24 July 2013

Dear colleagues

This is the first of a series of regular bulletins to keep you up-to-date with the establishment of the Student Education Service and the associated programme of work.

**Student Education Service business case agreement**
The Vice Chancellor’s Executive Group has now approved a substantial investment to accelerate the establishment of the Student Education Service.

Having secured the funding we are now able to put the resources we need in place. This is a really significant milestone and allows us to work more flexibly, efficiently and quickly to progress our current priorities which are (i) establishing and embedding the integrated Service and (ii) developing and implementing end-to-end administrative processes on One University principles.
The SES Programme has two strands – organisational development, and processes and systems development – to support the delivery of these priorities.

Most immediately, we shall be focusing on the following projects:

(i) **Student Education Service establishment**

**Student Education Service Website**
Over the next few months, work will begin on the development of a comprehensive, coherent and stylistically consistent SES website that brings together all support, advice and guidance information for students and SES staff.

Building upon help@leeds, the new website will provide students and staff with a ‘one-stop’ site for all their support needs under a coherent structure and identity. It will integrate material held on a range of existing websites to provide a seamless, holistic support resource for students, staff and academic colleagues; and it will be managed via a single content management system to ensure it is straightforward to update.

Further information about how you can get involved will be covered in future bulletins.

**Service Leadership Team**
The process to recruit the Service leadership team – the Directors of Student Operations, Student Opportunity, and Admissions, and the Chair of Student Support and Wellbeing – is underway. There will be an advertising campaign in the national press, and online, throughout August.

Until the leadership team is in place, Andrew Parkinson and David Gardner will continue to provide support and leadership for the Student Administration team.

**Service configuration**
Following further staff feedback, the Service configuration diagram has been fully updated and will be distributed to teams via their line managers.

Work is now underway to discuss with central teams how best to make as smooth a transition as possible to the new Service configuration.

**Head of Quality Assurance appointment**
We are delighted to announce that Jenny Lyon has been appointed to the post of Head of Quality Assurance within the Student Education Service. Jenny will take up her new role in the autumn.
(ii) Development of administrative processes

The first stage of process development is focusing on pre-application and admissions activities and will be supported by the implementation of a University-wide Customer Relationship Management (CRM) system with the potential also to support the entire student lifecycle. Further information about the process for selecting a CRM is included below.

Admissions project developments

A key priority is the development and re-engineering of admissions operational activities to ensure they enable us to deliver our key student recruitment objectives, with the needs of potential students at the heart of the process.

Earlier this year, a series of Conference Room Pilots, involving a wide cross-section of admissions and recruitment staff, helped us to recognise many ways in which we can improve on our current processes. This process improvement is vital if we are to compete effectively with our peer institutions and is being dealt with as part of the procurement of the new CRM system. But colleagues also identified a number of significant admissions issues that can be solved in the short term. We are therefore working on a number of tactical initiatives which will be in place for the 2013-14 admissions cycle.

Customer Relationship Management System – Procurement

The process to select and purchase a CRM system is currently underway. We are following a formal, multi-stage procurement process which allows potential suppliers to tender to provide a system. The team is awaiting tender responses from up to 9 suppliers, with short-listing and site visits due to take place during August. A final recommendation will be made to the Student Education Service Strategy and Design group in early September. Ideally, a preferred supplier will be identified at that point and we will be in a position to start system configuration work shortly after. A number of colleagues from across the Service are involved in the ongoing procurement process. Anyone who would like more information on the CRM system procurement please contact Richard Clarke (Purchasing) r.clarke@adm.leeds.ac.uk.

Development of an agreed institutional process for admissions: The Target Operating Model

A system which meets the needs of the institution is essential but we also need to be sure that our processes are consistently fit for purpose and make the most effective use of our resources. Building on the work completed by the Admissions Process Analysis Team (PAT), a framework of clear, consistent principles, known as a Target Operating Model (TOM), has been defined and agreed for both pre- and post-application elements of the admissions process. This work was led by Paula Dunn – FESM with admissions responsibility – with the support of key colleagues from the admissions area. Anyone who would like more information on the TOM can contact either Paula Dunn p.dunn@leeds.ac.uk or Anthony Allen (CRM Project team) a.allen@leeds.ac.uk.

Tactical Initiatives

These admissions improvements are under way and include:

- Increased resources within the Access to Leeds team to provide an interim solution dealing with the 360% increase in applications over the past two years. This will enable the delivery of reduced turnaround times.
- The development of an interim CRM system to support outreach so that the University can more effectively target and follow particular groups of students, including students from lower socio-economic backgrounds, which will in turn help us fulfil our commitments within the University’s Access Agreement.
• Delivery of a system that enables **international deposits** for students holding unconditional offers.
• Significant improvements to **marketing communications activity** for UG, PGT and PGR students.
• Interim improvements to the **online application form**.
• Review of **PGT offer letters** to reduce the current complexities of content and processing.
• Interim solution to support the introduction of **UCAS paperless** processing.

Anyone who would like more information on the tactical initiatives please contact Sally Edwards (Strategy and Planning) s.edwards@leeds.ac.uk.

With best wishes for the summer,

Vivien

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