

STRANMILLIS UNIVERSITY COLLEGE

A College of Queen's University Belfast

COLLEGE DEVELOPMENT PLAN 2008-09
As Approved by Governing Body
18 September 2008

NOTE: All recurrent costs are accounted for in the 2008-09 budget.

CONTENT PAGE

Introduction	Page 1
Summary of Plan	Page 3
Primary Education Department	Page 8
Post Primary Department	Page 15
School Partnerships	Page 20
Early Childhood Studies Department	Page 24
Health & Leisure Studies Department	Page 30
Learning & Student Support Services Strategy	Page 37
Corporate Services Strategy	Page 42
Literacy Strategy	Page 49
Numeracy Strategy	Page 53
Science Strategy	Page 57
Special Needs Education Strategy	Page 61
Diversity & Inclusion Strategy	Page 65
Research Support Strategy	Page 69
International Partnership (Malaysia) Strategy	Page 74
Community Engagement Strategy	Page 78

Introduction

The College's current Strategic Development Plan covers the period 2006-09. The following plan has been prepared using the same broad framework outlined. However, two major changes occurred in the 2007-08 which required some amendment to the strategic objectives identified in the 2006-09 Plan. As a new Principal coming into post I have engaged in an extensive review exercise and extensive consultation with staff. Governors also initiated a review into the long term strategic options for Stranmillis University College which lead to the decision in principle to merge with Queen's University subject to DEL approval. Consequently, it was necessary to revisit the core values and strategic objectives. The amendments were approved by the Governing Body on the 15 May 2008 and form the framework for the Business Plan for 2008-09.

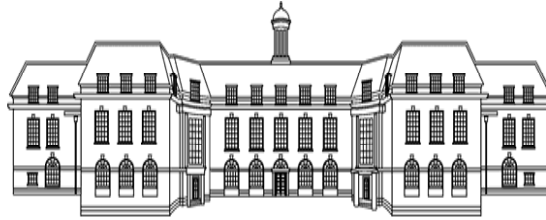
In summary the process used to compile this plan is as follows:

1. Implementing the decision at the beginning of the academic year to bring the Heads of Department and Head of School partnerships who had been appointed under the 2006 restructuring exercise into the weekly Senior Management Board meeting in order to support their leadership role in developing and taking strategies forward
2. SWOT analysis was carried out for all departments/sections in the autumn term
3. Key strategic priorities were identified as a result of reviewing the College curriculum in the light of the policy context shaped by documents such as the Chief Inspectors Report and the ongoing Teacher Education review
4. An Internal Working Group was set up to review the BEd in the light of the policy context created by the Northern Ireland Revised Curriculum and taking account of key issues raised in the Chief Inspector's Report and the ongoing Teacher Education Review. In the light of the Revised Curriculum a number of key strategic curricular themes have been identified – eg Literacy, Numeracy, Science, Diversity & Inclusion. The importance of these themes is reflected in the section plans. It is anticipated that a number of the proposed CPD courses to be developed this year will focus on themes related to the Revised Curriculum
5. After a period of consultation in the period February to April 2008 eight dormant PL posts were reactivated to provide cross-College co-ordination and accountability for developing major strategic themes. This action was approved by Governors on 17 April 2008

6. A forum for Cross-College Co-ordinators to meet in order to develop and review strategies under the chairmanship of the Principal was put into operation in May 2008
7. After consultation with the trade unions between February 2008 and May 2008 a full staff audit was conducted. The results have been used to inform the development of this plan
8. Review the Core values and strategic objectives set in the Strategic Development Plan for 2006-2009 in the light of the proposed merger with Queen's
9. A review of the College's Risk Register
10. Principal provided guidance and mentoring to Heads of Department/Sections in order to prepare their respective Business Plans for 2008-09 and reviewed drafts with Finance Officer in order to inform the budget setting process. The Draft Plan was reviewed at a Senior Management/HoD meeting with assistance of Finance Officer

The present draft is based on the 2008-09 budget. The current plan focuses on the major strategic themes reflected in government policy and on the need to move the College towards the vision of becoming a world-class provider of Teacher Education and associated professions. While the plan deals specifically with the year 2008-09 the strategic objectives and targets have the potential to be rolled forward into years 2 and 3. Projected budget estimates take this into account. The plan reflects engagement across the College and is based on the principle of distributed leadership. It is accepted that following approval by the Governing Body the document will become a working document subject to regular review and monitoring so that plans can be modified as appropriate in response to the strategic context.

Dr Anne Heaslett
Principal
18 September 2008



STRANMILLIS UNIVERSITY COLLEGE
A College of Queen's University Belfast

BUSINESS PLAN 2008-09

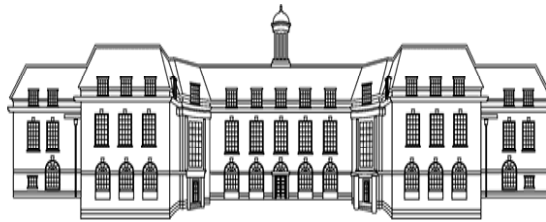
Summary

UNIVERSITY COLLEGE STRATEGY	BUSINESS PLAN TARGETS 2008-09	RESPONSIBILITY	SOURCE OF FUNDING (WHERE APPROPRIATE)	TARGETS TO BE ACHIEVED REVIEWED MID-YEAR JANUARY 2009 AND BY JUNE 2009
<p>Strategic Objective 1: To make an effective and innovative contribution to the vision of building a world-class provision for teacher education and related professions as a result of the proposed merger with Queen's University.</p>	1.1 Recruit to quota of full-time places and maintain part-time enrolments on the Masters programme in order to build a strong academic profile	Dr Heaslett & Dr Boyd & Heads of Department	Core Funding	1.1 Achieve full-time targets of: 78 Primary, 50 Post-Primary, 15 PGCE and 75 for Non-ITE, ie Early Childhood Studies and Health & Leisure Studies. Maintain Masters enrolments: MEd/MTeach 60 and MA (ECS) 18
	1.2 Achieve a retention target of in order to ensure that Stranmillis remains in the top ten of UK HE institutions	Dr Heaslett & Dr Boyd & Heads of Department	Core Funding	1.2 Contribute to the achievement of a College target of 98% for full-time students
	1.3 Generate income by increasing the number of short CPD courses	Dr Heaslett, Dr Boyd & Dr Caul	Full Cost Recovery	1.3 Review progress against targets as outlined in plans
	1.4 Ensure content of various modules are up to date with current industry policy, strategy and practice	Dr Heaslett & Dr Caul	Core Funding	1.4 Positive External Examiner and quality assurance reports
	1.5 As a result of consultation with Queen's establish the Stranmillis Alumni Association	Dr Heaslett & Mr Hugh Storey	Self Funding	1.5 Association in operation by the end of 2008/09
	1.6 Establish a Communications Forum and implement a communications strategy which keeps major stakeholders informed about the College's developments and progress on merger negotiations. This will include building in a contingency element to cope with any delay in merger date	Dr Heaslett & Ms Watson	Marketing/Communications Budget	1.6 Regular publication of the Stran Newsletter, achieving at least 4 news stories in national media, keeping all sections of the College's website including a special Intranet site devoted to Merger news, monthly publication of internal Staff Bulletin and corporate branding

	<p>1.7 Agree a set of benchmarks against which the College will develop world-class practice</p> <p>1.8 Contribute positively to the proposed Merger Implementation Project</p>	<p>Dr Heaslett & Dr Caul</p> <p>Dr Heaslett, Dr Caul, Dr Boyd, Ms Watson & Mr Halliday</p>	<p>Core Funding</p> <p>Merger Fund</p>	<p>1.7 Review progress against targets as outlined in plans</p> <p>1.8 Participation in schedule of Implementation & Working Group meetings</p>
<p>Strategic Objective 2: To enhance further the quality of teaching and learning opportunities on all programmes through a commitment to learner centred pedagogy.</p>	<p>2.1 Use feedback from NSS and QA feedback to develop an action plan which aims to increase the overall NSS satisfaction</p> <p>2.2 Work with ETI to pilot the proposed Self evaluation scheme for ITE</p> <p>2.3 Achieve projects as outlined in section plans as a contribution to the aims of the CETL</p> <p>2.4 Implement the agreed IT strategy and extend wireless connections in order to enhance the quality of teaching and learning</p>	<p>Dr Heaslett & Dr Boyd</p> <p>Dr Heaslett & Dr Caul</p> <p>Dr Heaslett & Dr Caul with Heads of Department</p> <p>Dr Heaslett & Dr Boyd</p>	<p>Core Funding</p> <p>Core Funding</p> <p>CETL Funding</p> <p>IT Budget</p>	<p>2.1 Higher ratings achieved in the next National Student Survey</p> <p>2.2 Demonstrate linkage into quality assurance strategy</p> <p>2.3 Review progress against targets as outlined in plans</p> <p>2.4 Review progress against targets as outlined in plans</p>
<p>Strategic Objective 3: To develop research in order to enhance the quality of teaching and learning.</p>	<p>3.1 Support the embedding of a research culture by increasing participation at conferences etc</p> <p>3.2 Promote research activity by encouraging more staff to submit papers for publication</p> <p>3.3 Increase income generation and related research output from grant applications and consultancy</p> <p>3.4 Support 12 staff members within the Department with their Doctorate studies</p>	<p>Dr Heaslett & Dr Caul</p> <p>Dr Heaslett & Dr Caul</p> <p>Dr Heaslett & Dr Caul</p> <p>Dr Heaslett & Dr Caul</p>	<p>Core Funding Plus Rewarding & Developing Staff Budget</p> <p>Core Funding</p> <p>Cost Recovery</p> <p>Staff Development Budget</p>	<p>3.1 Staff records to show an increased level of participation on 07/08 figures</p> <p>3.2 Review progress against targets as outlined in plans</p> <p>3.3 Review progress against targets as outlined in plans</p> <p>3.4 Satisfactory progress report/graduations</p>

<p>Strategic Objective 4: To enhance student employability skills within all programmes and provide opportunities for added-value.</p>	4.1 Demonstrate increased student participation in the QUB Entrepreneurship Certificate across all academic departments	Dr Heaslett & Dr Boyd	Core Funding	4.1 Increase participation by 10%
	4.2 Demonstrate increased student participation in the QUB Careers and Employability Skills Certificate across all academic departments	Dr Heaslett & Dr Boyd	Core Funding	4.2 Increase participation by 10%
	4.3 Introduce new initiatives to demonstrate commitment to the Queen's Degree Plus strategy	Dr Heaslett & Dr Boyd	Core Funding	4.3 Review progress against targets as outlined in plans
	4.4 Demonstrate increased student participation in added-value Stranmillis certified courses	Dr Heaslett & Dr Boyd	Full Cost Recovery	4.4 Increase participation by 10%
<p>Strategic Objective 5: To recruit, sustain and support students from the widest possible range of educational, social and cultural backgrounds and continue to build international partnerships/placements.</p>	5.1 Achieve Widening Access targets as detailed in plan	Dr Heaslett & Dr Boyd & Dr Cummins	Widening Access Funding	5.1 Review progress against targets as outlined in plans.
	5.2 Achieve student participation target of 20% for international placements in 08/09	Dr Heaslett & Dr Caul	International Funds	5.2 Achieve student participation target of 20% for international placement
	5.3 Encourage international experience for staff	Dr Heaslett & Dr Caul	International Awareness Funds	5.3 Review progress against targets as outlined in plans
<p>Strategic Objective 6: To develop collaborative partnerships which help extend the range of professional services available to stakeholders and to make a positive contribution to the educational, economic and social development of the community.</p>	6.1 Promote Community Engagement through the delivery of an Extra Mural Programme as outlined in detailed plan	Dr Heaslett & Dr Boyd & Dr Phoenix	Full Cost Recovery	6.1 Review progress against targets as outlined in plans
	6.2 Develop collaborative relationships which enhance the College's profile by extending the range of international partnerships	Dr Heaslett & Dr Caul	International Fund	6.2 Review progress against targets as outlined in plans
	6.3 Develop collaborative relationships which enhance the College's profile by extending the range of school partnerships	Dr Heaslett & Dr Caul & Miss Eason	School Partnership Fund	6.3 Review progress against targets as outlined in plans

	6.4 Develop collaborative relationships which enhance the College's profile by extending the range of partnerships with ELBs/ESA etc	Dr Heaslett, Dr Caul, Dr Boyd & Heads of Department	Core Funding	6.4 Review progress against targets as outlined in plans
Strategic Objective 7: To develop and support all staff as part of the vision to create a world-class learning community.	7.1 Encourage participate in Recent and Relevant Experience in Schools Project/Sabbatical	Dr Heaslett & Dr Caul	Rewarding & Developing Staff Budget	7.1 Review staff records
	7.2 Develop individual staff development plan as part of annual appraisal	Dr Heaslett, Dr Caul & Dr Boyd	Rewarding & Developing Staff Fund	7.2 Review staff records
	7.3 Increase attendance at QUB CED activities to support teaching and learning by 50%	Dr Heaslett, Dr Caul & Dr Boyd	Core Funding	7.3 Review Staff records
Strategic Objective 8: To develop and enhance the learning environment and infrastructure.	8.1 Implement a refurbish and maintenance plan as outlined in Corporate Services Section Plan to improve the teaching, learning and social environments in order to enhance the quality of the student experience	Dr Heaslett & Mr Halliday	Estates Budget Residence & Catering Budget	8.1 Review progress against targets as outlined in plans
	8.2 Liaise with Queen's regarding conducting a full Conditions Survey	Dr Heaslett & Mr Halliday	To be agreed with Queen's	8.2 Review progress at Project Implementation Group meetings



