

Operational Plan Template: Partnerships

1. The Vision for a Global BU

*“Creating the most stimulating, challenging, and rewarding university experience in a world-class learning community by **sharing** our unique **fusion** of excellent education, research and professional practice and **inspiring** our students, graduates and staff to **enrich the world**”*

BU2018 is founded on creating, sharing and inspiring Fusion. As we shape futures associated with Fusion, both individual and institutional, we are taking Fusion nationally and globally. The integration of education, research and professional practice is specific to different contexts and cultures and it is this drive to contextualise Fusion and make an impact that is at the heart of our plans to take Fusion global as the basis of a Global BU-our purpose.

Our proposition through this purpose is the attainment of a comprehensive, cohesive and confident approach to global engagement resulting in the enrichment and expansion of our global academic footprint. Our Global Engagement Plan expands on this purpose, objectives and enablers in greater detail. The operational plans in this section provide the underpinning detail for each Objective area.

2. Current Reality and Context

BU currently has 132 academic partners (23 UK, 39 International, 70 Erasmus), with approximately an additional 41 partnerships in development or being renewed. We have 10 UK partners that deliver BU Awards under the Franchise or Validation partnership model. For international partnerships, only three models of partnerships are currently being approved by the International and UK Partnerships Committee (IUPC): research/staff exchange, student exchange and recognition. These are all low-risk partnership models and the partnerships for research and staff mobility are often between one researcher at each institution. Apart from the 70 current Erasmus partners, current international partners are concentrated in Australia, North America, Latin America, South-East Asia and East Asia. Partners have been identified through existing School/Faculty links, and a series of institutional visits from 2012 to 2014. A UK partnerships strategy is not currently possible due to uncertainties in the external policy environment.

3. Activity

The following table shows planned activity across six core areas of activity encompassing partnership development by the Faculties, Academic Partnerships and International Marketing & Student Recruitment, and the systems and processes to facilitate the identification of new strategic partners.

Operational Plan: Collaborative Partnerships					Owner:
GE Objective: We will build a strong portfolio of innovative learning partnerships by becoming a partner of choice					
Year 1 (2015/16)					
Activity	Action to be taken	Responsibility	Time frame	Output/Outcome	KPI / Other success measure
1. Translate strategy for partnership development from Global Engagement Plan.	1. Develop new academically-led partnerships across a range of models. For new recruitment partnerships: - identify target markets - develop 'academic enrichment package' of activities to ensure sustainability - agree joint action plan and responsibilities between AP, IMSRT and Faculties 2. Develop clear BU proposition and offer to prospective partners, including	AP to work with Faculties and IMSRT to nurture existing links and develop new links. AP and Faculties; M&C to lead design and production of materials.	September 2015 – August 2016	Clarity on what makes BU a partner of choice	Increased numbers of students BU2018 goal of establishing 20 strategic partnerships
		Faculties with support from AP/IMSRT			
		Faculties/AP/IMSRT	December 2015	More effective partnership development and relationship management.	

	<p>market research from M&C on student demand for recruitment partnerships</p> <p>3. Support partnership strand of FIF hubs of practice (activities in China and ASEAN countries):</p> <ul style="list-style-type: none"> - identify new partnerships through hubs of practice and support building relationships <p>4. Support partnership activity in other areas such as corporate events at partner etc:</p> <ul style="list-style-type: none"> - Liaise with partners - Coordinate activities - BU staff in Faculties and Professional Services to build strong relationships with counterparts at partners. <p>5. Identify UK and Country-specific</p>	<p>AP</p> <p>AP/IMSRT</p> <p>Faculties/RKEO/AP</p>	<p>September 2015 – August 2016</p> <p>September 2015 – August 2016</p> <p>September 2015 –</p>	<p>Targeted approach to partnership development</p> <p>Raise profile of partnerships internationally, nationally and internally at BU</p> <p>Generate funding to develop and sustain partnership</p>	
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	<p>funding for partnership activity and facilitate cross-Faculty applications.</p> <p>6. Bournemouth University International College – as a strategic recruitment partner, continue to work with the College to identify new progression pathways to provide greater opportunities for progression to BU.</p>	AP	<p>August 2016</p> <p>September 2015 – August 2016</p>	activity leading to research outputs.	
2. Partnership Development, Approval and Management Processes	1. Review all partnership models/definitions, including definitions of new models in ARPP 7A for strategic partnerships, learning partnerships, and partnerships with non-HEI global partners.	AP	September 2015	Provide clear framework for partnership development, particularly of strategic and learning partnerships.	BU2018 goal of establishing 20 strategic partnerships

<p>2. Develop online Partnership Development Proposal (PDP) form and a 'New Ideas' form linking to online toolkit.</p> <p>3. Refine partnership development and approval processes while ensuring compliance with Chapter B10 in the QAA Quality Code.</p> <p>4. Develop further guidance for Faculties on the management and monitoring of all partnership models, with a clear steer on managing research partnerships.</p> <p>5. Hold Global BUzz workshop(s) on partnership development, approval process, management and use of IT system.</p> <p>6. Review distribution of partnership</p>	AP	September 2015 – August 2016	Improve the user experience, leading to quality partnerships being developed.
	AP	September 2015	Improve the user experience, leading to quality partnerships being developed.
	AP	September 2015	Academic staff will be better prepared for partnership development, thus maximising all international travel opportunities.
	AP	October 2015 – January 2016	Disseminate information and provide training in approval process etc.
	AP	September 2015	More effective partnership development and relationship management

