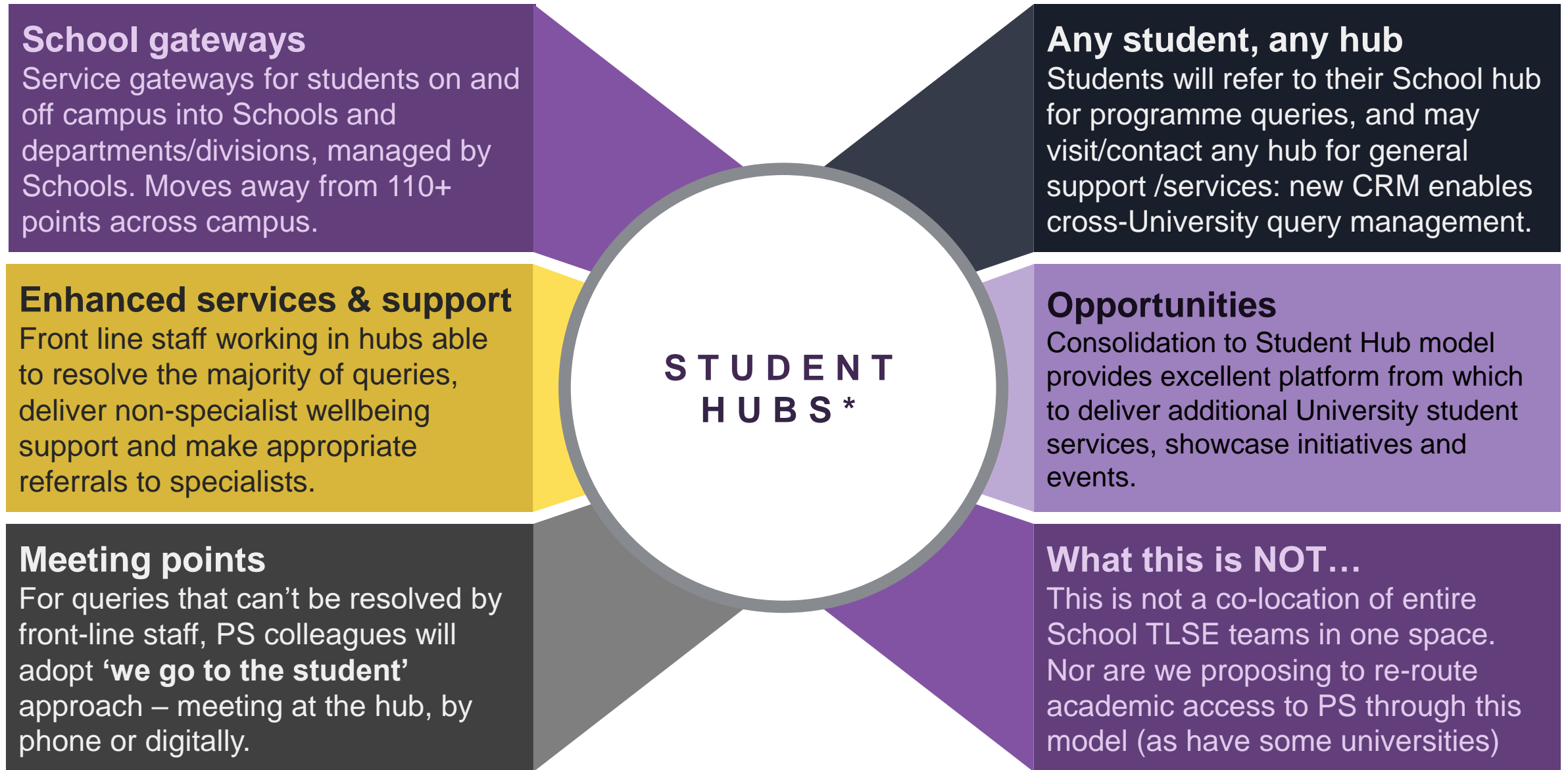
Upgraded technology and redesigned, **consistently used processes**

*Interim title, suitable signposting terminology to be determined via engagement

Student Experience Team Structure

Boxes represent teams and sub-teams, not specific roles.

School TLSE

- **Student Service, Support and Development**
  - Student Information, Advice, Guidance and Development
  - Student Support and Wellbeing
- **Teaching and Learning Delivery and Development**
  - Student Record /Data
  - Programme Management and Curriculum Development
  - Assessment and Progression

Faculty TLSE

- **Student Service, Support and Development**
  - Student Success and Development
  - Education Development: Policy, Procedure and Practice
  - Teaching and Learning Delivery: Scheduling
- **Student Administration: Admissions***
- **Education Development: Digital***

*out of scope

Student and Academic Services

- **Employability, Student Success & Development**
- **Education Development**
- **Teaching and Learning Delivery**
- **Business Improvement Support and Delivery**
- **Student Admissions and Administration**

Campus Life

- **Disability Advisory and Support Service**
- **Occupational Health**
- **Counselling and Mental Health**
- **Advice and Response**

School gateways
Service gateways for students on and off campus into Schools and departments/divisions, managed by Schools. Moves away from 110+ points across campus.