STRANMILLIS UNIVERSITY COLLEGE
A College of Queen's University Belfast

BUSINESS PLAN 2008-09

Department: Teacher Education (Primary)
Head of Department: Dr Maureen Thatcher

UNIVERSITY COLLEGE STRATEGY	BUSINESS PLAN TARGETS 2008-09	RESPONSIBILITY	SOURCE OF FUNDING (WHERE APPROPRIATE)	TARGETS TO BE ACHIEVED
<p>Strategic Objective 1: To make an effective and innovative contribution to the vision of building a world-class provision for teacher education and related professions as a result of the proposed merger with Queen's University.</p>	<p>1.1 Recruit quota of full-time places and increase part-time enrolments on Masters programme in order to build up a strong academic profile</p> <p>1.2 Achieve a retention target in order to ensure that Stranmillis remains in the top 10 of UK HE institutions</p> <p>1.3 Ensure content of various modules is up to date with current policy, strategy and practice</p> <p>1.4 Contribute to the proposed merger discussions to ensure maintenance and further development of programmes</p>	<p>Dr Thatcher & Team</p> <p>Dr Thatcher & Team</p> <p>Dr Thatcher & Team</p> <p>Dr Thatcher & Team</p>	<p>Core Funding</p> <p>Core Funding</p> <p>Core Funding</p> <p>Core Funding</p>	<p>1.1 Achieve full-time target of 68 and achieve enrolments target on part-time Masters of 60 in collaboration with post-primary</p> <p>1.2 Contribute to the achievement of a College target of 98% retention for full-time students</p> <p>1.3 Positive External Examiner reports</p> <p>1.4 Participate in schedule of Working Group meetings</p>

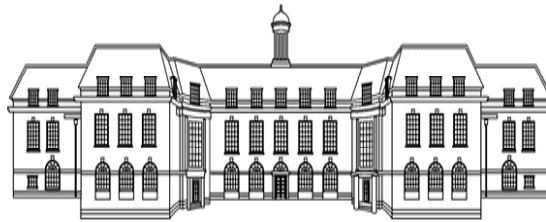
<p>Strategic Objective 2: To enhance further the quality of teaching and learning opportunities on all programmes through a commitment to learner centred pedagogy.</p>	<p>2.1 In partnership with key stakeholders prepare a BEd (Primary) specification for validation with the timelines agreed, which introduces of new conceptual core to include child and learner-centred, shared perspectives and problem-based learning and demonstrates currency in the future schools market place</p>	<p>Dr Thatcher & Team</p>	<p>Hospitality for consultations with stakeholders £1000</p>	<p>2.1 Validation process complete and revised BEd ready for introduction by Sept 2009. Review June 2009</p>
	<p>2.2 Support students (1st Year) through the allocation of personal tutors and attendance at associated tutorials</p>	<p>Dr Thatcher & Team</p>	<p>Core Funding</p>	<p>2.2 Maintain high student retention rates in 08/09</p>
	<p>2.3 Use feedback from National Student Survey and QA feedback to increase overall NSS satisfaction rating</p>	<p>Dr Thatcher & Team working in collaboration with Dr Eaton</p>	<p>Core Funding</p>	<p>2.3 Higher rating achieved in the National Student Survey published results June 2009</p>
	<p>2.4 Engage with CETL to promote BASICS Project, Maths trails, teaching of reading, Linguistic Phonics Programme, Jolly Phonics Programme, SEN and achieve output from 2 projects as a contribution to the aims of the CETL</p>	<p>Dr Thatcher & Team in collaboration with CETL Officer</p>	<p>£1,000 from Innovation Fund, Escalate grants, Scotens applications</p>	<p>2.4 Complete and disseminate outcomes of 2 CETL projects by June 2009</p>
	<p>2.5 Explore the use of flexible learning space</p>	<p>Dr Thatcher & Team</p>	<p>Core Funding</p>	<p>2.5 Completion of 2 pilot studies into the use of flexible learning space by June 2009</p>
	<p>2.6 Evaluate the introduction of E-Portfolio</p>	<p>Dr Thatcher & Mrs Jill Dunn</p>	<p>DE grant of up to £9000</p>	<p>2.6 Produce a report to SMT on pilot study of the introduction of the e-portfolio by April 2009</p>

Strategic Objective 3: To develop research in order to enhance the quality of teaching and learning.	3.1 Demonstrate that innovative practice in teaching and learning is research-informed by increasing attendance at QUB Research Seminars supporting the enhancement of the quality of teaching and learning by 50%	Dr Thatcher & Team	Core Funding	3.1 Staff records to be reviewed in June 2009
	3.2 Generate data and seek to publish outcomes by encouraging research active staff to submit papers for publication	Dr Thatcher & Team	Core Funding	3.2 At least 6 papers submitted by June 2009
	3.3 Increase income generation and related research output from grant applications and consultancy	Dr Thatcher & Team	Income Generation	3.3 Generate at least £20,000 by June 2009
	3.4 Support and monitor at least 4 members of staff within the Department with their Doctorates	Dr Thatcher & Team	Staff Development	3.4 Satisfactory progress report /graduations by June 2009
	3.5 Continue the international research project (in partnership with Uganda) in Capacity Building	Dr Thatcher & Team	British Council Funding	3.5 Submit a publication - European Journal of Teacher Education

Strategic Objective 4: To enhance student employability skills within all programmes and provide opportunities for added-value.	4.1 Demonstrate increased participation in the QUB Careers & Employability Skills Certificate	Dr Thatcher & Team	Core Funding	4.1 Increase participation by 10% by June 2009
	4.2 Offer a number of certificates in aspects of primary education that students will find attractive e.g. EAL, Drama, PE, Art, MFL	Dr Thatcher & Team in collaboration with other Cross-College Co-ordinators	Full cost recovery	4.2 Offer 5 programmes with 30 students enrolled in each – 150 students by June 2009
	4.3 Offer QUB Plus – value-added courses for students in curriculum areas	Dr Thatcher	Core Funding	4.3 Provision of 3 courses by June 2009
	4.4 Organise Careers education – talks and seminars	Dr Thatcher in collaboration with Careers Adviser	Core Funding	4.4 Evaluate each event and demonstrate positive student feedback
	4.5 Offer the Certificate of Competence in Educational Testing (CCET)	Dr Thatcher in collaboration with Dr Sharon McMurray & Dr Barbara McConnell	Full Cost Recovery	4.5 Deliver a course to a cohort of at least 10 students by June 2009

<p>Strategic Objective 5: To recruit, sustain and support students from the widest possible range of educational, social and cultural backgrounds and continue to build international partnerships/placements.</p>	<p>5.1 Improve levels of contribution to:</p> <ul style="list-style-type: none"> ▪ Careers Events, Careers Evenings in schools and QUB recruitment events ▪ Support the Widening Access programme especially in N&W Belfast <p>5.2 Encourage international participation for students</p> <p>5.3 Encourage international experience for staff</p> <p>5.4 Encourage staff to consider a Comenius Application</p>	<p>Dr Thatcher & Team working in collaboration with Widening Access Co-ordinator</p> <p>Dr Thatcher & Team in collaboration with the International Officer</p> <p>Dr Thatcher & Team in collaboration with the International Officer</p> <p>Dr Thatcher & Team in collaboration with the International Officer</p>	<p>Core Funding and Widening Access Funding</p> <p>International Fund</p> <p>International Fund</p>	<p>5.1 Staff record and a higher enrolment of males and students from under-represented postcodes by June 2009</p> <p>5.2 Achieve student participation target of 20% for international placements 08/09</p> <p>5.3 A participation target of 2 academic staff 08/09</p> <p>5.4 Submission of a successful application by January 2009</p>
<p>Strategic Objective 6: To develop collaborative partnerships which help extend the range of professional services available to stakeholders and to make a positive contribution to the educational, economic and social development of the community.</p>	<p>6.1 Support the work with schools and partnership development through the 'teach in a school' initiative</p> <p>6.2 Provide a consultancy service for schools in particular areas eg EAL, MFL, PE, music, art, Literacy, Numeracy, special needs</p> <p>6.3 Contribute to a workshop to define and develop the ambassadorial role during SBW/placement visits</p>	<p>Dr Thatcher & Team</p> <p>Dr Thatcher & Team</p> <p>Dr Thatcher & Team in collaboration with the Head of School Partnerships</p>	<p>Staff Development Budget</p> <p>Full-cost recovery</p> <p>School Partnership Fund</p>	<p>6.1 A minimum of two staff by June 2009</p> <p>6.2 Five consultancy exercises completed by June 2009</p> <p>6.3 Participate in the workshop and help to shape the emerging College policy to be introduced by June 2009</p>

	6.4 Develop a partnership between school educational agencies and ITE initiative	Mr John McCullagh & Dr Julian Greenwood	£2500 ESCalate funding	6.4 Establish links with 5 primary schools and meet the Project objectives by June 2009
Strategic Objective 7: To develop and support all staff as part of the vision to create a world-class learning community.	7.1 Increase research-active staff attendance/networking at conferences to deliver papers/workshops etc	Dr Thatcher & Team in collaboration with Dr G Walsh	Staff Development Budget	7.1 Review staff records to confirm at least 3 papers/workshops delivered at conferences by June 2009
	7.2 Encourage staff to participate in Recent and Relevant Experience in School Projects/Sabbatical	Dr Thatcher	Staff Development Budget	7.2 Review staff records to confirm satisfactory Progress Reports by June 2009
	7.3 Develop individual staff development plan as part of annual appraisal	Dr Thatcher	Staff Development Budget	7.3 Review staff records by June 2009
	7.4 Contribute to international placement supervision	Dr Thatcher in collaboration with International Officer	International Fund	7.4 Supervision reports reviewed June 2009
	7.5 Increase attendance at QUB CED activities to support teaching and learning by 50%	Dr Thatcher	Core Funding	7.5 Staff records
Strategic Objective 8: To develop and enhance the learning environment and infrastructure.				



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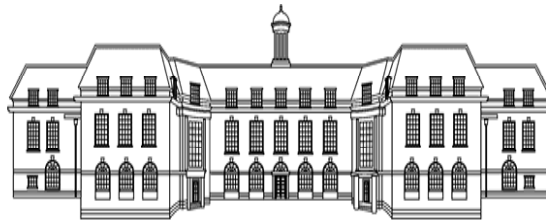
Department: Teacher Education (Post Primary)
Head of Department: Miss Audrey Curry

UNIVERSITY COLLEGE STRATEGY	BUSINESS PLAN TARGETS 2008-09	RESPONSIBILITY	SOURCE OF FUNDING (WHERE APPROPRIATE)	TARGETS TO BE ACHIEVED
<p>Strategic Objective 1: To make an effective and innovative contribution to the vision of building a world-class provision for teacher education and related professions as a result of the proposed merger with Queen's University.</p>	<p>1.1 Recruit to quota of full-time places and increase part-time enrolments on the Masters programme in order to build a strong academic profile</p> <p>1.2 Achieve a retention target of in order to ensure that Stranmillis remains in the top ten of UK HE institutions</p> <p>1.3 Ensure content of various modules are up to date with current industry policy, strategy and practice</p> <p>1.4 Contribute to the proposed merger discussions the maintenance and further development of the degree</p>	<p>Miss Curry & Team</p> <p>Miss Curry & Team</p> <p>Miss Curry & Team</p> <p>Miss Curry & Team</p>	<p>Core Funding</p> <p>Core Funding</p> <p>Core Funding</p> <p>Core Funding</p>	<p>1.1 Achieve full-time target of 50 and achieve enrolments target on part-time Masters of 60 in collaboration with post-primary</p> <p>1.2 Contribute to the achievement of a College target of 98% retention for full-time students</p> <p>1.3 Positive External Examiner reports. Review by June 2009</p> <p>1.4 Participation in schedule of Working Group meetings. Review by June 2009</p>
<p>Strategic Objective 2: To enhance further the quality of teaching and learning opportunities on all programmes through a commitment to learner centred pedagogy.</p>	<p>2.1 In partnership with key stakeholders, prepare a BEd (Post Primary) specification for validation within the timelines agreed, which demonstrates currency in the future schools market place</p> <p>2.2 Support students (1st Year) through the allocation of personal tutors and attendance at associated tutorials</p>	<p>Miss Curry & Team and Pathway Consultative Committee</p> <p>Miss Curry & Team</p>	<p>Hospitality for consultations with stakeholders £1000</p> <p>Core Funding</p>	<p>2.1 Validation process complete and revised BEd ready for introduction by Sept 2009. Review December 2008 & May 2009</p> <p>2.2 Maintain high student retention rates for 08/09</p>