	development workload across the Academic Partnerships team. Consider allocating each Faculty a team member as the main point of contact for partnership development enquiries.				
3. Develop a small number of new strategic learning partnerships	<ol style="list-style-type: none"> 1. Provide selection criteria for strategic partnerships 2. Identify 5-6 partners for strategic development and visits. 3. Develop milestones on reaching 'strategic' status 4. Develop matrix for measuring outcomes/outputs and return on investment for strategic partners and extend to all partners. 5. Establish deliberative and management 	<p>AP</p> <p>AP/Faculties/IMSRT</p> <p>AP</p> <p>AP</p> <p>AP</p>	<p>September 2015</p> <p>December 2015</p> <p>September 2015</p> <p>December 2015</p> <p>December 2015</p>	One new strategic partner would be developed in year one.	BU2018 goal of establishing 20 strategic partnerships

	structures for the management of strategic partnerships				
4. Identify, invest in, and develop a comprehensive IT system for partnership development and management	<p>1. Identify requirements for comprehensive IT system and research possible IT solutions</p> <p>2. Manage implementation of online CRM system for partnership development (it may be necessary to complete identified enhancements to current partnerships database to ensure BAU can continue prior to implementation of new system).</p> <p>3. Begin capture of all international research partnership activity across BU.</p> <p>4. Develop plan for engaging Faculty staff in using any new or enhanced system.</p> <p>5. Develop a Global</p>	<p>AP/GEH</p> <p>AP</p> <p>Faculties/RKEO/GS/AP</p> <p>AP/GEH and others</p> <p>AP/GEH</p>	<p>July 2015</p> <p>September 2015 – August 2016</p> <p>September 2015 – August 2016</p> <p>September 2015 – August 2016</p> <p>September</p>	<p>A comprehensive IT system will allow for close management of partnership development among multiple stakeholders.</p>	<p>BU2018 goal of establishing 20 strategic partnerships</p>

	BU microsite to share news, partner visits, information on new partnership developments etc to the wider BU community		2015 – August 2016		
5. Develop support tool kit for partnership development and management	<ol style="list-style-type: none"> 1. Engage users to scope requirements (working group or other) 2. Provide a checklist to assess the value of a proposed academic partnership 3. Provide guidance on the resources that may be required to set up and run a Partnership 4. Provide standard costing models for each partnership model 5. Provide clear guidance on the stages of the approval process 6. Provide information on the different types of 	<p>AP</p> <p>AP</p> <p>AP</p> <p>AP</p> <p>AP</p> <p>AP/Legal Services</p>	<p>July - December 2015</p> <p>September 2015</p> <p>September 2015</p> <p>December 2015</p> <p>September 2015</p> <p>September 2015</p>	<p>Improve the user experience, leading to quality partnerships being developed.</p>	<p>BU2018 goal of establishing 20 strategic partnerships</p>

	<p>legal agreements and signatory process</p> <p>7. Develop further guidance on managing and monitoring partnerships</p> <p>8. Develop external facing material for prospective partners</p>	<p>AP</p> <p>AP/IMSRT</p>	<p>December 2015</p> <p>December 2015</p>		
6. Management of inward and outward delegations	1. Establish operational template for logistics, briefing packs, roles/responsibilities etc	AP/GEH	September 2015	Enable seamless coordination of multiple visits and delegations following an agreed template.	BU2018 goal of establishing 20 strategic partnerships

Year 2 (2016/17)

Activity	Action to be taken	Responsibility	Time frame	Output/Outcome	KPI / Other success measure
1. Accelerate partnership development approach.	<p>1. Launch new CRM system / partnerships database across the University</p> <p>2. Establish 2 strategic partners in year 2.</p>				

2. Establish account manager structure for partnerships	1. Identify operational structures.				
Year 3 (2017/18)					
Activity	Action to be taken	Responsibility	Time frame	Output/Outcome	KPI / Other success measure
1.	1. 2. 3. 4.				

4. Risks to delivery

[GET to complete]

As you develop your Operational Plan you should identify and assess key risks to the achievement of your objectives and consider what you can do to mitigate these risks.

Description	Probability	Impact	Mitigation
Failure to convert partnerships, particularly 'learning' partnerships to strategic level	Medium	Low	Close management
Not attaining a strategic partner because we are not undertaking TNE which would be the market perception of the term 'strategic'..	Medium	Low	Creative and close management of partnerships, requiring adequate staff resource.
Processes impeding timely partnership development	Medium	Medium	A process review has been undertaken for 2014/15.
Not having adequate IT system to manage partnership development	Medium	Medium	Discussions are underway to identify a new system
Uncertainties over staffing levels due to delay in student journey project.	High	High	

5. Monitoring and evaluation

Each member of the GET will be required to provide to the Global Engagement Hub the following:

- A brief monthly activity report
- A quarterly report on progress against this operational plan
- An annual report against progress will be provided to the GET which will inform a GE wide update to UET, ULT and other relevant fora.
- Formal refreshes of the Operational Plans will take place annually through the delivery plan cycle

6. Communications plan

[GET to complete]

Your communications planning should include an overview of why/what you are communicating with regard to the activities in Section 3 and an outline of your approach for doing this.

