



ACADEMIC EXCELLENCE SINCE 1858

Strategic Plan 2009-2012



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Our vision...

is of a world in which a life-changing high quality university education is available to all who will benefit.

Our mission...

is to provide worldwide access to the internationally-renowned programmes and awards of the University of London and its Colleges.



Aim 1: Access

Broaden access to our programmes

OBJECTIVES

1.1 Developing opportunity

We will make our programmes more accessible (flexible, affordable, etc) to students around the world.

Why: Because we're passionate about providing access to quality education.

Change: Cost and academic entry requirements are an obstacle to many students who could benefit from what we do – so, we want to lower the barriers to entry (without lowering our academic standards) so that we reach more and different students.

Measures: Scholarships offered; number of students progressing to full degree programmes.



STRATEGIC INITIATIVES

2010 GOAL

1.1.1 Student access

By defining and routinely measuring access so that we can demonstrate broader access over time.

Identify key features for access and commence review of profile of student body in order to establish a baseline for analysis and report.

1.1.2 Widening our base

By developing flexible entry and progression routes that offer a wider base of students an opportunity to access our degree programmes and complete their studies. In many of the countries in which the External System is expanding the secondary school ends at Year 12. Therefore it will be a priority to develop programmes of study which meet Year 13 requirements for entry to University of London undergraduate degrees.

Achieve Board Agreement to proposals.

Start the implementation of a detailed delivery plan.

1.1.3 Scholarships

By developing a scholarship fund to support very able but financially challenged students, particularly in the developing world.

Identify the feasibility and operational implications, with a view to potential implementation in 2011/12.

1.1.4 Bologna compatibility

By designing a unified credit framework that allows for intermediate staged awards and is Bologna compatible.

By the end of the year, fully develop and agree with the BES a credit framework ready for implementation in 2011.

Aim 2: Quality

Enhance the learning experience
and achievement of our students

OBJECTIVES

2.1 Student experience

We will enable our students to achieve their learning goals through a higher quality student experience.

Why: Because we want our students to receive the highest quality experience we can provide at a distance, maximising the strengths of new technology in particular.

Change: For a number of years the External System has been on a journey from being an 'exam' provider to offering complete programmes of education, and very substantial progress has been achieved. This process will continue and make increased use of ICT.

Measures: Student satisfaction survey; progression rates; number of affiliate centres.

STRATEGIC INITIATIVES

2010 GOAL

2.1.1 Online support (modified)

By using technology (including the portal) to deliver a rich set of learning resources, academic support, an excellent online library, and self-service administration accessible to all IT-enabled students.

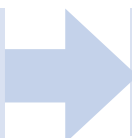


Sign an agreement with a partner for major initiative in e-learning.

Ensure that the portal is making a significant contribution to quality of student learning.

2.1.2 Progression

By improving our retention and progression rates thereby increasing the prospects for individual student success.



Improve progression rates and the quality of progression data.

2.1.3 Institution development

By providing advice and guidance to our recognised centres in respect of teaching quality.



Agree and implement a range of services to improve teaching practice and institutional capabilities as a contribution to an enhanced student experience.



Aim 2: Quality

Enhance the learning experience
and achievement of our students

OBJECTIVES

2.2 Programme portfolio

We will deliver a portfolio of intellectually challenging and accessible programmes that is sustainable, balanced and responds to student needs.

Why: Because it's critical we enrich our current products and selectively develop new products.

Change: Programme maintenance and development becomes more planned and deliberate in the context of a programme portfolio.

Measures: Schedule of maintenance/updating of existing programmes achieved; number of new programmes; proportion of income spent on programme development.