	<p>2.3 Use feedback from National Student Survey and QA feedback to increase overall NSS satisfaction rating</p> <p>2.4 Achieve output from one project as a contribution to the aims of the CETL</p> <p>2.5 Demonstrate further innovative practice in Placement Learning based on QA data gathered in 07/08.</p> <ul style="list-style-type: none"> ▪ 2 x half day events with partner schools to develop Year 1 and Year 3 placements ▪ One full day event with Teacher Tutors 	<p>PE & TEPP Tutors</p> <p>Miss Curry & Team & CETL Officer</p> <p>Miss Curry & Team in collaboration with Head of School Partnerships</p>	<p>Core Funding</p> <p>CETL Funding</p> <p>Partnership Development Fund & Innovation Fund</p>	<p>2.3 Higher ratings achieved in National Student Survey published results June 2009</p> <p>2.4 Complete and disseminate the outcomes of the project by June 2009</p> <p>2.5 Progress Report to SMT by March 2009</p>
<p>Strategic Objective 3: To develop research in order to enhance the quality of teaching and learning.</p>	<p>3.1 Demonstrate that innovative practice in teaching and learning is research-informed by encouraging research active staff to generate practice related data and seek to share outcomes with colleagues and in papers for publication</p> <p>3.2 Increase income generation and related research output from grant applications and consultancy</p> <p>3.3 Support at least 3 members of staff within the Department with their Doctorate studies</p> <p>3.4 Demonstrate that innovative practice in teaching and learning is research-informed by increasing attendance at QUB Research Seminars supporting the enhancement of the quality of teaching and learning by 50%</p>	<p>Miss Curry & Team</p> <p>Miss Curry & Team</p> <p>Miss Curry & Team</p> <p>Miss Curry & Team</p>	<p>Core Funding</p> <p>Income Generation</p> <p>Staff Development Budget</p> <p>Core Funding</p>	<p>3.1 At least 2 papers submitted by June 2009</p> <p>3.2 Generate at least £20,000 by June 2009</p> <p>3.3 Satisfactory progress report/graduations by June 2009</p> <p>3.4 Staff records to be reviewed in June 2009</p>

Strategic Objective 4: To enhance student employability skills within all programmes and provide opportunities for added-value.	4.1 Demonstrate increased student participation in the QUB Entrepreneurship Certificate	Miss Curry & Team	Core Funding	4.1 Increase participation by 10%. Review by June 2009
	4.2 Demonstrate increased student participation in the QUB Careers and Employability Skills Certificate	Miss Curry & Team	Core Funding	4.2 Increase participation by 10%. Review by June 2009
	4.3 Demonstrate increased student participation in the Interview Skills Event for year 4 students	Miss Curry & Programme Leader in collaboration with BEd Careers Officer	Core Funding and Student Support funding	4.3 Increase participation by 10%. Review by June 2009
	4.4 Introduce two new initiatives in the areas of Placement Learning and Degree Plus	Miss Curry & Team	Rewarding & Developing Staff grant £3,000	4.4 Two initiatives identified and introduced by June 2009
Strategic Objective 5: To recruit, sustain and support students from the widest possible range of educational, social and cultural backgrounds and continue to build international partnerships/placements.	5.1 Maintain levels of contribution to: <ul style="list-style-type: none"> ▪ Careers Events, Careers Evenings in schools and QUB recruitment events ▪ Widening Access activities 	Miss Curry & Team in collaboration with Widening Access Co-ordinator	Core Funding and Widening Access Funding	5.1 Staff records and a higher number of applications of males and students from under-represented postcodes by June 2009
	5.2 Achieve student participation target of 20% for international placements in 08/09	Miss Curry in collaboration with International Officer	International Funds	5.2 Achieve student participation target of 20% for international placement by June 2009
	5.3 Encourage international experience for staff	Miss Curry in collaboration with International Officer	International Funds	5.3 A participation target of 2 academic staff. Review by June 2009
Strategic Objective 6: To develop collaborative partnerships which help extend the range of professional services available to stakeholders and to make a positive contribution to the	6.1 Identify two new activities to contribute to the Cross College Strategic Group for Community Education	Miss Curry & Team in collaboration with Dr Phoenix	Full Cost Recovery	6.1 Contribution 2 Extra Mural Programmes by June 2009
	6.2 Develop MEd (modules) learning partnerships with two new schools	Miss Curry & Team	Core Funding	6.2 Two new partner schools established by June 2009

educational, economic and social development of the community.	6.3 Contribute to a workshop to define and develop the ambassadorial role during SBW/placement visit	Miss Curry & Team in collaboration with Head of School Partnerships	School Partnership Fund	6.3 Participate in the workshop and help to shape the emerging College policy to be introduced by June 2009
Strategic Objective 7: To develop and support all staff as part of the vision to create a world-class learning community.	7.1 Increase research-active staff attendance/networking at conferences to deliver papers/workshops/ etc	Miss Curry & Team in collaboration with Dr G Walsh	Staff Development Budget	7.1 Staff records to confirm that at least 3 papers/workshops delivered at conferences before June 2009
	7.2 Encourage participation in Recent and Relevant Experience in Schools Project/Sabbatical	Miss Curry	Staff Development Budget	7.2 Staff records to confirm satisfactory Progress Reports by June 2009
	7.3 Develop individual staff development plan as part of annual appraisal	Miss Curry	Staff Development Budget	7.3 Review staff records by June 2009
	7.4 Maintain contribution to international placement supervision	Miss Curry in collaboration with International Officer	International Awareness Funds	7.4 Supervision reports by June 2009
	7.5 Increase attendance at QUB CED activities to support teaching and learning by 50%	Miss Curry	Core Funding	7.5 Staff records
Strategic Objective 8: To develop and enhance the learning environment and infrastructure.				



STRANMILLIS UNIVERSITY COLLEGE
A College of Queen's University Belfast

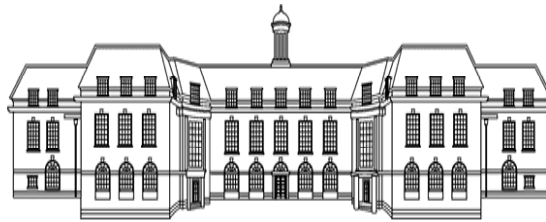
BUSINESS PLAN 2008-09

Head of School Partnerships: Miss Gail Eason

UNIVERSITY COLLEGE STRATEGY	BUSINESS PLAN TARGETS 2008-09	RESPONSIBILITY	SOURCE OF FUNDING (WHERE APPROPRIATE)	TARGETS TO BE ACHIEVED
<p>Strategic Objective 1: To make an effective and innovative contribution to the vision of building a world-class provision for teacher education and related professions as a result of the proposed merger with Queen's University.</p>	<p>1.1 Identify the key benchmarks for evaluating world class standards in teacher education and review the College's current position in the light of these benchmarks</p> <p>1.2 Contribute to the development and Implementation of an action plan which is monitored throughout the year to ensure that the College improves its ranking for Teaching Practice in the National Student Survey</p> <p>1.3 Review and further develop the mechanisms for quality assuring School Based Work</p>	<p>Miss Eason</p> <p>Miss Eason in collaboration with senior team</p> <p>Miss Eason</p>	<p>Core Funding</p> <p>Core Funding</p> <p>Core Funding</p>	<p>1.1 Prepare a report with recommendations for SMT by early October 2008</p> <p>1.2 Monitor the action plan to be agreed with senior management in order to report on progress by June 2008</p> <p>1.3 Prepare and distribute an evaluation questionnaire to partner schools and compile a report for SMT by June 2008</p>
<p>Strategic Objective 2: To enhance further the quality of teaching and learning opportunities on all programmes through a commitment to learner centred pedagogy.</p>	<p>2.1 Review the pilot version of the SBW reporting form and use it across both Primary and Post Primary teams</p> <p>2.2 Prepare a standard College School Based Work policy and procedure for approval by the Governing Body</p> <p>2.3 Plan and implement two pilot projects involving Teacher Tutors working with beginning teachers to support the development of SBW</p>	<p>Miss G Eason</p> <p>Miss G Eason</p> <p>Miss G Eason in collaboration with Dr Thatcher & Miss Curry</p>	<p>Core Funding</p> <p>Core Funding</p> <p>School Partnership Fund £25,000</p>	<p>2.1 Prepare a report for SMT by September 2008</p> <p>2.2 Prepare a draft policy and procedure for approval by Governing Body by December 2008</p> <p>2.3 One Primary and one Post-Primary project completed by March 2009</p>

<p>Strategic Objective 3: To develop research in order to enhance the quality of teaching and learning.</p>	<p>3.1 Develop a research exercise which evaluates the pilot projects outlined in 2.3</p> <p>3.2 Prepare a paper/workshop activity as a result of the research exercise</p>	<p>Miss G Eason in consultation with Dr G Walsh</p>	<p>Core Funding</p>	<p>3.1 Produce an evaluation report on the pilots by June 2009</p> <p>3.2 Submit paper/deliver workshop by June 2009</p>
<p>Strategic Objective 4: To enhance student employability skills within all programmes and provide opportunities for added-value.</p>	<p>4.1 Enhance the quality of SBW placements by ensuring that there is a common policy and procedures operating across the College and ongoing monitoring</p>	<p>Miss G Eason in conjunction with HoDs and the SBW coordinators</p>	<p>Core Funding</p>	<p>4.1 High quality ratings achieved in the National Student Surveys</p>
<p>Strategic Objective 5: To recruit, sustain and support students from the widest possible range of educational, social and cultural backgrounds and continue to build international partnerships/placements.</p>	<p>5.1 Collaborate with the Widening Access Co-ordinator in order to increase the number of students from non-traditional backgrounds</p> <p>5.2 Collaborate with the Widening Access Co-ordinator in order to attract and retain males in to the profession</p>	<p>Miss G Eason in collaborate with the Widening Access Co-ordinator</p>	<p>Widening Access Funding</p>	<p>5.1 Increase in the number of applications to teaching from students with non-traditional backgrounds</p> <p>5.2 Increase in the number of males into the teaching profession</p>

Strategic Objective 6: To develop collaborative partnerships which help extend the range of professional services available to stakeholders and to make a positive contribution to the educational, economic and social development of the community.	6.1 Compile a report on 2007-08 year for the Governing Body	Miss G.Eason in collaboration with both the primary and post primary teams	Core Funding	6.1 Report for the September 2008 Board of Governors meeting
	6.2 Continue to develop the school partnerships with Kent Medway and Coventry—with the aim of enhancing SBW and increasing the possibility of securing employment for newly qualified teachers	Miss Eason in collaboration with Kent Medway	Core Funding	6.2 Set up a pilot project involving a 3 week placement for 3 rd year BEd students from Primary and Post-Primary and produce an evaluation report for SMT by June 2009
Strategic Objective 7: To develop and support all staff as part of the vision to create a world-class learning community.	7.1 Organise a number of briefing sessions, linked to the overall BEd Review, for staff to report on the College's efforts to move towards world class recognition	Miss G Eason in collaboration with SMT	Core Funding	7.1 Deliver at least 2 in-house dissemination events by June 2009
Strategic Objective 8: To develop and enhance the learning environment and infrastructure.	8.1 Develop an online resource –A Virtual Reality Primary school for the Primary students to assist professional learning as an aid for SBW placements and establish a focus group of interested students and staff to comment on the appropriateness/usefulness of such a resource	Miss G Eason in collaboration with Mr F Corscadden and other members of staff	Core Funding	8.1 Complete the pilot linked the Foundation stage of the primary school and evaluate. Prepare a progress report for SMT by December 2008



STRANMILLIS UNIVERSITY COLLEGE
A College of Queen's University Belfast

BUSINESS PLAN 2008-09

Department: Early Childhood Education
Head of Department: Ms Sheelagh Carville

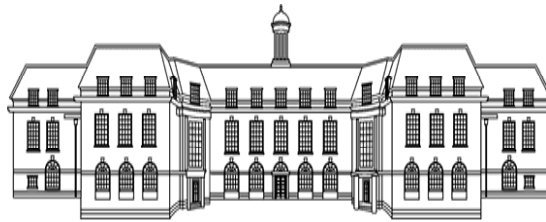
UNIVERSITY COLLEGE STRATEGY	BUSINESS PLAN TARGETS 2008-09	RESPONSIBILITY	SOURCE OF FUNDING (WHERE APPROPRIATE)	TARGETS TO BE ACHIEVED
<p>Strategic Objective 1: To make an effective and innovative contribution to the vision of building a world-class provision for teacher education and related professions as a result of the proposed merger with Queen's University.</p>	<p>1.1 Recruit to quota of full-time places and increase part-time enrolments on the BA & Masters programmes in order to build a strong profile in this field</p> <p>1.2 Achieve a retention target in order to ensure that Stranmillis remains in the top ten of UK HE institutions</p> <p>1.3 Ensure content of various modules are up to date with current industry policy, strategy and practice</p> <p>1.4 Contribute to the Merger Implementation through Working Group membership</p>	<p>Ms Carville & Team</p> <p>Ms Carville & Team</p> <p>Ms Carville & Team</p> <p>Ms Carville</p>	<p>Core funding</p> <p>Core funding</p> <p>Core funding</p> <p>Core funding</p>	<p>1.1 Achieve full-time target of 48 and part-time target of intake Omagh 22 Belfast 20, Masters 18</p> <p>1.2 Contribute to the achievement of a College target of 98% retention for full-time students</p> <p>1.3 External Examiner Reports Review June 2009</p> <p>1.4 Participation in schedule of Working Group meetings Review June 2009</p>
<p>Strategic Objective 2: To enhance further the quality of teaching and learning opportunities on all programmes through a commitment to learner centred pedagogy.</p>	<p>2.1 The Revised BA (ECS) will use QoL PDP activity to help students identify 'learner targets', to enhance their achievement and emphasise 'enquiry-based learning'</p> <p>2.2 Support students (1st Year) through the allocation of personal tutors and attendance at associated tutorials</p> <p>2.3 Use feedback from NSS and QA feedback to increase the overall NSS satisfaction rate</p>	<p>Ms Carville & Team supported by Advisors of Study</p> <p>Ms Carville & Team</p> <p>Ms Carville & Team</p>	<p>Core Funding</p> <p>Core Funding</p> <p>Core Funding</p>	<p>2.1 Fully implemented by June 2009</p> <p>2.2 Maintain high student retention rates for 08/09</p> <p>2.3 Higher rating achieved in National Student Survey published results by June 2009</p>