Year 1 (2015/16)					
Activity	Communications activity	Audience	Key Message(s)	Output / outcome	Communications channels
Note: as written in section 3 of your operational plan template	Note: i.e. what specific communication s activities will you be doing – e.g. running a global mobility awareness campaign	Note: e.g. internal, external, students, employers, etc.	Note: what are you trying to communicate?	Note: as a result of the comms activity	Note: How will you push the message(s) out? e.g. social media, press release, targeted mail-out, website, etc.
1. Translate strategy for partnership development from Global Engagement Plan.	Internal comms strategy and protocol to ensure partnership development opportunities are maximised	Internal staff	Opportunities for involvement in partnership development; news on partnership developments	Greater engagement from staff in order to maximise opportunities for partnership development	Build on GE and AP Intranet pages and develop Global BU microsite, and use GE blog
2. Partnership Development, Approval and	Global BUzz workshop(s) on partnership development and approval process	Internal staff	Provide information and training on developing	Greater awareness among staff regarding how to	Workshop format and toolkit

Management Processes			partnerships and associated processes	establish and manage partnerships	
3. Develop a small number of new strategic learning partnerships	Global BU Calendar Events focused on regions/countries (to be organised by wider Global Engagement Team)	Internal staff	Awareness of the opportunities and possible activities on focused regions/countries	Identify partnerships with potential for strategic development	Event with accompanying social media presence
4. Identify, invest in, and develop a comprehensive IT system for partnership development and management	Launch new IT system	Internal staff	Benefits of new system and need for all staff to use it	Enhanced information on partnership development	Targeted emails, social media, intranet page, and training sessions on use of the system
5. Develop support tool kit for partnership development and management	Launch tool kit	Internal staff	Benefits of tool kit	Enhanced information on partnership development	Targeted emails, social media, intranet page
6. Management of inward and	Information published regarding managing visits and	Internal staff	Processes for arranging inward and	Clarity for all coordinating and	Targeted emails to relevant stakeholders; include

outward delegations	delegations		outward delegations	participating staff	information in tool kit
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Year 2 (2016/17) – Indicative

Activity	Communications activity	Audience	Key Message(s)	Output /outcome	Communications channels

Year 3 (2017/18) - Indicative

Activity	Communications activity	Audience	Key Message(s)	Output /outcome	Communications channels

7. Annual reflections

a. Key highlights / achievements this year

Description	Output / Outcome	Impact on KPI/other measure

a. Key challenges this year

b. Key activities for forthcoming year (if different from already stated in Section 3)

Year 2 (2016/17)

Activity	Action to be taken	Responsibility	Time frame	Output/Outcome	KPI / Other success measure
1.	1. 2. 3. 4.				

If there are any changes to the plan, please give details here:



Global Engagement Plan

Operational Plan Template: Recruitment

1. The Vision for a Global BU

*“Creating the most stimulating, challenging, and rewarding university experience in a world-class learning community by **sharing** our unique **fusion** of excellent education, research and professional practice and **inspiring** our students, graduates and staff to **enrich the world**”*

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Our proposition through this purpose is the attainment of a comprehensive, cohesive and confident approach to global engagement resulting in the enrichment and expansion of our global academic footprint. Our Global Engagement Plan expands on this purpose, objectives and enablers in greater detail. The operational plans in this section provide the underpinning detail for each Objective area.

2. Current Reality and Context

Non UK student recruitment is an ever increasingly competitive marketplace as Russell Group universities continue to dominate enrolments (only Coventry University and City University figure in the top 20 recruiters of non UK students). The 2013/14 cycle saw non-UK student enrolments in UKHE bounce back (growth of 3-6%) after a 1% decline in 2012. BU also saw an increase in non-UK enrolments and achieved the KPI3 milestone of 16% on campus recruitment for 2014/15 cycle (Appendix 4) The UK Conservative led Government policy on keeping student numbers in nett migration targets, and

messaging regarding potentially removing any right to work in the UK while studying provides further risk and uncertainty for non UK student recruitment to the UK.

The attractiveness of PGT programmes to the UK is declining slightly, mainly underpinned by a large decrease in students from South Asia (India -32% and Pakistan -22%). Undergraduate study is holding up underpinned by a 6% increase in applications from China. PGR enrolments continue to rise gradually, however most of these students opt for Russell Group universities due to funding and reputation. This trend is mirrored atBU. The current approach prioritises non EU 19 countries reduced from 24 in 12/13 (See Appendix 4 for a list of current priority markets with enrolment figures and notes).This allows more targeted resource allocation, greater understanding of market needs and more time in market leading to stronger stakeholder relationships while maintaining a mix of countries appropriate to the specialisms of the faculties

When looking at contributing countries to the UK, the tables below show that China continues to dominate with a 5% increase from the previous year. South Asia continues to decline, dipping a further 11% while other countries have maintained or increased with Malaysia showing the greatest % increase of 11%.

After the review of priority countries within IMSRT (those with an allocated budget and Regional Manager responsible for recruitment) in May 2014 all of the below non-EU countries were included for 2015/16 recruitment apart from Pakistan (security reasons) and Singapore (rankings conscious) plus 6 of the top 10 EU countries (chosen to reflect BU's portfolio and strengths). It will take 1-2 years for the new markets of Malaysia and Hong Kong to bear fruit as they are already established markets (mainly UG), however close working with Kaplan, supporting faculty initiatives with potential partners, such as Sunway University in Malaysia, and recruitment initiatives driven by IMSRT should further support the diversification of the international student body and increase UG enrolments.

