



## **REGISTRAR AND SECRETARY'S OFFICE SERVICE PLAN 2004/2005**

### **Introduction**

1 The Registrar and Secretary's Office is part of the Leeds Met Office, and provides a range of support functions to staff and students, governors, and Schools and Faculties, and in particular:

- Marketing and Recruitment
- Course Enquiries
- Corporate Admissions
- Registration and Enrolment
- Examinations and Awards
- Graduation
- Communications and Publications
- Corporate Identity
- Web Development
- Graphics
- Media Production
- Student Number Planning
- Corporate data quality/Funding returns
- Banner (Student Information System)development
- Academic Quality and Standards
- Employability
- Governance and support for decision making structures
- Legal matters
- Health and Safety
  
- Helpzones and other services to students, including:-
  - Disability
  - Health Centres
  - Counselling
  - Chaplaincy
  - Financial Advice
  - Childcare
  - Job Shop
  - Careers
  - Education Guidance

2 For 2004/05, our main priorities reflect the University's priorities as set out in the Corporate and Operational Plans and supporting strategies. We also have a number of other priorities for the year, which are

clearly identified under each broad aim as set out in the Corporate Plan.

### **Management, Staffing and resources**

3 The office has around 140 staff, and an expenditure budget of c£6m. The activities of the office are overseen by a management team, currently constituted as follows:

Name	Title	Areas of responsibility
Steve Denton	Registrar and Secretary	Leadership of the office and accountability for all activities.
Malcolm Christie	Deputy Registrar	<ul style="list-style-type: none"> <li>• Registration and Enrolment</li> <li>• Planning</li> <li>• Student Number returns to statutory agencies</li> <li>• Fees</li> <li>• Data Quality</li> <li>• Timetabling</li> <li>• Student Information System (Banner)</li> </ul>
Martin Rushall	Deputy Secretary	<ul style="list-style-type: none"> <li>• Governance – Board of Governors, Academic Board and SET</li> <li>• Legal matters</li> <li>• Students' Union</li> </ul>
Stephen Murphy	Assistant Registrar	<ul style="list-style-type: none"> <li>• Admissions</li> <li>• Examinations and Awards</li> <li>• Graduation</li> <li>• Quality/Standards</li> </ul>
David Arblaster	Head of Student Services	<ul style="list-style-type: none"> <li>• Helpzones</li> <li>• Counselling</li> <li>• Disability</li> <li>• Financial support and advice</li> <li>• Chaplaincy</li> <li>• Health Centres</li> <li>• Childcare</li> </ul>
Phil Marsland	Career Development Manager	<ul style="list-style-type: none"> <li>• Careers</li> <li>• Job Shop</li> <li>• Educational Guidance</li> <li>• Employability</li> </ul>
Lucy Laville	Head of Communications	<ul style="list-style-type: none"> <li>• Media and Public Relations</li> <li>• Internal communications</li> <li>• Publications</li> </ul>
Jane Robson	Marketing and Business Development Manager	<ul style="list-style-type: none"> <li>• Marketing</li> <li>• Course Enquiries</li> </ul>
Chris	Senior Health and	<ul style="list-style-type: none"> <li>• Health and Safety</li> </ul>

Richard	Safety Officer	
Richard Berry	Media Production Manager	<ul style="list-style-type: none"> <li>• Graphics</li> <li>• Publications</li> <li>• Web Development</li> <li>• Corporate Identity</li> <li>• Production Services</li> </ul>

- 4 We are committed to:
- (a) providing the highest quality services to students, staff, governors and partners;
  - (b) ensuring that our staff have the skills and knowledge to enable them to deliver highest quality service;
  - (c) ensuring that there is a safe environment for staff, students, governors and partners.
- 5 Consequently, we have:
- (a) a staff development policy, which sets at how we will review the development needs of staff and ensure that as many as possible have access to training and development;
  - (b) a Health and Safety policy, supported by an Health and Safety advisory group;
  - (c) continued to develop service standards for each part of the office during 2004/05;
  - (d) taken steps to ensure our website is accurate and up to date.
- 6 The RSMT meets on a weekly basis. We will ensure that we review progress on each of our objectives on a regular basis, and at least monthly.