<p>Strategic Objective 3: To develop research in order to enhance the quality of teaching and learning.</p>	<p>3.1 Two department members continued involvement in the QUB AP project. Findings from this project will prove useful in the future in determining effective learning environments for children, thus it will feed directly into teaching on the ECS programmes</p>	<p>Dr Glenda Walsh Dr Barbara McConnell</p>	<p>QUB AP Project (income approx. £15,000)</p>	<p>3.1 Report on the achievement of Project objectives by June 2009</p>
	<p>3.2 Continue working with CCEA on a project investigating 'transitions' within schooling for young children. The member of staff is also working in a consultative and evaluative capacity (in conjunction with QUB) on the Sesame Tree TV project in NI</p>	<p>Dr Glenda Walsh</p>	<p>CCEA (income approx. £16,000) Sesame (income approx. £5000)</p>	<p>3.2 Report on the achievement of Project objectives by June 2009</p>
	<p>3.3 Continue the research projects in the areas of linguistic phonics and visual impairment</p>	<p>Dr Colette Gray</p>	<p>ELB's (income approx. £18,000) RNIB (income approx. £10,000)</p>	<p>3.3 Report on the achievement of Project objectives by June 2009</p>
	<p>3.4 Support at least 4 staff members within the Department with their Doctorate studies</p>	<p>Ms Carville</p>	<p>Staff Development Budget</p>	<p>3.4 Satisfactory progress report by June 2009</p>
	<p>3.5 Demonstrate that innovative practice in teaching and learning is research-informed by increasing attendance at QUB Research Seminars supporting the enhancement of the quality of teaching and learning by 50%</p>	<p>Ms Carville & Team</p>	<p>Core Funding</p>	<p>3.5 Staff records to be reviewed by June 2009</p>
	<p>3.6 Encourage research active staff to submit papers for publication</p>	<p>Ms Carville & Team</p>	<p>Core Funding</p>	<p>3.6 At least 4 papers submitted by June 2009</p>
	<p>3.7 Increase income generation and related research output from grant applications and consultancy</p>	<p>Ms Carville & team</p>	<p>Income Generation</p>	<p>3.7 Generates at least £20,000 by June 2009</p>
	<p>3.8 Develop the CEDCE pedagogy project to investigate the embedding of skills amongst adults working in the Early Years in the</p>	<p>Dr G Walsh & EPEC Team Members</p>	<p>Research Budget of E100,000 awarded</p>	<p>3.8 Meet agreed project targets and review by June 2009</p>

	Republic of Ireland			
Strategic Objective 4: To enhance student employability skills within all programmes and provide opportunities for added-value.	4.1 Enhance student employability through increased recognition of placement activities through assessment	Ms Carville & Team	Core Funding	4.1 Review and evaluation of course assessment strategy by April 2009
	4.2 Provide students with the opportunity to complete a recognised First Aid certificate which will carry with it post-qualifying recognition	Ms Carville & Team	Full Cost Recovery	4.2 Achieve a 10% increase in students achieving certification by June 2009
	4.3 Demonstrate increased students participation in the QUB 'Employability & Careers certificate'	Ms Carville/BA Placement Officer & QUB Careers Officer for ECS (Diane Masson)	Core Funding	4.3 Achieve a 10% increase in students achieving certification by June 2009
	4.4 Demonstrate increased student participation in the QUB Entrepreneurship Certificate	Ms Carville ITEPP/ Dr David Gibson (QUB)	Core Funding	4.4 Achieve a 10% increase in students achieving certification by June 2009
	4.5 To recruit further cohorts of students to the 'Developing Creativity in the Early Years' Certificate course	Ms Carville & Team	Full Cost Recovery	4.5 Two further cohorts are already identified, with starting dates in 08/09 (First cohort = 22, Second Cohort = 20) Review June 2009
Strategic Objective 5: To recruit, sustain and support students from the widest possible range of educational, social and cultural backgrounds and continue to build international partnerships/placements.	5.1 To increase the number of students with non-traditional qualifications in the 2008-09 cohort to the BA P/T	Ms Carville & Team & Widening Access Co-ordinator	Core Funding & Widening Access Fund	5.1 Recruit a higher % of students with non-traditional qualifications in 08/09
	5.2 Continue to develop the Foundation Degree in (ECS), provided in Consortia with Regional Colleges in NI	Ms Carville acting in capacity as University Co-ordinator	Student Fees	5.2 Achieve a viable recruitment and positive quality reports in 08/09
	5.3 Achieve student participation target of	Ms Carville in conjunction with	Erasmus funding	5.3 Achieve student

	<p>20% for international placement in 08/09</p> <p>5.4 Encourage international experience for staff</p> <p>5.5 Engage with the wider community of learners/potential learners through presentations and talks in Regional Colleges and through attendance at Careers events organised by Registry</p> <p>5.6 Continue to engage with the employer-base of the BA/MA degree through Placement provider engagement and through the mechanism of the ECE Consultative Committee</p>	<p>The International Officer</p> <p>Ms Carville & Team</p> <p>Ms Carville & Team</p> <p>Ms Carville & Mrs Bev Hutchinson</p>	<p>International Fund</p> <p>Core Funding</p> <p>Core Funding</p>	<p>participation target of 20% for international placement by June 2009</p> <p>5.4 A participation target of 2 academic staff by June 2009</p> <p>5.5 Participation in schedule of events by June 2009</p> <p>5.6 Record of meetings held during 08/09</p>
<p>Strategic Objective 6: To develop collaborative partnerships which help extend the range of professional services available to stakeholders and to make a positive contribution to the educational, economic and social development of the community.</p>	<p>6.1 Work collaboratively for the continuation of the BA (ECS) degree in an Outreach capacity with Monaghan VEC</p> <p>6.2 Continue the partnership with 'Sticky Fingers' in the teaching of students on the 'Developing Creativity in the Early Years' Certificate course</p>	<p>Ms Carville & Team</p> <p>Ms Carville & Team</p>	<p>Department of Education (RoI) FÁS (One Step Up Programme) will fund 55% of eligible students fees</p> <p>Full Cost Recovery</p>	<p>6.1 A new cohort of 15 students by October 2008</p> <p>6.2 Students achieving accreditation by June 2009</p>

Strategic Objective 7: To develop and support all staff as part of the vision to create a world-class learning community.	7.1 Develop individual staff development plan as part of annual appraisal	Ms Carville	Staff Development Budget	7.1 Staff programme identified by October 2008
	7.2 Ensure that staff attend at least one staff development activity in the academic year	Ms Carville	Staff Development Budget	7.2 Review of staff development record by June 2009
	7.3 Increase research-active staff attendance/networking at conferences to deliver papers/workshops etc	Ms Carville & Team in collaboration with Dr G Walsh	Staff Development Budget	7.3 Staff records to confirm at least 3 papers/workshops delivered at conferences before June 2009
Strategic Objective 8: To develop and enhance the learning environment and infrastructure.				



STRANMILLIS UNIVERSITY COLLEGE
A College of Queen's University Belfast

BUSINESS PLAN 2008-09

Department: Health & Leisure
Head of Department: Mr Frank Kelly

UNIVERSITY COLLEGE STRATEGY	BUSINESS PLAN TARGETS 2008-09	RESPONSIBILITY	SOURCE OF FUNDING (WHERE APPROPRIATE)	TARGETS TO BE ACHIEVED
<p>Strategic Objective 1: To make an effective and innovative contribution to the vision of building a world-class provision for teacher education and related professions as a result of the proposed merger with Queen's University.</p>	<p>1.1 Recruit to quota of full-time places on the BSc in order to build a strong academic profile</p> <p>1.2 Achieve a retention target in order to ensure that Stranmillis remains in the top ten of UK HE institutions</p> <p>1.3 Ensure content of various modules are up to date with current industry policy, strategy and practice</p> <p>1.4 Contribute to the proposed merger discussions the HLS degree is a priority area to ensure the maintenance and further development of the degree</p>	<p>Mr Frank Kelly & Team</p> <p>Mr Frank Kelly & Team</p> <p>Mr Frank Kelly & Team</p> <p>Mr Frank Kelly & Team</p>	<p>Core Funding</p> <p>Core Funding</p> <p>Core Funding</p> <p>Core Funding</p>	<p>1.1 Achieve full-time target of 35</p> <p>1.2 Contribute to the achievement of a College retention target of 98% for full-time students. Review June 2009</p> <p>1.3 Positive External Examiner reports. Review June 2009</p> <p>1.4 Participation in schedule of Working Group meetings. Review June 2009</p>
<p>Strategic Objective 2: To enhance further the quality of teaching and learning opportunities on all programmes through a commitment to learner centred pedagogy.</p>	<p>2.1 Use feedback from NSS and QA feedback to increase the overall NSS satisfaction rate</p> <p>2.2 Introduce new forms of teaching and assessment using emerging technology, group work etc by reviewing current teaching strategies</p>	<p>Mr Kelly & Team</p> <p>Mr Kelly & Team</p>	<p>Core Funding</p> <p>Core Funding</p>	<p>2.1 Higher ratings achieved in National Student Survey published results June 2009</p> <p>2.2 Evaluate as part of the course review and through External Examiner reports June 2009</p>

	2.3 Extend the use of VLE in the practical modules and develop discussion forums in two modules	Mr Kelly & Team	Core Funding	2.3 Conduct a formal Review and Evaluation by June 2009
	2.4 Assessment: Pilot a podcast as assessment feedback in relation to the dissertation and assess student experience	Mr Kelly & Team	Core Funding	2.4 Produce a podcast and review by June 2009
	2.5 Devise additional appropriate forms of assessment for international students in consultation with their home institution	Mr Kelly & Team	Core Funding	2.5 Demonstrate through course review by June 2009
	2.6 Organise visiting speakers for students and community on an aspect of health /leisure	Mr Kelly & Team	Core Funding	2.6 At least 1 speaker per semester. Review June 2009
Strategic Objective 3: To develop research in order to enhance the quality of teaching and learning.	3.1 Increase income generation and related research output from grant application and consultancy	Mr Kelly & Team	Core Funding	3.1 Generate at least £20,000 by June 2009
	3.2 Complete the current Physical Literacy research project and disseminate the findings to students	Mr Kelly & Team research group	Sport NI - £13,000	3.2 Report prepared and published by June 2009
	3.3 Agree with SportNI a dissemination programme for research including a conference	Mr Kelly & Team research group in collaboration with UU	Full Cost Recovery	3.3 Agree project targets by June 2009
	3.4 Increase the number of a research paper being prepared for publication	Mr Kelly & Team research group	Core Funding	3.4 Produce at least one publication by June 2009
	3.5 Discuss with Sport NI the opportunity to undertake a longitudinal study in the area of Physical Literacy subject to outcome of current research	Mr Kelly & Team	Sport NI- potential income £15,000 per year over life of research project	3.5 Progress report to SMT by June 2009

	3.6 Complete the Age Concern research and develop the area as an issue with relevant modules	Mr Kelly & Team	Research Funding	3.6 A report produced by April 2009
	3.7 Prepare paper for publication on the correlates of physical activity in young children	Mr D McKee	Core Funding	3.7 Publish paper by June 2009
	3.8 Support 3 staff members within the Department with their Doctorates/MSc	Mr Kelly	Staff Development Fund	3.8 Complete a satisfactory progress review by June 2009

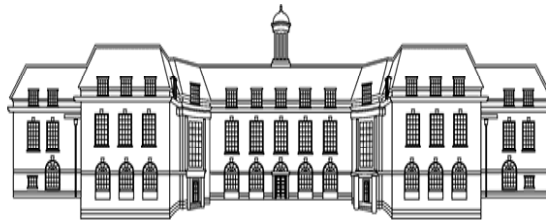
Strategic Objective 4: To enhance student employability skills within all programmes and provide opportunities for added-value.	4.1 Demonstrate increased student participation in the QUB Careers and Employability Skills Certificate	Mr Frank Kelly & Careers Advisor	Core Funding	4.1 Increase participation by 10% Review by June 2009
	4.2 Review the support for students on placement, and encourage more 1 year placements with a view to introducing a certificate e.g. City and Guilds	HLS team/Careers Advisor	Core Funding	4.2 Report on review and evaluation by June 2009
	4.3 Contribute to the non academic short courses programme	Mr Frank Kelly in consultation with Dr E Phoenix	Full Cost Recovery	4.3 Contribute at least two short courses by June 2009
	4.4 Develop and deliver a number of professional development courses which meet the needs of the sector	Mr Kelly & Team	Full Cost Recovery	4.4 Deliver at least 2 courses
	4.5 Provide a work placement for a HLS student to promote, programme and manage the use of the Orchard/Henry Garret buildings and generate additional income	Mr Kelly & Estates Manager	Core Funding	4.5 Appointment from September 2009 to develop use of facilities by outside bodies
	4.6 Review the capacity for income generation with Corporate Services & Estates	Mr Kelly & Corporate Services	Income Generated Target £15,000	4.6 Generate £15,000. Review by June 2009

	4.7 Organise an Employers' Forum to support and develop the placement opportunities for HLS students	HLS Team/ HOD Partnerships/Careers Advisor	Core Funding	4.7 Forum operational before June 2009
	4.8 Audit current modules re skill development	Mr Kelly & Team	Core Funding	4.8 Complete by January 2009