Top non-EU sending countries

Country	2013-14	2012-13
China (PRC)	87,895	83,790
India	19,750	22,385
Nigeria	18,020	17,395
Malaysia	16,635	15,015
United States of America	16,485	16,235
Hong Kong (Special Administrative Region)	14,725	13,065
Saudi Arabia	9,060	9,440

Country	2013-14	2012-13
Singapore	6,790	6,020
Pakistan	6,665	7,185
Canada	6,350	6,190

Source: HESA First Statistical Release (2013-14) Table 9

Top EU sending countries

Country	2013-14	2012-13
Germany	14,060	14,520
France	11,500	11,725
Republic of Ireland	11,490	12,620
Greece	10,670	10,910
Cyprus	10,295	10,840
Italy	9,550	8,320
Spain	6,585	5,995
Romania	6,515	6,460
Bulgaria	6,355	6,060
Poland	5,200	5,280

Source: HESA First Statistical Release (2013-14) Table 8

3. Activity

[GET to complete]

Operational Plan: Recruitment				Owner: Andrew Bird	
GE Objective: We will grow, diversify and integrate our on campus overseas students					
Year 1 (2015/16)					
Activity	Action to be taken	Responsibility	Time frame	Output/Outcome	KPI / Other success measure
1. Enhanced experiential marketing as part of targeted recruitment campaigns	1. Create "marketing toolbox" 2. Capture the student voice through case studies and use of current students/alumni	M&C	Dec 2015/ongoing	Increase applications and conversion	KPI3
2. Greater in-country sustainable reach	1. In-country translated website in China 2. Expand recruitment consultants 3. Use of Fusion Hubs	M&C	Sept 2015/ongoing	Enhanced profile, greater market penetration	KPI3
3. Continually	See market	M&C	Ongoing	Increased applications and	KPI3

monitor and review mix of priority countries (see App 4 for current list)	plans available on the intranet which covers “priority” countries ¹ (click and then on ‘China Strategy’ to access example. China - Bournemouth University Intranet			conversion	
Year 2 (2016/17)					
Activity	Action to be taken	Responsibility	Time frame	Output/Outcome	KPI / Other success measure
As above plus: 1. Formalise and expand non-UK placement opportunities	1. target appropriate companies 2. Support contracting and advertising of same	M&C, Careers and Faculties	Sept 2016/ongoing	Greater global engagement and opportunities for students, potential for CPD for faculties	KPI3

¹ <https://staffintranet.bournemouth.ac.uk/aboutbu/globalengagement/internationalrecruitment/#countryplans>

Year 3 (2017/18)					
Activity	Action to be taken	Responsibility	Time frame	Output/Outcome	KPI / Other success measure
As above plus: 1. Enhance current non UK student experience	1. Support student societies 2. Integrate student societies with Alumni groups	M&C/Student Services/Faculties/ SUBU/A&DO	Sept 2017/ongoing	Greater ranking in ISB	KPI3

4. Risks to delivery

[GET to complete]

As you develop your Operational Plan you should identify and assess key risks to the achievement of your objectives and consider what you can do to mitigate these risks.

Description	Probability	Impact	Mitigation
Government legislation detrimental to recruitment	Medium/high	UK seen as an unwelcome place	Support all sector initiatives to lobby Govt. Ensure BU “proof points” are robust
Fluctuating IMSRT budget	Medium	Less investment in longer term initiatives	Continually monitor and evaluate all recruitment activities and lobby for a 3 year ringfenced budget

BUINTCOL not attaining target	Low/medium	UG non UK recruitment decreases	More formal recruitment partnerships overseas IMSRT ensuring marketing is joined up and continually pushing Kaplan to prioritise the BU partnership
Portfolio of programmes not in line with market need	Medium/high	Decrease in non UK recruitment	M&C, working with OVC and faculties, on a full portfolio review

5. Monitoring and evaluation

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6. Communications plan

The Communications plan highlighted is underpinned by the BU Marketing strategy, M&C Delivery plan and feeds into the annual country plans, ensuring key messaging and channels are appropriate to the country needs. The plan also feeds into a 3 year strategic recruitment plan looking at BU's offer to market in a fast changing environment.

Year 1 (2015/16)

Activity	Communications activity	Audience	Key Message(s)	Output / outcome	Communications channels
Note: as written in section 3 of your operational plan template	Note: i.e. what specific communication s activities will you be doing – e.g. running a global mobility awareness campaign	Note: e.g. internal, external, students, employers, etc.	Note: what are you trying to communicate?	Note: as a result of the comms activity	Note: How will you push the message(s) out? e.g. social media, press release, targeted mail-out, website, etc.
<p>1.Enhanced experiential marketing as part of targeted recruitment campaigns</p> <p>2. Greater in-country sustainable reach</p> <p>3. Continually monitor and review mix of priority countries</p>	Pushing out of messages as per recruitment plans utilising the full range of channels in-country a	External (students, agents, key stakeholders) Internal (faculty, OVC, Prof Services)	Key marketing messages aligned to BU marketing strategy	Increased profile and applications/profile	All channels as appropriate

Year 2 (2016/17) - Indicative					
Activity	Communications activity	Audience	Key Message(s)	Output /outcome	Communications channels
1. Formalise and expand non-UK placement opportunities	Using key contacts, communicate with potential placement companies in priority countries	Overseas companies	BU students will enhance their business	Greater number of non-UK placement opportunities	Meetings, web, email
Year 3 (2017/18) - Indicative					
Activity	Communications activity	Audience	Key Message(s)	Output /outcome	Communications channels
1. Enhance current non UK student experience	After aiding activities which support the student experience, ensure students are aware through appropriate means	Current students and alumni	BU understands and cares about the student experience	Greater student satisfaction	Web, email, meetings, social media