Any student, any hub
Students will refer to their School hub for programme queries, and may visit/contact any hub for general support /services: new CRM enables cross-University query management.

Enhanced services & support
Front line staff working in hubs able to resolve the majority of queries, deliver non-specialist wellbeing support and make appropriate referrals to specialists.

Opportunities
Consolidation to Student Hub model provides excellent platform from which to deliver additional University student services, showcase initiatives and events.

Meeting points
For queries that can't be resolved by front-line staff, PS colleagues will adopt **'we go to the student'** approach – meeting at the hub, by phone or digitally.

What this is NOT…
This is not a co-location of entire School TLSE teams in one space. Nor are we proposing to re-route academic access to PS through this model (as have some universities)

S T U D E N T H U B S *

*Interim title, suitable signposting terminology to be determined via engagement

Additional PGR focussed elements

Professional services for **PGR based at Faculty level working closely with Schools**, with **named contacts providing specialist advice and support**

PGR Services across the Faculties will form a **community of practice**, solving issues and optimising support collectively
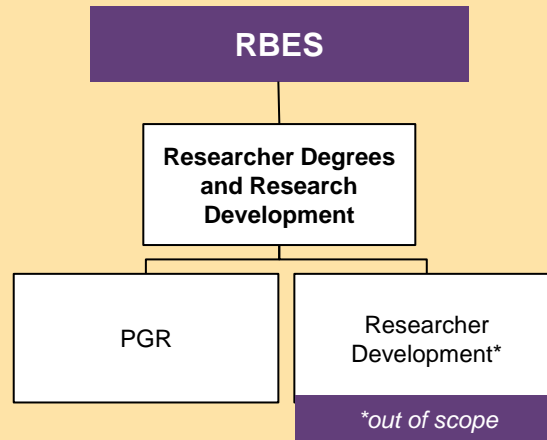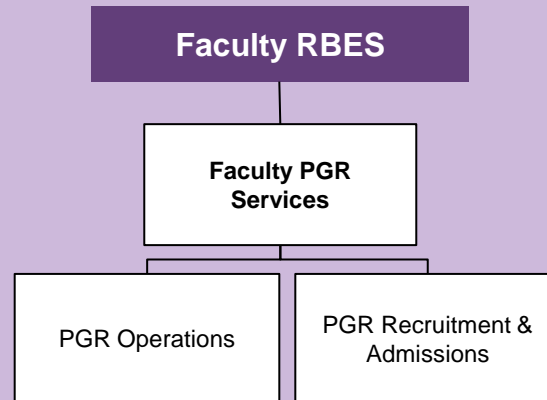
Dedicated PGR **Marketing, Recruitment and Admissions based within Faculty PGR Teams**

Resource for **PGR funding managed within Faculty PGR Services**, working closely with central Finance teams

PGR Team Structure

Boxes represent teams and sub-teams, not specific roles.

Faculty RBES

Faculty PGR Services

PGR Operations

PGR Recruitment & Admissions

RBES

Researcher Degrees and Research Development

PGR

Researcher Development*

*out of scope

Doing change differently

- We know from Staff Surveys that colleagues feel improvements could be made to the way we have managed changes to our processes and people structures in the past.

- With SEP, we have been striving to take a different approach:
  - Working together - involving PS and academic colleagues and students **early** in development of proposals before refining and announcing them
  - **Seeking staff and student views, for example through the Academic Advisory Group**
  - Preparing everyone as much as possible for challenges that complex upgrades/improvements to technology can bring

- However this leads to uncertainty:
  - People and teams that you are used to working with might change gradually over time
  - **Transformation of our systems can feel disruptive and happen at a varying and changeable pace**
  - Business processes are under development
  - **The operating model for the Student Hubs is a work in progress**

- Because of this, there will be lots of specific questions that we do not yet have the answers to – but we are committed to communicating openly and sharing information when we have it

Next steps

- The biggest change at this stage therefore is predominantly to the way teams work together across the organisation in student and academic service delivery

- Significant training and business readiness activity is needed prior to changes

- Transition will take place over the next 12-18 months:
    - **Cohort 3 announcements: TLSE and PGR PS staff at grades 2-5 restructure in late 2022 + staff in the International Programmes Office in DSE (Apr/May 22)**
    - Transition to new service delivery model (Student Hubs and My Manchester) to follow through to Dec 22
    - Incremental technology and process release from now into 2023
    - **Most fixed term staff have been converted to permanent meaning no risk of compulsory redundancy. Other fixed term staff have been extended to 31 July 23 in FSE**

- You should be receiving monthly updates from a <u>PS leader in your area</u>. Speak to your local PS leader if this is not the case.

Business readiness and transition

- It is important to remember that the process of populating our new structures is just one step towards what we're trying to achieve.

- Once the people are in place, there is then a healthy and lengthy period taking months to get everyone ready to make changes to processes and technology, and set up all the right communities and networks to ensure this is a success.