Strategic Objective 5: To recruit, sustain and support students from the widest possible range of educational, social and cultural backgrounds and continue to build international partnerships/placements.	5.1 Continue to develop partnerships with the FE sector to maintain and increase the level of applications	Mr Kelly & Team & Widening Access Co-ordinator	Core Funding	5.1 A visit to each regional College during the academic year
	5.2 Market the degree course to GCSE students undertaking Leisure and Tourism courses and other relevant courses with a view to informing choice of education path	Mr Kelly & Team & Widening Access Co-ordinator	Marketing Budget estimate £100	5.2 Produce a leaflet and circulated by January 2009
	5.3 Work with SkillsActive and CLOA to increase the part time enrolment for the degree	Mr Kelly & Team & Widening Access Co-ordinator	Core Funding	5.3 Increase in part-time enrolments. Review by June 2009
	5.4 Achieve student participation target of 20% for international placement in 08/09	Mr Kelly & Team in collaboration with International Officer	International Fund	5.4 Achieve target of 20% by June 2009
	5.5 Maintain and develop the international links with Malta, Sweden and Turkey through student and staff exchange	Mr Kelly & Team in collaboration with International Officer	International Fund	5.5 Complete visit by February 2009

<p>Strategic Objective 6: To develop collaborative partnerships which help extend the range of professional services available to stakeholders and to make a positive contribution to the educational, economic and social development of the community.</p>	6.1 Enhance the partnership with SkillsActive and the wider leisure industry and develop a follow-up to the June 2008 seminar to explore the training needs of staff in the industry	Mr Kelly & Team	Core Funding	6.1 Host 2 meetings in 2008-09
	6.2 Build on the SUC/UJJ research project partnership to identify other research projects	Mr Kelly & HL research group in consultation with Dr G Walsh	Core Funding	6.2 Produce a research proposal. Review by June 2009
	6.3 Complete the Sustrans school resource and seek to identify other DRD projects	HLS/BEd Secondary Departments	DRD (£2,250 in 2007/08) payment could be delayed until 2008/09	6.3 Successful completion of Sustrans. Review October 2008
	6.4 Seek to develop a strategic partnership with a voluntary organisation to provide opportunities for students to act as volunteers	Mr Kelly & Team	Core Funding	6.4 Hold a minimum of two exploratory meetings by end of business plan. Review by June 2009
	6.5 Identify two new activities to contribute to the Cross College Strategic Group for Community Education	Mr Kelly & Team in collaboration with Dr Phoenix	Full Cost Recovery	6.5 Contribute 2 Extra Mural Programmes by June 2009
	6.6 Meet with Health Promotion Agency to discuss development of training programme fro GP Referral Scheme & Cardiac Rehab Programme	Mr Kelly & Team	Full Cost Recovery	6.6 Deliver a training course in each programme by June 2009
<p>Strategic Objective 7: To develop and support all staff as part of the vision to create a world-class learning community.</p>	7.1 Increase research-active staff attendance/networking at conferences to deliver papers/workshops etc	Mr Kelly	Staff Development Budget	7.1 Review of staff records
	7.2 Encourage participation in recent and relevant experience	Mr Kelly	Staff Development Budget	7.2 Staff records to confirm satisfactory progress. Report by June 2009

	<p>7.3 Develop individual staff development plan as part of annual appraisal</p> <p>7.4 Maintain contribution to international placement supervision</p> <p>7.5 Increase attendance at QUB CED activities to support teaching and learning by 50%</p>	<p>Mr Kelly</p> <p>Mr Kelly in collaboration with International Officer</p> <p>Mr Kelly</p>	<p>Staff Development Budget</p> <p>International Awareness Funds</p> <p>Core Funding</p>	<p>7.3 Staff programme identified by October 2008</p> <p>7.4 Review of staff development record by June 2009</p> <p>7.5 Staff records</p>
<p>Strategic Objective 8: To develop and enhance the learning environment and infrastructure.</p>				



STRANMILLIS UNIVERSITY COLLEGE
A College of Queen's University Belfast

BUSINESS PLAN 2008-09

Section: Learning & Student Support Services Team

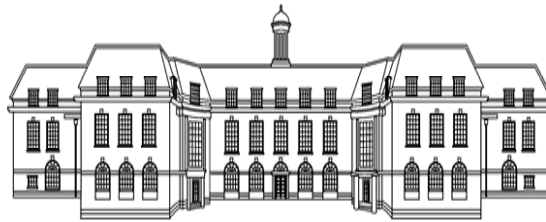
**Miss C Doherty (Library), Mr C Reid (IT), Mrs E Halliday (Registry),
Mrs N Dalton (Widening Access), Dr B Booth (Student Counselling)**

UNIVERSITY COLLEGE STRATEGY	BUSINESS PLAN TARGETS 2008-09	RESPONSIBILITY	SOURCE OF FUNDING (WHERE APPROPRIATE)	TARGETS TO BE ACHIEVED
<p>Strategic Objective 1: To make an effective and innovative contribution to the vision of building a world-class provision for teacher education and related professions as a result of the proposed merger with Queen's University.</p>	<p>1.1 Contribute to negotiations through involvement in Working Groups</p>	<p>Learning & Student Support Services Team</p>	<p>Core Funding</p>	<p>1.1 Records of Group meetings</p>
<p>Strategic Objective 2: To enhance further the quality of teaching and learning opportunities on all programmes through a commitment to learner centred pedagogy.</p>	<p>2.1 Enhance library provision and support introduction of updated programmes, bringing college in line with sector averages</p> <p>2.2 Cascade the training for use of the new QGIS and QOL systems</p>	<p>Learning & Student Support Services Team in collaboration with the Academic Departments</p> <p>Learning & Student Support Services Team</p>	<p>Core £100,000 – increase of £7,000 for more periodicals and £25,000 in total for books</p> <p>Core Funding</p>	<p>2.1 Progress report to senior management by December 2008 and June 2009</p> <p>2.2 Staff training records to be reviewed by June 2009</p>
<p>Strategic Objective 3: To develop research in order to enhance the quality of teaching and learning.</p>				

Strategic Objective 4: To enhance student employability skills within all programmes and provide opportunities for added-value.	4.1 Co-ordinate and optimise the added-value opportunities through mentoring, tutoring, ambassador scheme, etc	Dr Boyd & Learning & Student Support Services Team	Core Funding	4.1 Progress report on the range and level of student participation in added-value activities by June 2009
	4.2 Consolidate and embed PDP and EPortfolio developments	Dr Boyd & Learning & Student Support Services Team in collaboration with staff across the College	Core Funding & EPortfolio Development Funding	4.2 Progress report by June 2009
Strategic Objective 5: To recruit, sustain and support students from the widest possible range of educational, social and cultural backgrounds and continue to build international partnerships/placements.	5.1 Achieve Widening Access targets as follows: <ul style="list-style-type: none"> ▪ Continue to develop the 2 Widening Access Projects (Males into Teaching and Raising Aspirations of those in SEC Groups (5-7)) ▪ Develop work with new groups: 'Children in Care' by establishing links with Social Services and organising a 2-3 day activity programme ▪ 'Mature Students' organise one master class/workshop for mature students/community groups 	Widening Access Co-ordinator in collaboration with Learning & Student Support Services Team & other staff as appropriate	Widening Access Budget	5.1 Achieve targets in line with plan and review in December 2008 and June 2009
	5.2 Agree a remit and new structure for a Hall Tutor system and Halls Consultative Committee to ensure regular feedback and improvement of student provision	Dr Boyd & in collaboration with other senior/middle managers	Core Funding	5.2 New structures in place by September 2008

Strategic Objective 6: To develop collaborative partnerships which help extend the range of professional services available to stakeholders and to make a positive contribution to the educational, economic and social development of the community.	6.1 Develop links with local schools to promote the Widening Access agenda	Dr Boyd & Learning & Widening Access Co-ordinator in collaboration with Miss Gail Eason (Head of School Partnerships)	Widening Access Fund	6.1 Establish to new partner schools and involve them in the Widening Access Projects. Review by June 2009
	6.2 Consolidate and extend Diversity for Mutual Understanding (DMU) programme in collaboration with St Mary's	DMU Co-ordinator	DMU Fund	6.2 meet agreed targets and review by June 2009
Strategic Objective 7: To develop and support all staff as part of the vision to create a world-class learning community.	7.1 Provide opportunities for members of the team to visit examples of good practice and/or update qualifications	Dr Boyd in collaboration with Dr Caul	Staff Development Budget	7.1 Organise at least one visit to explore best practice in library/learning resources/IT provision in a Higher Education setting by June 2009
Strategic Objective 8: To develop and enhance the learning environment and infrastructure.	8.1 Update video-conferencing facilities to extend collaboration between and potential of IT, CETL and Learning Resources, including provision of e-learning workshops	Dr Boyd & Mr Reid in collaboration with SMT	IT Budget	8.1 Purchase Apple/Edit facility and prepare a report with recommendations on new video-conferencing facilities by September 2008
	8.2 Create more accessible Management Reports through QGIS	Dr Boyd & Mrs E Halliday & Mr Reid	Core Funding	8.2 Improved Management Reports to be in operation by December 2008
	8.3 Extend wireless provision in halls and library	Dr Boyd & Mr C Reid in collaboration with Estates Manger & Domestic Bursar	IT Budget	8.3 Progress report to senior management by December 2008 and June 2009
	8.4 Produce a 'Mental Health Portal'. This will involve researching a portal specification and	Dr Boyd & Dr B Booth & Mr C Reid in collaboration with	IT Budget	8.4 Progress report to senior management by December

	architecture, producing and presenting online psycho-educational material, counselling, peer education and providing training	Queen's		2008 and June 2009
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STRANMILLIS UNIVERSITY COLLEGE
A College of Queen's University Belfast

BUSINESS PLAN 2008-09

Section: Corporate Services Team

Mrs Christine Nesbitt (Domestic Services), Ms Ursula Doherty (HR), Mr John Chapman (Estates)

UNIVERSITY COLLEGE STRATEGY	BUSINESS PLAN TARGETS 2008-09	RESPONSIBILITY	SOURCE OF FUNDING (WHERE APPROPRIATE)	TARGETS TO BE ACHIEVED
<p>Strategic Objective 1: To make an effective and innovative contribution to the vision of building a world-class provision for teacher education and related professions as a result of the proposed merger with Queen's University.</p>	<p>1.1 Contribute to the merger negotiations through membership of the Working Groups</p>	<p>HR Manager, Domestic Bursar & Estates Manager</p>	<p>Core Funding</p>	<p>1.1 Working Group minutes and reports. Review by June 2009</p>
<p>Strategic Objective 2: To enhance further the quality of teaching and learning opportunities on all programmes through a commitment to learner centred pedagogy.</p>				
<p>Strategic Objective 3: To develop research in order to enhance the quality of teaching and learning.</p>				
<p>Strategic Objective 4: To enhance student employability skills within all programmes and provide opportunities for added-value.</p>				

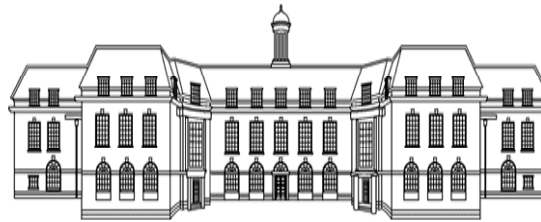
<p>Strategic Objective 5: To recruit, sustain and support students from the widest possible range of educational, social and cultural backgrounds and continue to build international partnerships/placements.</p>				
<p>Strategic Objective 6: To develop collaborative partnerships which help extend the range of professional services available to stakeholders and to make a positive contribution to the educational, economic and social development of the community.</p>				
<p>Strategic Objective 7: To develop and support all staff as part of the vision to create a world-class learning community.</p>	<p>7.1 Use data from the skills audit conducted in June 2008 to design a programme of staff development activity for 2008-09 which is responsive to identified needs</p> <p>7.2 Devise and introduce a procedure for evaluating staff development activity</p> <p>7.3 Conduct an equal pay audit</p> <p>7.4 Complete the programme of developing roles which have been red-circled as appropriate and update role analysis process</p>	<p>HR Team</p> <p>HR Team</p> <p>HR Team</p> <p>HR Team</p>	<p>Core Funding</p> <p>Core Funding</p> <p>Core Funding</p> <p>Core Funding</p>	<p>7.1 Staff development programme to be reviewed by June 2009</p> <p>7.2 Procedure developed and implemented by October 2008</p> <p>7.3 Produce a report for senior management by October 2008</p> <p>7.4 Progress Report for senior management by October 2008</p>

	<p>7.5 Review a number of HR policies in the light of best practice and the negotiations with Queen's. These will include:</p> <ul style="list-style-type: none"> ▪ The flexi-scheme and guidelines on flexible working arrangements ▪ An assimilation procedure is to be developed and principles to guide remuneration practice will be included in the College's local Agreement under the NFA ▪ Recruitment and Selection Policy and Procedure 	HR Team	Core Funding	7.5 Progress Report for senior management by December 2008
	7.6 Provide training in recruitment to those who act on interview panels	HR Team	Core Funding	7.6 Training delivered by end of October 2008
	7.7 Full implementation of the new HR system so that detailed management information (including equality information) can be more easily generated	HR Team	Core Funding	7.7 Full implementation achieved by October 2008
	7.8 Monitor and report progress on goals and targets in equality, and to submit annual HESA returns	HR Team	Core Funding	7.8 Submit reports to HESA by agreed deadlines
	7.9 Introduce a new accident form, with explicit reference to the need for reporting of 3 day absences	HR Team	Core Funding	7.9 Procedure in operation by September 2008
	7.10 The employee assistance programme will be in place by the end of the current academic year – Carecall contract	HR Team	Core Funding	7.10 Review quarterly Carecall reports