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7. Annual reflections

a. Key highlights / achievements this year

Description	Output / Outcome	Impact on KPI/other measure
<p>See recruitment country plans on BU Global Engagement intranet</p>	<p>Increased recruitment of non UK students</p>	<p>Attainment of KPI3</p>

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b. Key challenges this year

Increased competition from higher ranked universities dropping their entry criteria

Government regulations affecting recruitment and perception of the UK

c. Key activities for forthcoming year (if different from already stated in Section 3)

Year 2 (2016/17)					
Activity	Action to be taken	Responsibility	Time frame	Output/Outcome	KPI / Other success measure
1.	1.				
	2.				

	3.				
	4.				

If there are any changes to the plan, please give details here:

Operational Plan Template: Mobility

1. The Vision for a Global BU

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2. Current Reality and Context

Student mobility has become a priority area for development in higher education worldwide as it contributes to the acquisition of global skills and competencies that are increasingly essential in national and global economies. Increasing student mobility is a key priority for UK HEIs as traditionally outward student mobility in the UK has been low (6 percent, HESA 2012). In the BU context Global Horizons/Santander and Erasmus offer good funding opportunities for students, helping to remove financial barriers. Accommodation remains a barrier as students have to commit to year-long rental contracts. Higher numbers of BU students undertake work placements abroad than study exchanges. Numbers of outgoing students are still low across the institution as a whole with only 1.8 percent of our students mobile.

3. Activity

[GET to complete]

Operational Plan: Mobility					Owner:
GE Objective: We will enrich our student experience through a range of outward and inward mobility programmes					
Year 1 (2015/16)					
Activity	Action to be taken	Responsibility	Time frame	Output/Outcome	KPI / Other success measure
1. Launch 1 targeted programme of short-term mobility (summer schools/field trips/volunteering)	1. Liaise with partner re programme 2. Coordinator partner approval 3. Promote to students 4. Research opportunities with reputable charities/NGOs (eg Enactus Network) 5. Submit funding bid for Erasmus+ Intensive Programmes	AM/MVE AM MVE EM MVE and Faculty Lead	Delivery for 2016 summer February 2016 February 2016 March 2016	- 25 students mobile - Diversity of mobility offer to appeal to a wider range of students	- Nos of students taking up opportunity linking to PI7 - Greater awareness of mobility options
2. Launch online tool kit and enhanced promotion and	1. Production of case studies on student mobility 2. Staff	EM MVE/AM	September 2015	- Production of useful resource for staff and students - Providing a 'self-service'	- Greater awareness of mobility options leading to increased numbers - Erasmus+ good practice

information for staff and students	development workshops for mobility 3. Pre-departure workshops for outgoing students, including intro to language resources 4. Pilot formal Student Ambassadors Scheme	MVE/EM MVE/EM		approach for stakeholders and users, reducing the number of queries -	
3. Investigate and plan for whole cohort mobility programme launch in 2016/17 (MBA in Faculty of Management)	1. Clarify framework, especially re QA requirements. 2. Liaise with partners.	KLB	September 2015	- Establishment of framework	- Provision of alternative mobility option that could significantly increase numbers by incentivising cohorts of students
4. Develop BU proposition for incoming exchange students	1. Incoming exchange students given alumni status 2. Orientation and final wash up workshop for incoming exchange students.	MVE MVE/EM MVE / Student Administration / Faculties	Orientation: September 2015 & January 2016 Workshops: December 2015 and May 2016	- Increased network - Increased recruitment - Mentors/placement providers - Flexibility of offer for incoming students, particularly from North American partners.	- Contribution to recruitment KPIs - Support the development of partnerships with strategic partners.

	<p>3. Elaboration of a framework for unit choice across BAs, subject areas and Faculties as appropriate.</p> <p>4. Establish pilot summer school offering for incoming students.</p>	Faculties			
5. Refresh funding packages to support student mobility	<p>1. Launch revised GHF framework, including provision for group mobility to support short-duration programmes</p> <p>2. Include WP supplement in GHF</p> <p>4. Launch Erasmus+ grant for mobility to and from US partners</p>	MVE	June 2015 ahead of start to academic year 2015/16	<ul style="list-style-type: none"> - Allow more flexibility for students undertaking prioritised activities such as study exchange, work placements etc - Offer more funding to students from wider range of backgrounds - Potentially offer funding to students from partner institutions 	- Increase numbers of students taking up funding opportunities
7. Internal and external networking	1. Set up Mobility Coordinators network and meetings to share	AM / MVE	September 2015	<ul style="list-style-type: none"> - Improve communication between key stakeholders internally - Keep abreast of sector 	Enhance cross-Faculty model for student exchange; share good practice; ensure centralised approach