## Priorities for 2004/2005

7 The following are priorities for 2004/05

### **Aim 1 – Students**

Op.Plan Reference	Activity	Timescale	Responsibility
1.1	<p>Helpzones</p> <p>(a) Monitoring of the pattern of use of Helpzones by students, staff and visitors will be undertaken by campus.</p> <p>(b) A survey of users of the Helpzones will be undertaken.</p> <p>(c) Revisions to the service provided by Helpzones will be made in light of the findings of (a) and (b) above.</p>	<p>Quarterly</p> <p>December/ May</p> <p>Continuous</p>	<p>DA</p> <p>DA</p> <p>DA</p>
1.2	<p>Feedback</p> <p>(a) An audit of mechanisms for identification and resolution of student issues will be completed and revisions made to ensure timely responses to concerns.</p>	<p>February 2005</p>	<p>SM</p>
1.3	<p>Retention through deepening participation</p> <p>(a) The annual student survey will be undertaken and overall student satisfaction will be measured. The findings of this will be received by academic and executive committees and actions agreed to address the issues identified in the survey.</p> <p>(b) An analysis of student completion will be undertaken and appropriate steps identified where there are significant variations from national benchmarks.</p> <p>(c) A Communications Strategy will be implemented during 2004/05 to address student expectations, publicising, analysing and building on the quotes from students profiled in prospectuses.</p>	<p>March 2005</p> <p>December 2004</p> <p>December 2004</p>	<p>JR</p> <p>MC</p> <p>LL</p>
	<p>November Graduation Ceremonies will be organised in consultation with Faculties, and feedback from graduates and guests will be positive</p>	<p>November 2004</p>	<p>SM</p>

	July 2005 Graduation Ceremonies will be organised in consultation with Faculties, and feedback from graduates and guest will be positive	July 2005	SM
	Mechanisms to monitor the use and effectiveness of other support services will be established	November 2004	DA/PM
	A review of Students' Union constitution will be undertaken to reflect transfer of sport from the Union to the University	February 2005	MR
	We will work with the Students' Union to review the course representation system	October 2004	MR
	A review of content/format of student handbook and welcome pack will be undertaken	March 2005	RB
	We will ensure the University participates in and meets the requirements of the National Student Survey	January 2005	JR/MC

## Aim 2 – Learning

Op.Plan Reference	Activity	Timescale	Respons-ibility
2.1	Rigour		
(c)	The University will work diligently to ensure a successful outcome to all forms of external inspection, in particular Institutional Audit, the Ofsted Inspection and NHS major review.	November 2004	SM
2.3	Employability		
(a)	The University will conduct an audit of articulation from subdegree to honours provision and <i>by</i> January 2005 further guidelines will be produced, in the light of emerging sectorial guidance, with respect to the development and accreditation of Foundation Degrees.	February 2005	SM
(c)	A University employability strategy will be developed and agreed.	February 2005	PM
	We will ensure that the NHS Major Review is conducted successfully and will provide support to Schools/Faculties to ensure successful Professional Body visits	Continuous	SM

	We will ensure the comprehensive introduction of Progress Files	July 2005	PM
	We will review implementation of transcripts to assess whether they are used in a consistent fashion across the University	February 2005	SM
	We will provide effective support across the University to the assessment, examination and reassessment process	Ongoing	SM

### Aim 3 – Recruitment, Retention and Widening Participation

Op. Plan Reference	Activity	Timescale	Responsibility
3.1	Progression Partnerships		
(a)	The HEFCE ASN bid for 2005/06 will focus on partnerships with post-16 organisations.	December 2004	MC
(c)	An agreed set of widening participation statistics will be identified and the first annual set of data will be analysed.	November 2004	MC
3.2	Widening Participation		
(c)	An analysis of entrants from the 'Progression Module' delivered in regional schools and colleges will be undertaken and evaluated.	January 2005	MC
3.3	Work Based Learning		
(b)	The review and revision of the practice and principles of accrediting prior and concurrent experiential learning in HE will be undertaken.	February 2005	SM
	We will prepare and submit a robust HESES return on time	December 2004	MC
	We will prepare and submit a robust HESA return on time	October 2004	MC
	We will work with colleagues to draft the OFFA agreement	January 2005	MC

	We will undertake a review of the admissions policy, reflecting on the findings of the 'Schwartz report'	December 2004	SM
	We will commence a review of effectiveness of the HE Student Information System, Banner and the FE system, Civica with a view to making improvements during the year	November 2004	MC
	We will lead a University wide review of timetabling	April 2005	MC
	We will lead on preparation of UG/PG prospectus	January 2005	JR
	We will review the clearing 2004 exercise and ensure adequate preparation for Clearing 2005	July 2005	SM/JR
	We will support colleagues in development of the Fee Policy 2006, and in particular our policy on and approach to financial support and advice	December 2004	MC/DA
	We will arrange a number of successful Open/Visit Days for prospective students and their families	Continuous	JR
	We will develop a universal employer database	July 2005	MC/JR/ PM