<p>Strategic Objective 8: To develop and enhance the learning environment and infrastructure.</p>	<p>Domestic Services: 8.1 Improve facilities and social activities offered to International students</p> <p>8.2 Continue to promote residential and day conferences through target marketing and events organised by external bodies i.e. NITB, BVCB</p> <p>8.3 Explore funding opportunities for improving External Sports Facilities</p> <p>8.4 Update office procedure by implementing a computerised reservation system</p> <p>8.5 Train all housekeeping staff to British Institute of Cleaning Science Certificate Level</p> <p>8.6 Explore possibility of installing a lift in Refectory Building to assist Disabled students accessing all areas and access for conference delegates to conference areas</p>	<p>Domestic Bursar in collaboration with Estates & International Officer</p> <p>Domestic Bursar & Team</p> <p>Domestic Bursar & Finance in collaboration with Head of Health & Leisure</p> <p>Domestic Bursar & Team</p> <p>Domestic Bursar & Team</p> <p>Domestic Bursar in collaboration with Estates Manager</p>	<p>Residence & Catering Budget</p> <p>Residence & Catering Budget</p> <p>Core Funding</p> <p>IT Budget</p> <p>Staff Development Budget</p> <p>Core Funding</p>	<p>8.1 Contribute to the plan for improving facilities. Review in December 2008 & June 2009</p> <p>8.2 Increase of 10% against 2007-08 figures</p> <p>8.3 Progress report to senior management in December 2008</p> <p>8.4 Computerisation system implemented by December 2008</p> <p>8.5 Training completed and certification achieved by June 2009</p> <p>8.6 Report with recommendations to senior management by Dec 2008</p>
	<p>Estates: 8.7 To upgrade teaching and office accommodation in Central Building:-</p> <p>a. Science – modernisation of teaching space £500,000</p> <p>b. Administration offices £133,000</p>	<p>Estates Manager & Team</p>	<p>Core Funding</p>	<p>8.7 Projects a-d completed within agreed costs by June 2009 and remainder kept under review and rolled forward to next planning cycle</p>

	<p>c. Orchard Building Storage space £40,000 d. Relocation of CK2 & CETL to Library/Learning Resources Floor £10,000 e. Entrance foyer £185,000 f. Ground floor toilets £160,000 g. General GF south corridor refurb £43,000 h. Toilets at Drama Theatre £130,000 i. Drama breakout area £146,000</p> <p>8.8 The continuation of gas decentralisation work in Halls of Residence Culmore/Arboe radiator replacement</p> <p>8.9 To complete the gas decentralisation works in Halls of Residence, final phase, radiators to Devenish Hall</p> <p>8.10 To install en-suite accommodation into Arboe Hall, to run in line with existing radiator replacement contract</p> <p>8.11 To upgrade student accommodation generally in Halls of Residence with en-suite facilities</p> <p>8.12 Plan and deliver a routine maintenance plan</p> <p>8.13 Identify at least two members of staff to afford them the opportunity to undertake training to increase the College's complement to 2 NEBOSH and 2 IOSH trained staff in order to support the effective implementation of the Health & Safety policy</p>	<p>Estates Manager & Team</p> <p>Estates Manager & Team</p> <p>Estates Manager & Team</p> <p>Estates Manager & Team</p> <p>Estates Manager & Team</p> <p>Estates Manager</p>	<p>DEL Funding £346,000. Runs into 08/09 year (Already funded)</p> <p>DEL Funding £320,000</p> <p>Core Funding £80,000</p> <p>Core Funding Estimated cost per flat £40,000</p> <p>£100,000</p> <p>Staff Development Budget</p>	<p>8.8 Project completed within agreed costs. Review by June 2009</p> <p>8.9 Project completed within agreed costs. Review by June 2009</p> <p>8.10 Project completed within agreed costs. Review by June 2009</p> <p>8.11 To complete at within agreed costs and subject to budgetary constraints Review by June 2009</p> <p>8.12 Review by June 2009</p> <p>8.13 Satisfactory completion of course. Review by June 2009</p>
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	<p>8.14 Continue to explore the option of securing a capital grant through the Arts Council to refurbish Lagan Lodge</p> <p>8.15 Review the use of the Henry Garret building in the light of merger negotiations</p> <p>8.16 Complete a full Estates Condition Survey in collaboration with Queen's and pursue funding for existing estate strategic development plan for years 2009-2011 as appropriate</p>	<p>Principal & Estates Manager</p> <p>Merger Implementation Group</p> <p>Merger Implementation Group</p>	<p>Possible Arts Council Funding</p> <p>Funding to be agreed with Queen's</p> <p>Funding to be agreed with Queen's</p>	<p>8.14 Review by October 2008</p> <p>8.15 Review Implementation minutes and reports during 2008-09</p> <p>8.16 Review Implementation minutes and reports during 2008-09</p>
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STRANMILLIS UNIVERSITY COLLEGE
A College of Queen's University Belfast

BUSINESS PLAN 2008-09

SECTION: Literacy
CO-ORDINATOR: Dr James Ferguson

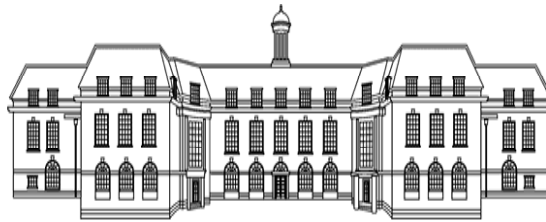
UNIVERSITY COLLEGE STRATEGY	BUSINESS PLAN TARGETS 2008-09	RESPONSIBILITY	SOURCE OF FUNDING (WHERE APPROPRIATE)	TARGETS TO BE ACHIEVED
<p>Strategic Objective 1: To make an effective and innovative contribution to the vision of building a world-class provision for teacher education and related professions as a result of the proposed merger with Queen's University.</p>				
<p>Strategic Objective 2: To enhance further the quality of teaching and learning opportunities on all programmes through a commitment to learner centred pedagogy.</p>	<p>2.1 A consultative document for stakeholders (including students, schools, DE, Boards and QUB) setting out our programme for literacy in the College and a progression for literacy skills from Early Years – Foundation – Key Stage 1 – Key Stage 2 – Post-primary</p>	<p>Dr James Ferguson</p>	<p>Core Funding</p>	<p>2.1 Report to SMT by December 2008</p>
<p>Strategic Objective 3: To develop research in order to enhance the quality of teaching and learning.</p>	<p>3.1 EAL project: Research and evaluate the voices of teachers, of children, of parents</p> <p>3.2 Collaborate in the following Ongoing projects:</p> <p>Linguistic Phonics</p> <p>Jolly Phonics</p>	<p>Dr James Ferguson & team</p> <p>Dr C Gray & team</p>	<p>Core Funding</p> <p>Funded by BELB</p> <p>Funded by NEELB</p>	<p>3.1 Reports available at the following stages: Stage 1 – December 2008; Stage 2 – June 2009; Stage 3 – August 2009</p> <p>3.2 Articles to be completed by June 2009</p>

Strategic Objective 4: To enhance student employability skills within all programmes and provide opportunities for added-value.	4.1 Two Certificate level courses: 30 hours (TEFL and Drama)	Dr James Ferguson	Full Cost Recovery	4.1 Deliver by June 2009
	4.2 Three short courses: 1-2 day (School Play Production, Storytelling, Makaton)	Dr James Ferguson	Full Cost Recovery	4.2 Deliver by June 2009
	4.3 Student volunteering project, providing opportunities for students to assist with literacy projects in schools and/or in the community	Dr James Ferguson	Core Funding	4.3 At least 10 students volunteering in local schools by October 2008
	4.4 Student involvement in the Community Play	Dr James Ferguson In collaboration with Mr Doug Hutton	Grant applied for to Arts Council and Equality Commission	4.4 Perform play by December 2008
Strategic Objective 5: To recruit, sustain and support students from the widest possible range of educational, social and cultural backgrounds and continue to build international partnerships/placements.	5.1 Investigate a possible link with Union College for incoming students from Indonesia (theology + English)	Dr James Ferguson	Core Funding	5.1 Prepare report for discussion with SMT by September 2008
Strategic Objective 6: To develop collaborative partnerships which help extend the range of professional services available to stakeholders and to make a positive contribution to the educational, economic and social development of the community.	6.1 Respond to N.I Languages Strategy language project and N.I. Literacy Taskforce consultation	Dr James Ferguson in consultation with appropriate staff	Core Funding	6.1 Respond to consultations by October 2008
	6.2 Discuss strategic implications for Teacher Education with GTC	Dr James Ferguson	Core Funding	6.2 Progress Report to SMT in September 2008
	6.3 Discuss possible common projects BELB (literacy advisor and drama advisor)	Dr James Ferguson	Core Funding	6.3 Progress Report to SMT by October 2008

	6.4 Create links with Specialist Schools in drama and in humanities	Dr James Ferguson	Core Funding	6.4 Progress Report to SMT by October 2008
	6.5 Develop and deliver a CPD Programme for teachers and education professionals (EAL, School Play Production, Drama)	Dr James Ferguson in consultation with appropriate staff	Full Cost Recovery	6.5 Deliver by June 2009
	6.6 Further develop partnerships for student development (Pushkin, Polka Theatre, Schools' Library Service etc.)	Dr James Ferguson in consultation with appropriate staff	Core Funding	6.6 Progress Report to SMT by June 2009

Strategic Objective 7: To develop and support all staff as part of the vision to create a world-class learning community				
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Strategic Objective 8: To develop and enhance the learning environment and infrastructure.				
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STRANMILLIS UNIVERSITY COLLEGE
A College of Queen's University Belfast

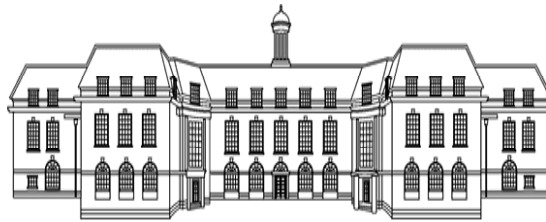
BUSINESS PLAN 2008-09

SECTION: Numeracy
CO-ORDINATOR: Dr Irene Bell

UNIVERSITY COLLEGE STRATEGY	BUSINESS PLAN TARGETS 2008-09	RESPONSIBILITY	SOURCE OF FUNDING (WHERE APPROPRIATE)	TARGETS TO BE ACHIEVED
<p>Strategic Objective 1: To make an effective and innovative contribution to the vision of building a world-class provision for teacher education and related professions as a result of the proposed merger with Queen's University.</p>				
<p>Strategic Objective 2: To enhance further the quality of teaching and learning opportunities on all programmes through a commitment to learner centred pedagogy.</p>	<p>2: Teaching and Learning Mathematics</p> <p>2.1 A consultative document for stakeholders (including students, schools, DE, Boards and QUB) setting out both our programme and a progression for Numeracy from early Years – Foundation – Key Stage 1 – Key Stage 2 – Post-primary</p> <p>2.2 Request that Departments audit mathematical elements within all modules. Encourage the practice that the mathematical content within modules is delivered through the module content. Where accepted by module co-ordinator provide mathematical assessment of content through QoL</p> <p>2.3 Contribute to the virtual classroom environment established for SBW</p>	<p>Dr Irene Bell</p> <p>Module Co-ordinators with support from Dr I Bell where necessary</p> <p>Dr I Bell & Numeracy Team in collaboration with school partnership Co-ordinator and CELT</p>	<p>Core Funding</p> <p>Core Funding</p> <p>Core Funding</p>	<p>2.1 Report to SMT by December 2008</p> <p>2.2 Audit complete by December 2008</p> <p>2.3 Producing a quality learning product for students by March 2009</p>

<p>Strategic Objective 3: To develop research in order to enhance the quality of teaching and learning.</p>				
<p>Strategic Objective 4: To enhance student employability skills within all programmes and provide opportunities for added-value.</p>	<p>4: Skills Training</p> <p>4.1 Provide Key Skills training and certification to students as an additional course</p> <p>4.2 Prepare and deliver the Certification in Teaching Numeracy Key Skills</p>	<p>Dr I Bell & Numeracy Team</p> <p>Dr I Bell & Numeracy Team</p>	<p>Full Cost recovery</p> <p>Full Cost Recovery</p>	<p>4.1 Delivered to a cohort of Year 4 students during the 2008-09 academic year</p> <p>4.2 Course compiled by September 2008 and Certification date Dec 2008</p>
<p>Strategic Objective 5: To recruit, sustain and support students from the widest possible range of educational, social and cultural backgrounds and continue to build international partnerships/placements.</p>	<p>5: Widening Access</p> <p>5.1 Extend the current provision of revision schools to January and Easter</p> <p>5.2 Provide revision school for GCSE Mathematics</p>	<p>Dr I Bell & Numeracy Team</p> <p>Dr I Bell & Numeracy Team</p>	<p>Widening Access Fund</p> <p>Full cost recovery</p>	<p>5.1 60 tutees to participate in the programme. Review April 2009</p> <p>5.2 Programme delivered to a viable cohort. Review by June 2009</p>
<p>Strategic Objective 6: To develop collaborative partnerships which help extend the range of professional services available to stakeholders and to make a positive contribution to the</p>	<p>6: Collaborative partnerships</p> <p>6.1 Achieving Belfast Project – working with a cluster of underachieving schools</p> <p>6.2 Introducing parents to the Foundation Stage</p>	<p>Dr I Bell</p> <p>Dr I Bell & team in collaboration with other Cross-</p>	<p>Core Funding</p> <p>Full-cost recovery</p>	<p>6.1 Progression report presented November 2008</p> <p>6.2 Review end of September 2008</p>

educational, economic and social development of the community.	6.3 Teaching Numeracy to parents	College Co-ordinators Dr I Bell & Numeracy Team	Full-cost recovery	6.3 Review Oct/Nov 2008
Strategic Objective 7: To develop and support all staff as part of the vision to create a world-class learning community.				
Strategic Objective 8: To develop and enhance the learning environment and infrastructure.				