	<p>good practice and offer support</p> <p>2. Continue to network with HEURO.</p> <p>3. Join International Unit Student Mobility Community of Practice.</p> <p>4. Attend overseas partner Study Abroad Fairs to attract more incoming students (USA, Australia)</p>	<p>MVE</p> <p>MVE</p>		<p>developments and good practice</p> <p>- Build support network for staff development</p>	
<p>8. Enhance monitoring and recording of mobility</p>	<p>1. Audit of current recording of mobility</p> <p>2. Investigate different IT systems and external support for mobility</p> <p>3. Monitoring of Erasmus/exchange students and placement students</p> <p>4. Report on</p>	<p>PRIME</p> <p>AM/SLH?</p> <p>MVE / Faculties</p> <p>EM</p> <p>MVE</p>	<p>September-December 2015</p> <p>June 2016</p>	<p>- Data on interest</p> <p>- Ability to use data for forward-planning for funding applications</p>	<p>- Enable accurate capturing of student mobility across BU ensuring all activities contribute towards PI7.</p>

	<p>student feedback and evaluation of the Erasmus experience</p> <p>5. Undertake student survey</p> <p>6. Explore possibility of adding tick box on all students' application forms to indicate interest in mobility</p>				
9. Investigate and implement solutions for accommodation barrier to mobility	<p>1. Meet with Accommodation Services to discuss alternative options.</p> <p>2. Contact other similar HEIs to investigate models of good practice.</p>	MVE / AM / Student Support Services MVE	June 2015	- Provide some flexible options for students, contributing to removal of significant current barrier to mobility	- Make progress towards reducing and eliminating a key barrier to student mobility
Year 2 (2016/17)					
Activity	Action to be taken	Responsibility	Time frame	Output/Outcome	KPI / Other success measure
1. Launch targeted programme of volunteering opportunities with	1. Agree framework with partner organisations	MVE EM	September 2016	- More guided and endorsed options available for mobility	- Greater participation in mobility contributing to PI7.

selected organisations	2. Prepare web page				
2. Expand targeted programme for short courses at partners	1. Scope other partners in 2 different countries 2. Partner Approval	AM AM	January 2017	- More guided and endorsed options available for mobility	- Greater participation in mobility contributing to PI7.
3. Virtual mobility pilot	1. Establish framework. 2. Pilot streamed interactions with established partners, such as Montclair.	AM	Spring semester 2016	- Enrich student experience - Provide an 'international' learning experience for students who are not able to go abroad	- Contribute to PI7
4. Enhance BU proposition for incoming exchange students	1. Full course catalogues of exchange programmes to be uploaded to website.	Faculties	September 2016	- More seamless service provision for incoming exchange students and partner institutions, reducing email traffic and freeing up BU Study & Work Abroad team time.	- Maintain and develop relationship with mobility partners
5. Pilot BU Student Conference on mobility and Global Engagement	1. Draft framework. 2. Engage with students regarding participation	MVE MVE	June 2017 (suggested)	- Raise profile of mobility and global engagement among student body - Allow returning students to reflect on their experiences, adding value and enhancing their CVs.	- Incentivising more students to engage with mobility - Contribution to global engagement activity on campus (and virtually)

6. Form external network	1. Contact small number of similar UK HEIs to form community of practice for mobility 2. Scope content and interest from colleagues in sector of holding mobility conference at BU or joint event at Festival of Learning.	AM / SLH?	June 2017	- Raise profile of mobility and global engagement at BU in HE sector	- Engagement with national stakeholders - Being seen as leading with distinctive offer
7. Launch whole cohort mobility programme (Faculty of Management)	1. Embed operational processes associated with larger number of students going abroad.	KLB	September 2016	- Mobile cohort of students - Provide pilot to test for wider implementation	- Cohorts of mobile students will lead to step change towards reaching PI7.

Year 3 (2017/18)

Activity	Action to be taken	Responsibility	Time frame	Output/Outcome	KPI / Other success measure
1. Launch Peer Advisor Programme (building on	1. Draft Framework 2. Recruit students	MVE	September 2017	- Profile of mobility raised at BU, contributing to the 'feel' on campus of an internationalised	More students undertaking mobility as part of their degree.

Student Ambassador work)				university.	
2. Launch Global Internship Programme (building on internships with partner organisations)	1. Draft framework to formalise options through partner organisations 2. Promote to students and staff	MVE / Careers & Employability team MVE / EM / Careers & Employability	September 2017	- Expansion of tailored opportunities to wide range of students	- Contribution to PI7.
3. BU to host conference on student mobility	1. Scope content. 2. Secure funding.	MVE	June 2018	- Showcase mobility at BU and engage in sector debates / practice	- Profile of global engagement at BU raised
4. Roll out virtual mobility across wider range of BU programmes	1. Identify programmes 2. Liaise with partners.	AM / MVE	September 2017	- Increase in numbers of students having 'international experience' as part of their course.	- Contribution to PI7 if definition allows for virtual mobility

4. Risks to delivery

[GET to complete]

As you develop your Operational Plan you should identify and assess key risks to the achievement of your objectives and consider what you can do to mitigate these risks.

Description	Probability	Impact	Mitigation
Levels of staff resource being disproportionate to planned activities and ambitions.	High	High	Prioritise activities according to available resource.
Time for adjustment with new staff in Faculties	High	High	AP to proactively work with new staff, offering staff development workshops and other input as

			appropriate. Plan time in workload to deal with this.
Changes in political situation and stability in countries/regions where BU mobility partners are located	Low	Medium/High	AP/Faculties to maintain regular contact with partners
Students dropping out for a variety of reasons beyond the University's control	Medium	Medium/High	Generate sufficient interest in available opportunities so that the impact of students dropping out is minimal.