- This stage will be led by new management groups comprised of local PS leaders and managers in close consultation with academic colleagues, who will be responsible for implementing the changes appropriately. These management groups are currently in their infancy and comprise nearly 70 PS managers across Faculties and Central Directorates.
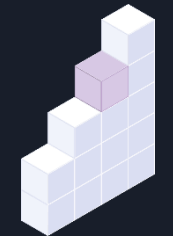
Over to you

- The willingness of our academic colleagues to accept and embrace changes to the way that we currently do things is pivotal to the success of the Programme, so we are asking for your help.

- As a leader, we believe you have a role to play and this session is intended to help you work in partnership with PS leaders, supporting teams through change. We hope you feel prepared to support your colleagues through the impacts of changes to their existing PS networks, as well as changes to the systems they use.

- We know that these changes will make some colleagues anxious and won't be universally welcomed, certainly initially.

- We also anticipate as the Programme continues to deliver change that there will be more challenges – both in terms of technology and new team structures, that we will have to face and overcome together to reach our end goal.

- We hope we've explained the reasons behind the Programme, where we are currently up to and what we are hoping to achieve.

- Colleagues will have views and questions and we're keen for everyone to start thinking about the questions that you will face from your teams and peers and how to answer those.

We're keen to invite your questions at this stage

Why does this matter to students?

Increased service expectations
(particularly from millennials and Gen Z)

+

Frustrations with current services

"Once I had the chance to speak to staff my issue was resolved very quickly. The difficulty is with the first contact and knowing where to go to and who to ask."

"I have a rule that if I can't find something in 10 minutes, I give up and start emailing admin staff. I advise new students to do this too. It's annoying to admin – they are brilliant – but I've got too much to do to waste my time searching through the University website."

"My building is like a maze. Some lifts don't go to certain floors. When I first arrived it was awful. Not easy to find anything at all."

"Signposting needs to be better all over the campus. There are so many places that are really hard to reach. It's hard giving directions to new students because things are so hidden away."

Benefits we're working towards

Students

- Students will be able to **resolve more queries themselves** without having to wait for a response from staff, by using **new self-service elements of My Manchester**
- The replacement of disparate student support/service reception points with **Student Hubs** will make services more visible and accessible
- Improvements to our back-end processes – coupled with more efficient ways of working – will mean **students receive help and support more quickly**

Academic colleagues

- **More time to focus on teaching and academic support activities**, as clearly signposted and accessible Student Hubs handle routine queries
- Consistent TLSE PS structures and roles, so it's **clear who can provide appropriate support**
- Improved processes to **raise concerns about student mental health and wellbeing**, with the introduction of a single system to pass concerns to specialist support teams
- Ability to **more easily track student progress** and **identify those who need support**

PS staff

- Consistent structures and job descriptions across Schools, Faculties and the DSE provide **clear pathways progression**
- **New staff networks**, based on operational area, so staff can work together across the institution
- Consistent processes and structures, combined with technology improvements, **make it easier to manage peaks in workloads and cover staff leave**
- Moving away from siloed working; **teams will be more closely aligned** through Schools, Faculties, and central Directorates.

Benefits we're working towards

Postgraduate research students

- PGR students will be able to **resolve more queries themselves** without having to wait for a response from staff, by using **new self-service elements of My Manchester**

- Dedicated resource within Faculties responds to PGR student feedback requesting **more direct access to support** with **shortened pathways and fewer points of contact**

- Improved, **more consistent experience** for PGR students across the University

Academic colleagues

- Faculty PGR services provide **dedicated point of contact for academic staff** involved in PGR activities, **reducing the administrative burden**

- Faculty teams **better equipped to deal with cross-Faculty initiatives** and the **interdisciplinary nature** of many PGR programmes, **supervisory teams** and **external funding arrangements**

- Aids the **development of communities of practice** for PS and academic colleagues to share best practice, solve issues collectively and optimise support

PS staff

- Consistent structures and job descriptions across Schools, Faculties, the DSE and RBE provides **clear pathways for progression**

- **New staff networks**, based on operational area so staff can work together across the institution

- Consistent processes and structures **improves ability to cover staff leave**

The next few months in detail…

April '22 technology and process release

- Main changes include improvements to Campus Solutions navigation, immigration process improvements and piloting the new registration process with a small number of students.

- Read more on Staffnet here.

Cohort 2

- Our new TLSE and PGR management structure started to be implemented from 7th March.

- New cross organisational management groups continue to be populated.

Cohort 3

- We are on track to announce proposed structures and job descriptions in April/May 2022.

- Most fixed term staff have now been converted to permanent (some remain on fixed term contracts, for example where they are covering a period of maternity/paternity/parental leave). All roles on the new structure are permanent.

- There is no risk of redundancy – it will be about matching permanent staff into roles and then being assigned to an area of the organisation to work in. This movement means you might notice some changes to people you are used to working with, as well as their roles.

- A reminder that Cohort 3 structures will fit in to the overall team structures announced as part of Cohort 2.