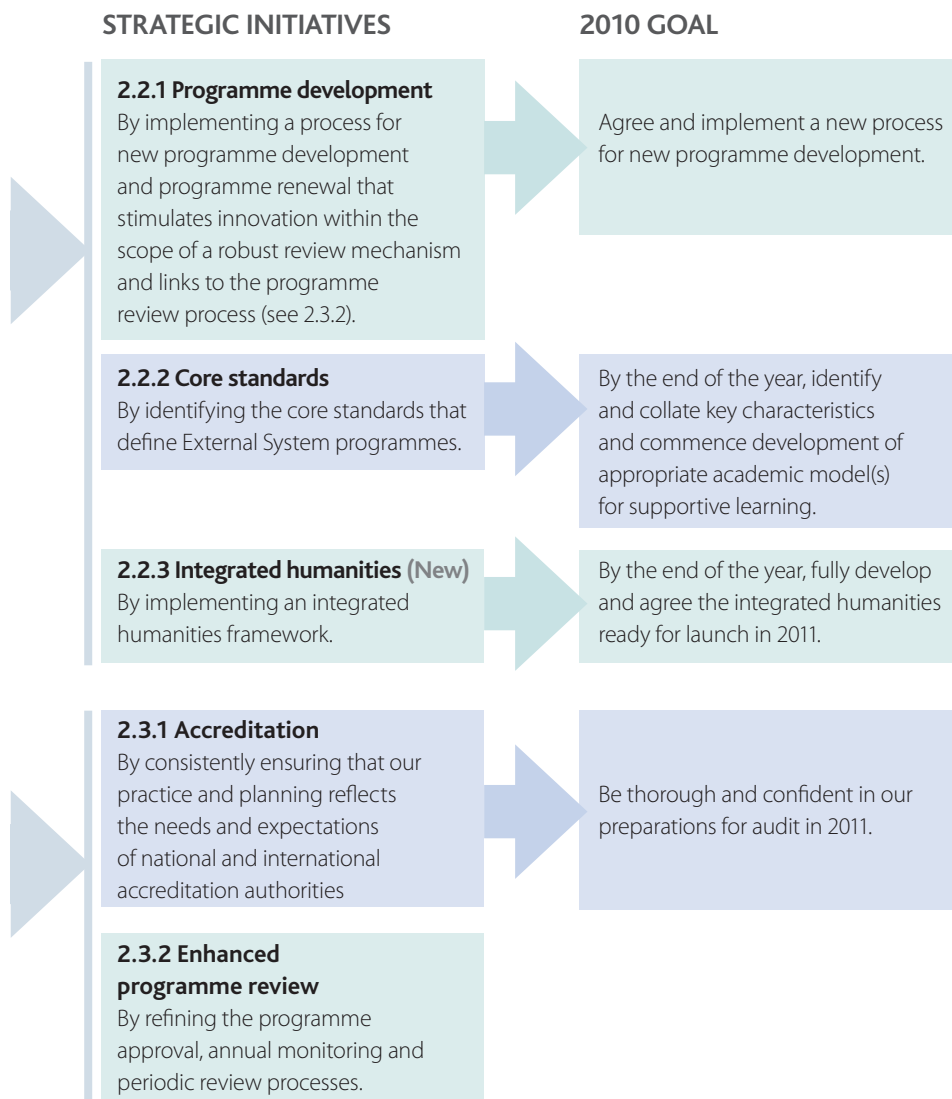
2.3 Award standards

We will maintain the high standards and global recognition of our Awards in the context of the application of degree awarding powers by Lead Colleges.

Why: Because our reputation is based on quality.

Change: Our environment is becoming more complex as colleges obtain Degree Awarding Powers and more countries implement quality assurance mechanisms.

Measures: Countries in which the External System is recognised by its accreditation agencies



Aim 3: Partnerships

Establish and reinforce strong collaborative relationships

OBJECTIVES

3.1 Institutions

We will create a quality assured global network of recognised centres.

Why: Because many of our students (particularly undergraduate) progress better when they register at a high quality institution, and because institutions help us reach more students.

Change: We want to maximise the benefits of our new formal institutions framework.

Measures: Number of institutions (at each stage in process); proportion of students using institutions.

3.2 Stakeholders

We will enhance the partnership and collaboration among stakeholders at the heart of the External System.

Why: Because we depend on effective collaboration with our stakeholders; it defines everything we do.

Change: We want to reduce the uncertainty and stress that exists in many of our relationships and move to a point of willing, secure, long-term collaborations.

Measures: Number of stakeholders covered by collaborative agreements; stakeholder satisfaction survey.

STRATEGIC INITIATIVES

2010 GOAL

3.1.1 Institutions policy implementation

By implementing the institutions policy for all stages of the institution lifecycle so that more of our students can access high quality local support.

Implement first cycle of periodic review for initial entrants.

Take first institutions into candidate phase and develop towards recognition.

3.1.2 Institutions policy review

By further developing our relatively new institutions policy in the light of experience with implementation.

(Scheduled for 2011 after at least 18 months of operation).

3.2.2 Contractual relationships

By introducing contracts with all stakeholder groups that are robust, transparent, equitable and rewarding of commitment; and that introduce a formal annual review.

Develop structure of common agreement for BES sign-off in May.

Sign a new Lead College contract with each College that clarifies and strengthens our working relationships and collaboration by end of August.

Strengthen our collaboration with key Colleges, particularly those on the cusp of critical mass with regard to the External System.