5. Monitoring and evaluation

Each member of the GET will be required to provide to the Global Engagement Hub the following:

- A brief monthly activity report
- A quarterly report on progress against this operational plan
- An annual report against progress will be provided to the GET which will inform a GE wide update to UET, ULT and other relevant fora.
- Formal refreshes of the Operational Plans will take place annually through the delivery plan cycle

6. Communications plan

[GET to complete]

Your communications planning should include an overview of why/what you are communicating with regard to the activities in Section 3 and an outline of your approach for doing this.

Year 1 (2015/16)					
Activity	Communications activity	Audience	Key Message(s)	Output / outcome	Communications channels
Note: as written in section 3 of your operational plan template	Note: i.e. what specific communication s activities will you be doing – e.g. running a global mobility awareness campaign	Note: e.g. internal, external, students, employers, etc.	Note: what are you trying to communicate?	Note: as a result of the comms activity	Note: How will you push the message(s) out? e.g. social media, press release, targeted mail-out, website, etc.
1. Launch 2 targeted programmes of short-term mobility	<ul style="list-style-type: none"> - Talks in Faculties - Central Talks - Global Experiences Roadshow 	Internal: staff and students	<ul style="list-style-type: none"> - Value and importance of mobility generally - Value of the programme and range of experiences it will offer 	<ul style="list-style-type: none"> - Uptake of places on the programmes - Raising profile of global engagement activities at BU among students 	<ul style="list-style-type: none"> - Social media, targeted email campaign, plasma screens, student portal, mention at start/end of lectures by academics, leaflets
2. Launch online tool kit and enhanced promotion and information for staff and students	<ul style="list-style-type: none"> - Annual Study & Work Abroad Festival - Talks in Faculties - Central Talks - Global Experiences Roadshow - Stands at UCAS Fairs, Open Days etc 	Internal: staff and students	<ul style="list-style-type: none"> - Value and importance of mobility - The opportunities and funding available at BU 	<ul style="list-style-type: none"> - Maintain and increase student interest and take up of mobility opportunities, contributing to PI7. 	<ul style="list-style-type: none"> - Social media, targeted email campaign, plasma screens, student portal (page with student pictures pinned on world map), mention at start/end of lectures by academics, student societies on international activities, leaflets
3. Pilot whole cohort mobility programme	Talk in Faculty (with central support)	Internal: students in the cohort	<ul style="list-style-type: none"> - Value and importance of mobility 	<ul style="list-style-type: none"> - Generate sufficient interest in the programme 	<ul style="list-style-type: none"> - Targeted email campaign, mention at start/end of lectures by academics,

(Faculty of Management)			- Distinctive experience of cohort mobility.	among students and provide timely information	targeted social media where possible
4. Develop BU proposition for incoming exchange students	- Develop externally facing web page	External: staff and students at partner institutions	- Attractiveness and distinct experience offered by BU, articulating value added	- Enhanced student experience for incoming students - Reduction in query traffic to AP team.	- Web page - Emails to partner institution staff and students
5. Refresh funding packages to support student mobility	- Annual Study & Work Abroad Festival - Talks in Faculties - Central Talks - Global Experiences Roadshow	Internal: staff and students	- Value and importance of mobility - The opportunities and funding available at BU to students at all levels from wide range of backgrounds (WP, grants for disability)	- Maintain and increase student interest and take up of mobility opportunities, contributing to PI7.	- Social media, targeted email campaign, plasma screens, student portal, mention at start/end of lectures by academics
6. Virtual mobility pilot	Talk in Faculty (with central support)	Internal: Students in relevant programme	- Articulation of benefits of participation, including ability to work with cross-cultural teams, and benefits to employability.	- Generate interest among students	- Targeted email campaign, mention at start/end of lectures by academics, targeted social media where possible

7. Internal and external networking	- Meeting with Study Abroad Coordinators	Internal: key BU staff	- Sharing good practice		Email, social media platform if possible
Year 2 (2016/17) - Indicative					
Activity	Communications activity	Audience	Key Message(s)	Output /outcome	Communications channels
	Similar to Year 1				
Year 3 (2017/18) - Indicative					
Activity	Communications activity	Audience	Key Message(s)	Output /outcome	Communications channels
	Similar to Year 1				

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7. Annual reflections

a. Key highlights / achievements this year

Description	Output / Outcome	Impact on KPI/other measure

b. Key challenges this year

c. Key activities for forthcoming year (if different from already stated on page 1)

Year 2 (2016/17)					
Activity	Action to be taken	Responsibility	Time frame	Output/Outcome	KPI / Other success measure
1.	1.				
	2.				
	3.				
	4.				

d. If there are any changes to the plan, please give details here

Operational Plan Template: Alumni Relations

1. The Vision for a Global BU

*“**Creating** the most stimulating, challenging, and rewarding university experience in a world-class learning community by **sharing** our unique **fusion** of excellent education, research and professional practice and **inspiring** our students, graduates and staff to **enrich the world**”*

BU2018 is founded on creating, sharing and inspiring Fusion. As we shape futures associated with Fusion, both individual and institutional, we are taking Fusion nationally and globally. The integration of education, research and professional practice is specific to different contexts and cultures and it is this drive to contextualise Fusion and make an impact that is at the heart of our plans to take Fusion global as the basis of a Global BU-our purpose.

Our proposition through this purpose is the attainment of a comprehensive, cohesive and confident approach to global engagement resulting in the enrichment and expansion of our global academic footprint. Our Global Engagement Plan expands on this purpose, objectives and enablers in greater detail. The operational plans in this section provide the underpinning detail for each Objective area.

