



STRANMILLIS UNIVERSITY COLLEGE  
A College of Queen's University Belfast

## **BUSINESS PLAN 2007-08**

UNIVERSITY COLLEGE STRATEGY	BUSINESS PLAN TARGETS 2007-08	RESPONSIBILITY	SOURCE OF FUNDING (WHERE APPROPRIATE)	TARGETS ACHIEVED
<p><b>Strategic Objective 1:</b> To consider critically the future positioning of the University College, especially in the context of both incorporation and the teacher education reform process initiated by DEL/DE.</p>				
	1.1 Engage proactively with the teacher education reform process led by DEL and DE e.g. through TE Stakeholders Group.	<b>Principal and Vice Principals and HODs.</b>		
	1.2 Review the effectiveness of current management structures and make the necessary changes to enhance its effectiveness and to manage succession planning.	<b>Principal and Vice Principals.</b>		
	1.3 Prepare and deliver a programme of staff development and training to support the newly appointed managers.	<b>Principal and Vice Principals.</b>		
	1.4 Review the internal committee structures in the light of emerging strategic objectives.	<b>Principal and Vice Principals.</b>		

Note: Unless specified, source of funding will be within current funds and therefore subject to financial availability

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<b>Strategic Objective 1: cont'd</b>	1.5 Engage with QUB and SMUC in review of 2002 Agreements between QUB and the University Colleges.	<b>Principal</b>		
	1.6 Prepare a draft the College's Strategic Development Plan in the light of internal reviews and external policy initiatives, especially the Review of Teacher Education.	<b>Principal and Vice Principals and HODs.</b>		
	1.7 Ensure that no financial deficit is incurred in 2007-08.	<b>Principal and Vice Principals and HODs.</b>		
	1.8 Review Cross-College posts and dormant promoted posts.	<b>Principal and Vice Principals</b>		
<b>Strategic Objective 2:</b> To develop further and enhance partnerships for all degree pathways with external institutions, organisations and professional groups.				
	2.1 Consolidate and extend Diversity for Mutual Understanding (DMU) programme, jointly delivered with SMUC.	<b>Vice Principal (Education Services) in conjunction with DMU Co-ordinator and Heads of Teacher Education.</b>	<b>DEL DMU grant.</b>	

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<b>Strategic Objective 2: cont'd</b>	2.2 Establish and consolidate the FE Consortium to deliver the Foundation Degree (ECS) in consultation with QUB.	<b>Principal, Vice Principals in conjunction with Head of Early Years Education.</b>		
	2.3 Explore the extension of BA (ECS) part-time programme at Monaghan Institute (MIFET).	<b>Vice Principal (Academic Affairs) in conjunction with Head of Early Years Education.</b>		
	2.4 Continue to develop and enhance relationships with external partners.	<b>Principal and Vice Principals and HODs.</b>		
	2.5 Provide partnership training for teacher tutors in relevant schools.	<b>Head of School Partnerships.</b>	<b>DE grant.</b>	

<b>Strategic Objective 3:</b> To develop further and enhance the University College's community-based links and activities.				
	3.1 Review the current structures and policies in order to promote the Lifelong Learning agenda and enhance the College's community engagement.	<b>Principal &amp; Vice Principals</b>		

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<b>Strategic Objective 3: cont'd</b>	3.2 Continue to develop the extended Creative Arts project and establish a stronger partnership with schools, especially the specialist schools in Performing Arts.	<b>Vice Principal (Education Services) in conjunction with Creative Arts Consultant.</b>	<b>Arts Council (NI) part-funding.</b>	
	3.3 Review the work of the Ulster-Scots Curriculum Development Unit in the light of the Ulster -Scots Academy consultation exercise.	<b>Principal and relevant Vice Principals.</b>	<b>Ulster-Scots Agency/Ulster-Scots Academy.</b>	
	3.4 Complete the work of the Dial Connect project.	<b>Vice Principal (Education Services) in conjunction with Project Director.</b>	<b>European Commission COMENIUS Programme.</b>	
	3.5 Explore the validation of academic awards through QUB targeted at the part-time adult market.	<b>Principal &amp; Vice Principals</b>		
<b>Strategic Objective 4:</b> To develop further and enhance the research profile of the University College.				
	4.1 Review the College's Research Policy, in the light of the RAE assessment and relevant policy documents.	<b>Principal &amp; Vice Principal (Academic Affairs)</b>		