#### Aim 4 – Environment

Op. Plan Reference	Activity	Timescale	Respons-ibility
4.2	Met On-Line		
(a)	The use of the web-based Helpzone information service will be monitored, reviewed and changes made as a consequence of any findings of the review.	Quarterly	DA
(c)	Self-access by students to information on their programme of study and fees and payments will be monitored and reviewed.	Quarterly	DA
4.3	Met Office		
(a)	There will be an explicit review of the boundaries between 'teams' following the departure of any senior manager, with a view to services becoming increasingly more integrated.	Continuous	SD
(b)	A number of VFM/process reviews will be undertaken to ensure clarity of roles between the Met Office and faculties.	October 2004	SD

(c)	There will be an audit of new initiatives involving flexible working across internal boundaries and such developments will be monitored through the annual appraisal process.	July 2005	SD
	There will be continuous review and development of the RSO web site	Ongoing	RB
	We will review internal communication across the office and University	November 2004	LL
	We will review the success of careers services pilot in Faculties	July 2005	PM
	An University wide review of Marketing will commence and be concluded	December 2004	SD
	A review of the content, format and timescale for production of Internal publications will be undertaken	Continuous	LL/JR
	All members of the RSMT will hold regular meetings with colleagues in schools and faculties to ensure greater co-ordination/communication on specific areas of activity	Continuous	All
	There will be an audit of student service provision	March 2005	DA/PM

### Aim 5 – International

Op. Plan Reference	Activity	Timescale	Responsibility
	We will provide effective support to faculties for overseas graduation ceremonies	As required	SD
	We will review the process for the formulation, approval and continuous review of overseas collaborations	February 2005	SM

### Aim 6 – Citizenship, community, partnership

Op. Plan Reference	Activity	Timescale	Responsibility
	Marketing/Communications will provide high level support to existing and emerging new partnerships	As required	LL/JR

### Aim 7 - Regional

Op. Plan Reference	Activity	Timescale	Responsibility
	We will provide effective support to the development of academic partnerships and collaboration	As required	SM/MC
	A register of home and overseas collaborations will be established.	October 2004	SM
	Marketing/communication will continue to provide high quality support to faculties for regional activity.	As required	LL/JR
	We will participate in regional projects on Graduate retention and Graduates Yorkshire	October 2004	PM
	We will complete and submit the HE Business Interactive Survey	March 2005	JR

### Aim 8 – Research

Op. Plan Reference	Activity	Timescale	Responsibility
	We will undertake a comprehensive review of research regulations	January 2005	MS

## Aim 9 – Staffing

Op. Plan Reference	Activity	Timescale	Responsibility
	All staff will be encouraged to participate in appraisal and development review	Continuous	ALL
	Development of staff will be a priority, as illustrated in the RSO staff development policy and staff will be directed to internal development opportunities as set out in Looking Ahead, and any relevant external opportunities	Continuous	ALL
	We will review the RSO staff development policy after one year operation	May 2005	PM
	All managers will hold regular team meetings/ briefings with their staff	Continuous	ALL
	RSMT will meet on a weekly basis, as a forum for continuous communications and in which the contribution of the RSO to the achievement of the University's Corporate objectives will be considered	Continuous	ALL
	We will contribute to the delivery of training across the University in our areas of expertise	Continuous	ALL

## Aim 10 – Sustainability

Op. Plan Reference	Activity	Timescale	Responsibility
10.1	Good Governance		
(a)	A review of the effectiveness of the Board of Governors will be undertaken and any recommendations arising from the review will be implemented.	December 2004	MR
(b)	The University will appoint a new Chancellor and a number of new Governors.	December 2004	MR
(c)	University policies, procedures and regulations will be reviewed to reflect the requirements of the HE Bill; particularly the introduction of the Office of the Independent Adjudicator and the Office for Fair Access.	December 2004	MS/MR/SM
10.2	Financially sound		
(a)	A university wide pricing policy, framework and schedule of prices for 2006/07 courses will be developed, along with an appropriate bursary policy.	December 2004	MC/DA

10.3	Ethical University		
(b)	Reports will be produced on a quarterly and annual basis on accident and ill-health statistics and the Health and Safety plan will be prepared setting out how improvements in accident and ill health rates will be achieved.	Quarterly	CR/DA
	We will review the content and format of the University's regulatory framework, consolidate regulations on single website and ensure that they are consistent with external requirements (eg QAA Code of Practice)	<b>July 2005</b>	MS
	We will review the success of the implementation of the new Academic Board structure	<b>July 2005</b>	MR
	We will ensure compliance with the new requirements of Fol	January 2005	MR
	We will review the registration process and contract to ensure that this is a simpler process for students	March 2005	MC/MR