STRANMILLIS UNIVERSITY COLLEGE
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BUSINESS PLAN 2008-09

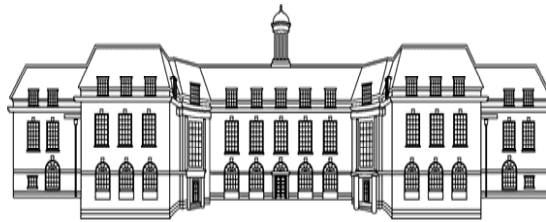
SECTION: Science
CO-ORDINATOR: Dr Julian Greenwood

UNIVERSITY COLLEGE STRATEGY	BUSINESS PLAN TARGETS 2008-09	RESPONSIBILITY	SOURCE OF FUNDING (WHERE APPROPRIATE)	TARGETS TO BE ACHIEVED
<p>Strategic Objective 1: To make an effective and innovative contribution to the vision of building a world-class provision for teacher education and related professions as a result of the proposed merger with Queen's University.</p>				
<p>Strategic Objective 2: To enhance further the quality of teaching and learning opportunities on all programmes through a commitment to learner centred pedagogy.</p>	2.1 Use digital cognitive tools in curriculum studies science	Dr J McCullagh	Core Funding	2.1 Produce a review of the pilot phase of the project. And make recommendations regarding the embedding of good practice by April 2009
<p>Strategic Objective 3: To develop research in order to enhance the quality of teaching and learning.</p>	<p>3.1 Meet the objectives set for year 3 of the BASICS Project – particularly in relation to teachers in partner schools working independently and without Stranmillis support. The project will be monitored by staff from SEELB</p> <p>3.2 Meet the objectives set for the DREAMS Project – in particular developing students' and teachers' practice in ICT within primary science</p>	<p>Dr J Greenwood Dr J McCullagh Ms V Macartney - SEELB Mr P McAlister – SEELB</p> <p>Dr J McCullagh Dr J Greenwood</p>	<p>Research Funding</p> <p>£26 k AstraZenica funding applied for – outcome of application as yet unknown</p>	<p>3.1 Produce internal report by Sept 09</p> <p>3.2 Produce report for AstraZenica by Sept 09</p>

	3.3 Continue to develop the W5 Project involving a partnership between staff at Stranmillis, local primary schools and W5, and students from Stranmillis	Dr J McCullagh	£2.5 k from ESCalate	3.3 Produce report for ESCalate by Sept 09
Strategic Objective 4: To enhance student employability skills within all programmes and provide opportunities for added-value.	4.1 Prepare students so that they have the capacity to present a paper at a conference such as at the Queen's Graduate Conference or has a paper accepted for publication and thereby enhance their CV	Dr J Greenwood Dr J McCullagh with the support of Dr Glenda Walsh: Research Co-ordinator	Core Funding	4.1 Ensure that at least one student is selected to present at a conference or have a paper published
Strategic Objective 5: To recruit, sustain and support students from the widest possible range of educational, social and cultural backgrounds and continue to build international partnerships/placements.	5.1 Contribute to the College's Easter Revision School by planning and delivering a practical science course related to either GCSE/AS/A level 5.2 Organise the Royal Society of Chemistry's Schools Analysts competition at Stranmillis	Dr J Greenwood Dr J McCullagh	Full-cost Recovery RSC funded	5.1 Deliver at least one short course by April 2009 5.2 Organise a successful competition which is recognised by the RSC and results in a good news story for the College website
Strategic Objective 6: To develop collaborative partnerships which help extend the range of professional services available to stakeholders and to make a positive contribution to the educational, economic and social development of the community.	6.1 Research and develop a strategy in partnership with the RSPB which links Stranmillis into the delivery of its educational/field teaching programme 6.2 Contribute to the College's Extra-Mural Programme	Dr J Greenwood Dr J Greenwood in consultation with Dr Éamon Phoenix	Core Funding Full cost recovery	6.1 Prepare a report with recommendations for SMT by February 2009 6.2 Plan and deliver at least one full cost recovery course

<p>Strategic Objective 7: To develop and support all staff as part of the vision to create a world-class learning community.</p>				
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<p>Strategic Objective 8: To develop and enhance the learning environment and infrastructure.</p>				
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STRANMILLIS UNIVERSITY COLLEGE
A College of Queen's University Belfast

BUSINESS PLAN 2008-09

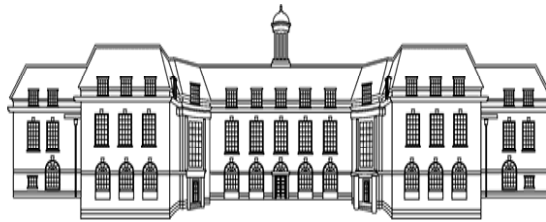
SECTION: Special Educational Needs
CO-ORDINATOR: Mr Maurice Blease

FOCUS GROUP MEMBERS: Early Years Representative: Ms Karen Hanna
Primary Representative: Dr Carol Dunbar
Post-Primary Representative: Dr Noel Purdy
Health and Leisure Studies: Mr Frank Kelly
Post Graduate Courses: Dr Sharon McMurray

UNIVERSITY COLLEGE STRATEGY	BUSINESS PLAN TARGETS 2008-09	RESPONSIBILITY	SOURCE OF FUNDING (WHERE APPROPRIATE)	TARGETS TO BE ACHIEVED
<p>Strategic Objective 1: To make an effective and innovative contribution to the vision of building a world-class provision for teacher education and related professions as a result of the proposed merger with Queen's University.</p>				
<p>Strategic Objective 2: To enhance further the quality of teaching and learning opportunities on all programmes through a commitment to learner centred pedagogy.</p>	<p>2.1 Identify those modules that provide for the development of student skills in addressing differentiation, identification and assessment of pupils with Special Educational Needs and disability within the process of the Code of Practice</p> <p>2.2 Identify modules that will provide for the professional development of all students in addressing individual differences. Identify a pathway that makes provision for students to specialise in aspects of SEN and disability enhancing their employability in both mainstream and Special schools</p>	<p>Mr Maurice Blease & team</p> <p>Mr Maurice Blease & team</p>	<p>Core Funding</p> <p>Core Funding</p>	<p>2.1 Produce a review of the current range of courses that contribute to development of student skills in addressing Special Educational Needs and Disability. By September /October 2008</p> <p>2.2 Make recommendations to SMT for the inclusion of SEN areas of study at foundation and specialist levels within the revised BEd (by mid October 2008)</p>
<p>Strategic Objective 3: To develop research in order to enhance the quality of teaching and learning.</p>	<p>3.1 Conduct an investigation into the experience of statemented pupils who have completed their formal education within mainstream schools</p>	<p>Dr Sharon McMurray</p>	<p>Core funding</p>	<p>3.1 Produce paper which has the potential for publication (By May 2009)</p>

	<p>3.2 Conduct an investigation into the relationship between autism and sensory processing disorder</p> <p>3.3 Conduct an investigation into Developmental Spelling difficulties in the Primary School</p> <p>3.4 Conduct an investigation into the attitudes of male students to special education</p>	<p>Dr Sharon McMurray</p> <p>Dr Sharon McMurray</p> <p>Dr Noel Purdy</p>	<p>Core funding</p> <p>Funding source to be identified</p> <p>Core funding</p>	<p>3.2 Produce paper which has the potential for publication (By May 2009)</p> <p>3.3 Produce paper which has the potential for publication (By May 2009)</p> <p>3.4 Produce paper which has the potential for publication (By May 2009)</p>
<p>Strategic Objective 4: To enhance student employability skills within all programmes and provide opportunities for added-value.</p>	<p>4.1 Explore the possibility of incorporating the Certificate of Competence in Educational Testing (CCET) in future courses</p>	<p>Dr Carol Dunbar Dr Sharon McMurray Dr Noel Purdy</p>	<p>Core Funding</p>	<p>4.1 Report on feasibility and make recommendations to SMT (By June 2009)</p>
<p>Strategic Objective 5: To recruit, sustain and support students from the widest possible range of educational, social and cultural backgrounds and continue to build international partnerships/placements.</p>				
<p>Strategic Objective 6: To develop collaborative partnerships which help extend the range of professional services available to stakeholders and to make a positive contribution to the</p>	<p>6.1 Identify partners both statutory and voluntary that would collaborate with the University College in order to inform course content and delivery thus enhancing the professionalism of students in their approach to Special Educational Needs and disability</p>	<p>Mr Maurice Blease & team</p>	<p>Core Funding</p>	<p>6.1 Identify suitable range of personnel and establish a consultative forum. (end of September)</p>

educational, economic and social development of the community.	6.2 Response to the Special Education Review	Mr Maurice Blease & team	Core Funding	6.2 Written response by December 2008 depending upon publication of the Review document
	6.3 Continue to collaborate with St. Mary's College of education as part of the working party on Autism	Mr Maurice Blease & team	Seek funding sources or organise on a full cost recovery basis	6.3 Organise a joint event linked to Autism
Strategic Objective 7: To develop and support all staff as part of the vision to create a world-class learning community.	7.1 Ensure that all staff have i: a clear understanding of SEN and disability legislation and the Code of Practice; ii: a professional insight into the range of disability and their implications for schools and classrooms; iii: an understanding of how individual disabilities may impact upon home, school and community	Mr Maurice Blease & team	Core funding	7.1 Dissemination seminar following the publication of the Special Education Review (December 2008 depending upon publication of the Review document)
	7.2 Two members of staff to undertake and successfully the Certificate of Competence in Educational Testing (CCET)	Dr Carol Dunbar Dr Sharon McMurray Dr Noel Purdy	Staff Development Fund	7.2 Certificate achieved by March 2009
Strategic Objective 8: To develop and enhance the learning environment and infrastructure.				



STRANMILLIS UNIVERSITY COLLEGE
A College of Queen's University Belfast

BUSINESS PLAN 2008-09

SECTION: Diversity and Inclusion
CO-ORDINATOR: Mr Ken Wylie

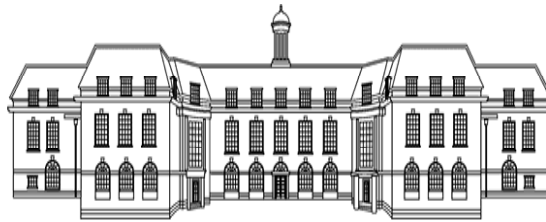
UNIVERSITY COLLEGE STRATEGY	BUSINESS PLAN TARGETS 2008-09	RESPONSIBILITY	SOURCE OF FUNDING (WHERE APPROPRIATE)	TARGETS TO BE ACHIEVED
<p>Strategic Objective 1: To make an effective and innovative contribution to the vision of building a world-class provision for teacher education and related professions as a result of the proposed merger with Queen's University.</p>				
<p>Strategic Objective 2: To enhance further the quality of teaching and learning opportunities on all programmes through a commitment to learner centred pedagogy.</p>				
<p>Strategic Objective 3: To develop research in order to enhance the quality of teaching and learning.</p>	<p>3.1 Research Project-Ethnic Diversity and Inclusion. - Building on the work started by Dr Ferguson and Dr Purdy with the sample of students enrolled on the English as a Second Language MEd programme by preparing a funding proposal. The aim would be to extend the research to include classroom observation of good practice, interviews with pupils and parents from an immigrant background and possibly looking at the proportion of teachers and classroom assistants from diverse backgrounds and the implications of this for teacher education</p>	<p>Mr Ken Wylie in collaboration with Dr Ferguson, Dr Purdy, Dr Walsh and Mr Norman Richardson</p>	<p>Core Funding</p>	<p>3.1 Prepare and present a funding proposal to the Equality Commission by December 2008</p>

	<p>3.2 Research Project-An Examination of the Impact of the Education Maintenance Allowance on teaching, learning, motivation and behaviour and its implications for Inclusion</p> <p>3.3 Research Project-An Examination of the role of the Classroom Assistant in the provision for Special Educational Need in Mainstream and Special Schools, teachers' perceptions of their role, the management of classroom assistants and their involvement in policy decision making</p>	<p>Mr Ken Wylie, Dr Ken Gibson, Dr Brian Cummins</p> <p>Mr Ken Wylie, Mr Maurice Blease, Dr Carol Dunbar, Dr Glenda Walsh</p>	<p>Core Funding</p> <p>Core Funding</p>	<p>3.2 Undertake a literature review and present a report on the educational implications of the Education Maintenance Allowance by May 2009</p> <p>3.3 Generate a number of case studies exemplifying good practice in the involvement and management of classroom assistants which can be used within courses to demonstrate best practice by May 2009</p>
<p>Strategic Objective 4: To enhance student employability skills within all programmes and provide opportunities for added-value.</p>	<p>4.1 To investigate and evaluate the UNICEF charter mark and generate case studies of good practice in Northern Ireland Schools exemplifying good practice in Human Rights Education so that students enter employment well informed</p>	<p>Mr Ken Wylie & Team</p>	<p>Core Funding</p>	<p>4.1 Produce case study material relating to best practice by May 2009</p>
<p>Strategic Objective 5: To recruit, sustain and support students from the widest possible range of educational, social and cultural backgrounds and continue to build international partnerships/placements.</p>				