Develop a student contract and implement processes to ensure it can be signed by all active students by early in 2011.

Aim 3: Partnerships

Establish and reinforce strong collaborative relationships

OBJECTIVES

3.3 Brand

We will develop a brand that conveys our values and helps promote our work.

Why: Because we need to convey who and what we are in a way that all our stakeholders buy into.

Change: We want to change our name and articulate our story in a way that promotes our work.

Measures: Brand awareness.

STRATEGIC INITIATIVES

3.3.1 Name, narrative, values and identity

By communicating a strong name, narrative and identity for the External System, consistent with this strategy and our shared values, that is widely understood by stakeholders and is appropriately protected in our key markets.

2010 GOAL

Obtain final approval from Collegiate Council and Board of Trustees.

Implement a new naming and branding for the External System in such a way that we clarify and build understanding across all our major stakeholders.



Aim 4: Planned growth

Proactively plan and manage our sustained growth

OBJECTIVES

4.1 People, systems and structures

We will implement highly efficient, effective, scalable and environmentally responsible systems, structures and teams that meet the needs of our students and stakeholders.

Why: Because our long-term success depends on highly efficient systems that provide quality service at lower unit costs than any college could achieve individually.

Change: We've grown faster than our investment in infrastructure. We need our people, systems and processes to be leading edge.

Measures: percentage of systems covered by SITS; unit costs for all key services; CO2 emissions.

STRATEGIC INITIATIVES

2010 GOAL

4.1.1 Business transformation programme

By implementing SITS, Portal and reviewing business processes to benefit fully from a modern, integrated, holistic set of systems that fully engage our stakeholders.

Ensure all SITS work streams are on schedule and receive good user feedback from all implementations to date.

Ensure Portal technology is stable and consistent across development /live environments.

4.1.2 Integrated information centre

By implementing a single point of contact that can provide reliable and timely responses to the majority of enquiries.

Information Centre to take on student admissions queries with implementation of SITS in August 2010 and then all other areas as SITS rolls out.

Implement call management system.

4.1.3 People

By valuing and promoting the people and teams who make-up the External System, helping them to develop and perform to their maximum potential.

Implement staff appraisal system (with upfront goal setting) for all EISA staff.

4.1.4 Finance capability

By building a financial capability that is appropriate to a £50m turnover, fee for service, educational organisation where managed unit costs and active investment are particularly important.

Develop solid financial management and reporting systems for the 2010/11 budget year based on objectives agreed with ESFC.

4.1.5 Technology capability

By building a scalable technology capability that can enable a culture of innovation and support a business transformation.

(No additional activity beyond SITS/ Portal activity planned in 2010).

Aim 4: Planned growth

Proactively plan and manage our sustained growth

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STRATEGIC INITIATIVES

2010 GOAL

4.1.6 Management information

By providing the key management information to ensure the delivery of this strategy and the proactive management of our core services.

Develop a management reporting dashboard that provides a strategic insight into business performance (through KPI's) across the External System.

Develop the capacity to report on students at any stage in the life cycle.

4.1.7 Communication (modified)

By ensuring our stakeholders are well-informed and consulted on all important and/or high profile issues of significance to them.

Implement stronger communication with all stakeholders, particularly staff, Lead Colleges and institutions.

Develop the content of the current website and then ensure that a new website is live by September 2010.

4.1.8 Project management

By implementing a robust project management methodology and culture that facilitates the delivery of these strategic projects.

Develop a general project management methodology/ support to be used internally on smaller projects.

4.1.9 Performance monitoring

By carrying out evaluations of our corporate performance so that changes to our structures and procedures are evidence based.



Aim 4: Planned growth

Proactively plan and manage our sustained growth

OBJECTIVES

4.2 Financial returns

We will ensure our long-term financial stability and independence.

Why: Because we have no form of support beyond student fees, we need to be self-sufficient for the long-term and ensure that we reward our key stakeholders for their support.

Change: We need to set and achieve explicit financial goals that include a long-term investment strategy.

Measures: Reserves policy, ROCE, percentage surplus on turnover, programme surpluses, returns to Colleges.

STRATEGIC INITIATIVES

4.2.1 Financial goals

By defining and achieving financial goals that allow us to consistently maintain quality, reward our stakeholders, ensure adequate reserves, and allow us to invest in the delivery of this strategic plan.

2010 GOAL

Significantly reduce unit costs for student services by optimising print and courier.

Ensure that the total number of new students increases in line with previous years.





UNIVERSITY OF LONDON
External System

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