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<b>Strategic Objective 4: cont'd</b>	4.2 Continue to support acquisition of doctorates by teaching and research staff.	<b>Vice Principal (Academic Affairs).</b>		
	4.3 Continue to encourage grant applications by staff.	<b>Vice Principal (Academic Affairs) in conjunction with Heads of Teaching Depts.</b>		
<b>Strategic Objective 5:</b> To continue to provide high quality teaching and learning opportunities on all degree pathways, including student placements and international outreach activities.				
	5.1 Devise and implement a system for monitoring room utilisation targets.	<b>Vice Principal (Education Services) in conjunction with Heads of Teaching Depts.</b>		
	5.2 Consolidate the Library and Learning Support Services restructuring and continue to develop the concept of a Learning Resource Centre for students.	<b>Vice Principal (Education Services) in consultation with the Head of Library and Learning Support Services.</b>		
	5.3 Continue to develop the Personal Development Portfolios for students.	<b>Vice Principal (Education Services).</b>		

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<b>Strategic Objective 5: cont'd</b>	5.4 Review and develop the added-value dimension of the student experience.	<b>Vice Principal (Education Services).</b>		
	5.5 Devise and implement student surveys as part of the College's response to the National Student Survey.	<b>Vice Principal (Education Services Vice Principal (Registrar)).</b>		
	5.6 Work with ETI to develop a self-evaluation system linked to continuous improvement.	<b>Principal and Vice Principals and HODs.</b>		
	5.7 Continue to expand international outreach programme/partnerships as appropriate.	<b>Vice Principal (Academic Affairs) in conjunction with International Outreach Officer, Heads of Teaching Depts. and Head of School Partnerships.</b>		
<b>Strategic Objective 6:</b> To attract, sustain and support students from the widest possible range of educational, social and cultural backgrounds.				
	6.1 Continue to develop the Widening Participation Strategy and implement Operational Plan.	<b>Vice Principal (Registrar) in conjunction with Widening Access Promoter.</b>		

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<b>Strategic Objective 6: cont'd</b>	6.2 Continue to develop the two Widening Access Projects (Males into Teaching Project; Raising Aspirations of those in SEC Groups 5-7) already established.	<b>Vice Principal (Registrar) in conjunction with Widening Access Promoter.</b>		
	6.3 Review Recruitment, Selection and Admissions policies in context of Widening Participation, child protection and POCVA legislation.	<b>Vice Principal (Registrar) in conjunction with Academic Registry Manager.</b>		
	6.4 Complete Equality Impact Assessment in relation to admissions.	<b>Vice Principal (Registrar), Heads of Teaching Depts. and Widening Access Promoter.</b>		

<b>Strategic Objective 7:</b> To develop further the University College's estate and technological infrastructure.				
	7.1 Organise the official opening of the new Orchard Building by June 2008.	<b>Principal &amp; Vice Principal (Corporate Services) and Estates Manager.</b>		
	7.2 Complete the DDA contract and associated Library/ LSS works in Central Building.	<b>Vice Principal (Corporate Services) and Estates Manager.</b>		