Strategic Objective 6: To develop collaborative partnerships which help extend the range of professional services available to stakeholders and to make a positive contribution to the educational, economic and social development of the community.	6.1 To establish a working partnership with the Inclusion and Diversity Service	Mr Ken Wylie	Full Cost Recovery	6.1 Deliver at least one CPD module or short course event with full cost recovery by May 2009
	6.2 Establishing a closer working relationship and collaboration with Amnesty International and other HEIs on Human Rights Education	Mr Ken Wylie	Core Funding	6.2 As a result of forthcoming meetings, to report back to senior management on possible developments by September 2008
	6.3 To establish collaboration with the Northern Ireland Council for Ethnic Minorities (NICEM)	Mr Ken Wylie	Core Funding	6.3 Provide evidence of how this has enhanced the College's profile

Strategic Objective 7: To develop and support all staff as part of the vision to create a world-class learning community.				
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Strategic Objective 8: To develop and enhance the learning environment and infrastructure.				
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STRANMILLIS UNIVERSITY COLLEGE
A College of Queen's University Belfast

BUSINESS PLAN 2008-09

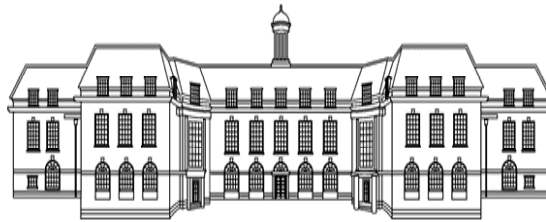
SECTION: Research
CO-ORDINATOR: Dr Glenda Walsh

UNIVERSITY COLLEGE STRATEGY	BUSINESS PLAN TARGETS 2008-09	RESPONSIBILITY	SOURCE OF FUNDING (WHERE APPROPRIATE)	TARGETS TO BE ACHIEVED
<p>Strategic Objective 1: To make an effective and innovative contribution to the vision of building a world-class provision for teacher education and related professions as a result of the proposed merger with Queen's University.</p>				
<p>Strategic Objective 2: To enhance further the quality of teaching and learning opportunities on all programmes through a commitment to learner centred pedagogy.</p>				

<p>Strategic Objective 3: To develop research in order to enhance the quality of teaching and learning.</p>	<p>3.1 Support existing practice-led research projects throughout the College such as BASICS, Linguistic Phonics, Transitions, Thinking Skills, Making it Work (AP) and Physical Literacy in Children and to encourage at least one further publication from these projects</p>	<p>Dr Glenda Walsh in collaboration with other Cross College-Co-ordinators</p>	<p>Core Funding</p>	<p>3.1 Submit 1 paper per project for publishing by May 2009</p>
	<p>3.2 Support new practice-led research projects e.g.</p> <ol style="list-style-type: none"> 1) English as a second language; 2) Classroom observation of good practice working with immigrant children; 3) Supporting parents with mathematics in the Foundation Stage; 4) An Examination of the role of the Classroom Assistant in the provision for Special Educational Need in Mainstream and Special Schools; and 5) Starting School at Five. 	<p>Dr G Walsh</p>	<p>Core Funding</p>	<p>3.2 One conference paper/journal publication or report. By May 2009</p>
	<p>3.3. The emphasis in these latter projects will be on doing preliminary small-scale work in an effort to develop and enhance into larger more rigorous projects. Advise and assist with the preparation of a funding proposal</p>	<p>Dr G Walsh</p>	<p>Core funding?</p>	<p>3.3 Submission of at least one significant funding proposal by June 2009</p>
	<p>3.4 Support the embedding of a research-led culture by organising a programme of lunch time seminars</p>	<p>Dr G Walsh</p>	<p>Core Funding</p>	<p>3.4 Organise a minimum of 4 lunch time research seminars by June 2009</p>
	<p>3.5 Promote the dissemination of research information through more effective use of the College website</p>	<p>Dr G Walsh</p>	<p>Core Funding</p>	<p>3.5 Develop a system whereby an abstract of all research papers presented at conferences are held in a repository on the website</p>

Strategic Objective 4: To enhance student employability skills within all programmes and provide opportunities for added-value.	4.1 To encourage students to get involved in existing research projects, based on existing good practice for the Enriched Curriculum	Dr Glenda Walsh in collaboration with other Cross College-Co-ordinators	Core Funding	4.1 Organise a number of seminars for 3 rd year students in order to give advice and prepare them for the 4 th year dissertation modules
	4.2 To promote an ethos where students value the importance of undertaking small-scale research projects	Dr G Walsh in collaboration with other staff	Core Funding	4.2 Build research exercises into 4 th year modules where appropriate in order to encourage student to develop their research skills
Strategic Objective 5: To recruit, sustain and support students from the widest possible range of educational, social and cultural backgrounds and continue to build international partnerships/placements.				
Strategic Objective 6: To develop collaborative partnerships which help extend the range of professional services available to stakeholders and to make a positive contribution to the educational, economic and social development of the community.	6.1 Encourage research collaboration through networking at conferences	Dr Glenda Walsh in collaboration with other Cross College-Co-ordinators	Core Funding	6.1 15 research active members of staff to present one paper at a conference by June 2009
	6.2 Promote research partnership between institutions based on existing good practice e.g. the Early Years Enriched Curriculum; Making it Work; Physical Literacy and BASICS	Dr G Walsh	Core Funding	6.2 Establish 2 new partnerships by June 2009
	6.3 Foster links with outside agencies for each of the new proposed projects e.g. CCEA for the maths and parents initiative	Dr G Walsh	Core Funding	6.3 Establish 2 new links by June 2009

Strategic Objective 7: To develop and support all staff as part of the vision to create a world-class learning community.	7.1 Provide further in house research training opportunities for staff regarding statistics, getting published, accessing funding	Dr Glenda Walsh in collaboration with other Cross College-Co-ordinators	Staff Development Budget	7.1 Organise 3 training seminars in collaboration with the School of Education at QUB by June 2009
	7.2 Encourage to gain greater exposure to research networking	Dr Walsh	Staff Development Budget	7.2 Ten first time attendees at research conferences by June 2009
Strategic Objective 8: To develop and enhance the learning environment and infrastructure.				



STRANMILLIS UNIVERSITY COLLEGE
A College of Queen's University Belfast

BUSINESS PLAN 2008-09

SECTION: International Partnerships (Malaysia)
CO-ORDINATOR: Dr George Beale

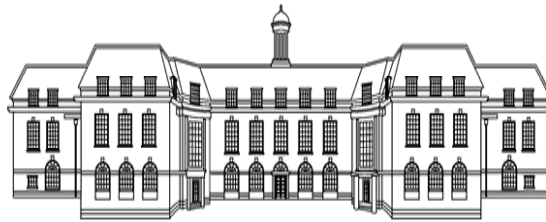
UNIVERSITY COLLEGE STRATEGY	BUSINESS PLAN TARGETS 2008-09	RESPONSIBILITY	SOURCE OF FUNDING (WHERE APPROPRIATE)	TARGETS TO BE ACHIEVED
<p>Strategic Objective 1: To make an effective and innovative contribution to the vision of building a world-class provision for teacher education and related professions as a result of the proposed merger with Queen's University.</p>				
<p>Strategic Objective 2: To enhance further the quality of teaching and learning opportunities on all programmes through a commitment to learner centred pedagogy.</p>				
<p>Strategic Objective 3: To develop research in order to enhance the quality of teaching and learning.</p>				

<p>Strategic Objective 4: To enhance student employability skills within all programmes and provide opportunities for added-value.</p>				
<p>Strategic Objective 5: To recruit, sustain and support students from the widest possible range of educational, social and cultural backgrounds and continue to build international partnerships/placements.</p>				
<p>Strategic Objective 6: To develop collaborative partnerships which help extend the range of professional services available to stakeholders and to make a positive contribution to the educational, economic and social development of the community.</p>	<p>6: To develop a collaborative partnership with Malaysia</p> <p>6.1 Prepare and deliver, on a pilot basis, the Certificate in Learning & Teaching for Malaysian teachers at Stranmillis from 8 Sept 2008 – 28 Nov 2008 to the 4 teachers selected</p> <p>6.2 Conduct a formal evaluation of the course and produce a written report</p> <p>6.3 Produce a formal report with recommendation on discussions with the Malaysian government held in June 2008</p> <p>6.4 Obtain lists of other international schools in Malaysia and surrounding area and prepare publicity /marketing material for the target audience</p>	<p>Dr George Beale</p> <p>Dr George Beale</p> <p>Dr George Beale</p> <p>Dr George Beale</p>	<p>Full-cost recovery £12,000</p> <p>Core Funding</p> <p>Core Funding</p> <p>Marketing & Communications Budget</p>	<p>6.1 To be completed by 28 November 2008</p> <p>6.2 To be completed by December 2008</p> <p>6.3 To be completed by September 2008</p> <p>6.4 Publicity information to be ready by March 2009</p>

	6.5 Recruit a cohort of fee paying students for the 2009-2010 academic year	Dr George Beale	Full Cost Recovery	6.5 Recruit 10 students on a full-cost recovery basis
	6.6 Contribute to the work of building a database of contacts and alumni to facilitate greater partnership working with Malaysia	Dr George Beale in collaboration with Mr Hugh Storey	Core Funding	6.6 Ensure that the Malaysian partnership is highlighted in the Stran Newsletter and contact details are forwarded to the College's Alumni Association
	6.7 Research the potential for developing tailored BEd, PGCE, CPD and distance learning courses for the Malaysian market and make recommendations for future developments	Dr George Beale	Core Funding	6.7 Produce a report by May 2009 as part of the annual review process.

Strategic Objective 7: To develop and support all staff as part of the vision to create a world-class learning community.				
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Strategic Objective 8: To develop and enhance the learning environment and infrastructure.				
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STRANMILLIS UNIVERSITY COLLEGE
A College of Queen's University Belfast

BUSINESS PLAN 2008-09

SECTION: Community Engagement/Lifelong Learning

CO-ORDINATOR: Dr Éamon Phoenix

UNIVERSITY COLLEGE STRATEGY	BUSINESS PLAN TARGETS 2008-09	RESPONSIBILITY	SOURCE OF FUNDING (WHERE APPROPRIATE)	TARGETS TO BE ACHIEVED
<p>Strategic Objective 1: To make an effective and innovative contribution to the vision of building a world-class provision for teacher education and related professions as a result of the proposed merger with Queen's University.</p>	<p>1.1 To liaise with the Head of Lifelong Learning at QUB to ensure complementarity and identify areas for development by Stranmillis in light of proposed merger</p>	<p>Dr É Phoenix</p>	<p>Core Funding</p>	<p>1.1 Review progress and report back at SMT meetings</p>
<p>Strategic Objective 2: To enhance further the quality of teaching and learning opportunities on all programmes through a commitment to learner centred pedagogy.</p>				
<p>Strategic Objective 3: To develop research in order to enhance the quality of teaching and learning.</p>				
<p>Strategic Objective 4: To enhance student employability skills within all programmes and provide opportunities for added-value.</p>				

<p>Strategic Objective 5: To recruit, sustain and support students from the widest possible range of educational, social and cultural backgrounds and continue to build international partnerships/placements.</p>				
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<p>Strategic Objective 6: To develop collaborative partnerships which help extend the range of professional services available to stakeholders and to make a positive contribution to the educational, economic and social development of the community.</p>	<p>6.1. Prepare and implement a Community Engagement Strategy and Operational Plan across the College</p>	<p>Dr É Phoenix</p>	<p>Core Funding</p>	<p>6.1 Plan to be completed by Sept 2008</p>
	<p>6.2. Prepare and deliver, in collaboration with Strategic Focus Group, an Extra-Mural programme for the 2008-09 academic year, designed to attract P/T students from the widest range of educational, social and cultural backgrounds</p>	<p>Dr É Phoenix</p>	<p>Full-cost recovery</p>	<p>6.2 Produce a programme of at least 6 extra-mural courses on campus May 2009</p>
	<p>6.3 Prepare a brochure advertising a range of extra-mural /lifelong learning courses for 2008-09 and arrange media coverage for this</p>	<p>Dr É Phoenix</p>	<p>Marketing & Communications Budget</p>	<p>6.3 A brochure produced by September 2008</p>
	<p>6.4. Organise a public heritage tour of the College campus for European Heritage Week-end in September 2008 and to use this to showcase our Extra-Mural programme</p>	<p>Dr É Phoenix</p>	<p>Core Funding</p>	<p>6.4 To write promotional features for Stran News</p>
	<p>6.5. Develop collaborative partnerships to progress the College Community Engagement Strategy in order to increase business and respond to government policy initiatives in, eg,</p>	<p>Dr É Phoenix</p>	<p>Core Funding</p>	<p>6.5 Progress review to senior management by October 2008</p>

	A Shared Future: approaches to CRC, Arts Council, PSNI St Mary's University College, Ulster People's College, Heritage Lottery Fund, the corporate sector, cross-community groups, visiting university parties etc			
	6.6. Provide guidance and training to the team in Community Engagement/Lifelong Learning and liaise with the Library, LRC, IT Centre and Arts consultant to enhance product delivery	Dr É Phoenix	Core Funding	6.6 Meetings & Training sessions for June/Sept 2008
	6.7. Identify opportunities to promote the College in order to generate income through consultancy, conferencing, research work and partnership opportunities	Dr É Phoenix	Income Generation	6.7 Target of £10,000. Review June 2009
	6.8. Participate on national networks, committees and conferences which influence policy on Community Engagement/Lifelong Learning	Dr É Phoenix	Core Funding	6.8 Membership of committees etc
	6.9. Compile Report for SMT on the College's Community Engagement/Lifelong Learning programme for 2008-08	Dr É Phoenix	Core Funding	6.9 Report to SMT by June 2009

Strategic Objective 7: To develop and support all staff as part of the vision to create a world-class learning community.				
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