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<b>Strategic Objective 7: cont'd</b>	7.3 Ensure contract for Phase 3 of Halls heating decentralisation is completed.	<b>Vice Principal (Corporate Services) and Estates Manager.</b>		
	7.4 Take forward search for an alternative use for the redundant Henry Garrett Building.	<b>Principal &amp; Vice Principal (Corporate Services).</b>		
	7.5 Review the Estates Strategy, in the light of curriculum review and proposed long term strategic developments, including DEL's new funding formula.	<b>Principal &amp; Vice Principal (Corporate Services) and Estates Manager along with all relevant senior and middle managers.</b>		
<b>Strategic Objective 8:</b> To develop and reward all categories of University College staff.				
	8.1 Complete the implementation of the National Framework Agreement, including revised set of salary structures and any required contract revisions.	<b>Principal &amp;, Vice Principal (Education Services), Vice Principal (Corporate Services) in conjunction with HR team.</b>		

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<b>Strategic Objective 8: cont'd</b>	8.2 Progress harmonisation of terms and conditions of service for all staff.	<b>Principal, Vice Principal (Corporate Services) in conjunction with HR team.</b>		
	8.3 Enhance academic staff participation in development activities such as various Teaching Funds, Fellowships and Sabbatical Leave scheme.	<b>Vice Principal (Academic Affairs) in conjunction with Quality Assurance and Enhancement Officer.</b>		
	8.4 Complete the implementation of the new HR Strategy 2006-08 in place, following consultation.	<b>Principal, Vice Principals, HODs and HR Manager.</b>		
	8.5 Develop and draft an appropriate Performance Management policy and procedures for all staff to replace the existing Staff Appraisal scheme.	<b>Principal, Vice Principals and HR.</b>		
	8.6 Agree and implement new flexi-time working arrangements for staff with specified working hours.	<b>Principal, Vice Principals, HODs and HR team.</b>		
	8.7 Progress new absence management policy and procedures, with associated training.	<b>Principal, Vice Principals, HODs and HR team.</b>		
	8.8 Provide appropriate training for newly appointed managers.	<b>Principal, Vice Principals, HODs and HR team.</b>		

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<b>Strategic Objective 8: cont'd</b>	8.9 Revise Equality Scheme (required for 2007)	<b>Principal, Vice Principals, HODs and HR team.</b>		
	8.10 Enhance departmental risk assessment arrangements.	<b>Principal, Vice Principals, HODs and HR team.</b>		
	8.11 Organise management development training in response to identified needs.	<b>Principal, Vice Principals, HODs and HR team.</b>		

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<p><b>Strategic Objective 9:</b> To promote growth in relation to the University College's various activities in the context of incorporation and particularly to explore the expansion of part-time and international student numbers and of conference business.</p>				
	<p>9.1 Establish a professional marketing and communications function (internal and external) and put in place a Marketing and Communications Strategy for the College and a specific Marketing Strategy for Conference Business (10% increase target).</p>	<p><b>Principal , Vice Principal (Registrar) and Vice Principal (Corporate Services).</b></p>		
	<p>9.2 Promote CPD programmes in schools and work with Academic Departments to enhance number of Masters modules on offer by 20% and number of M-level students by 10%.</p>	<p><b>Vice Principal (Registrar) in collaboration with Heads of Departments, especially Heads of Teacher Education.</b></p>		
	<p>9.3 Plan, implement and evaluate new International Strategy, to include possible recruitment of fee-paying students.</p>	<p><b>Vice Principal (Academic Affairs) and Vice Principal (Registrar) in collaboration with International Outreach Officer&amp; HODs.</b></p>		

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<b>Strategic Objective 10:</b> To provide leadership and support in developing e-Learning capability.				
	10.1 Develop the use of e-learning and of Queen's On-line and Learning NI.	<b>Vice Principal (Education Services) in conjunction with E-learning Officer and Manager IT Services.</b>		
	10.2 Review establishment of a physical presence on the campus and the mainstreaming of the Centre's activities.	<b>Principal, Vice Principal (Academic Affairs) in collaboration with the CETL Co-ordinator and Educational Developer and CETL Steering Committee.</b>		