2. Current Reality and Context

Alumni Relations Vision

In every part of the university, we will work to maintain a lifelong, mutually-beneficial relationship with our alumni as key members of the BU community. We will involve, inspire and support our alumni in ways that enable them to reach their full potential and encourage them to remain our most enthusiastic supporters and advocates. The support and expertise volunteered by our alumni will be instrumental in helping us deliver the unique academic experience promised in our Vision and Values.

Mission Statement

The Alumni Association of Bournemouth University is managed by the Alumni Relations Department. The Association will promote and support our alumni locally, regionally, nationally and internationally.

The mission of the association is to support lifelong relationships by recognising and valuing the contribution of our members, encouraging and facilitating communication and aiding the development of new and rewarding relationships between individuals, communities and organisations.

We will support our Alumni to continue to create, share and inspire with the knowledge and skills they developed at BU so that they can continue to develop themselves and enrich the world.

The Bournemouth University Alumni Association (AA) has existed for a number of years but has not yet been run as a modern, enthusiastic service; primarily due to a lack of vision and investment. Therefore BU technically has an Alumni Association, but it remains in the embryonic stage of the maturity cycle... This strategic plan aims to recognise the excellent foundations that have been laid to date and develop them much further so that we have a modern, dynamic Association that aspires to operate in the top quartile of its peer group. A vibrant Alumni Association at BU will enable a greater sense of community for our alumni and enable them to continue to create, share and inspire after they have graduated.

A key principle for the Alumni Association is 'one journey, one community'. This represents the importance of the Association in supporting prospective and new students both through their journey with BU and afterwards in their chosen careers. Established Alumni will provide support on this journey by using their own experiences, such as; choosing a University, the clearing process, enrolment, the first day/week/year, course work, dissertations, graduation and the world of work; to help the next generation of potential students, students and graduates.

This strategy outlines how this community will be grown and encouraged by utilising modern communications tools and networking events to not only support our current and future Alumni but also make a significant contribution to achieving the strategic aims of BU. Our Alumni are our best ambassadors and work in thousands of different organisations in every corner of the world. By working with our Alumni, we can discover new opportunities for international student mobility, penetrate further into territories for student recruitment, develop relationship with business to enhance our links with professional practice and provide an additional vehicle for taking our concept of academic fusion further out into the community to enrich the world.

The Alumni Association will celebrate the achievements of its Alumni by regularly communicating news and 'success stories'. An Alumni Awards scheme will be developed to formally recognise some of the most outstanding achievements of our graduates each year. The Association will look to continually develop a range of services that support our Alumni (graduates and staff) which may include; career networks and mentoring, developing access to library services, an enhanced range of sports and leisure activities. The Association will encourage and grow a strong cohort of volunteers who receive training and development opportunities that will benefit them and the volunteering work they undertake at BU and beyond.

The Alumni Relations team will work closely with the Global Engagement strategy to support the growth of BU internationally. BU Alumni will be enriching the communities in which they live and beyond, by doing so their efforts will contribute to the growing reputation of BU. By developing our International Alumni Ambassadors programme, BU will have an enhanced opportunity to work with our Alumni to the benefit of more communities, societies and economies world-wide and to truly embrace life-long learning and development.

We will work with our internationally based Alumni to support the following areas of activity:

- 1. Global brand and reputation enhancement*
- 2. Recruitment*
- 3. Collaborative Partnerships*
- 4. Mobility and Student Experience*
- 5. Education and curriculum*
- 6. Professional Practice*
- 7. Research*

During 2015, work will be undertaken to enable our current and past employees to become part of a network of BU Staff Alumni. In broad terms this will function in a similar way to the growth model described for the student Alumni Association and will focus on growing BU as a community that its staff feel part of during their career at BU and maintaining links with any staff that have left. The Alumni Association is a community for 'BU and Beyond'.

3. Activity

[GET to complete]

Operational Plan: Global Alumni			Owner: Mark Saddington		
GE Objective: Objective 6: We will innovate our practice in taking Fusion global in partnership with global organisations					
Year 1 (2015/16)					
Activity	Action to be taken	Responsibility	Time frame	Output/Outcome	KPI / Other success measure
1. Faculty Alumni Co-ordinators	1. Gain support of Dean's & DoOp's.	ART/Dean	May 2015	April 2015 – achieved for all Faculties apart from SciTech	Contributes to BU KPI's 1, 2 & 5
	2. With support of Faculty appoint named AC's.	Dean	May 2015	April 2015 – achieved for all Faculties apart from SciTech	
	3. Agree priority projects for each Faculty	Dean/AC/ART	June 2015	April 2015 – achieved for all Faculties apart from SciTech	
	4. Progress projects and develop relationships.	AC/ART	July 2015 & on-going	April 2015 – projects for three Faculties progressing	

Operational Plan: Global Alumni **Owner: Mark Saddington**

GE Objective: Objective 6: We will innovate our practice in taking Fusion global in partnership with global organisations

Year 1 (2015/16)

Activity	Action to be taken	Responsibility	Time frame	Output/Outcome	KPI / Other success measure
2. International Alumni Ambassadors	1. Agree scope of roles and draft JD's,	ART/PVC Global	June 2015	April 2015 – Initial JD drafted for circulation and comment	KPI's 1, 2, 5
	2. Develop supporting processes for recruitment, employment & training	ART/PVC Global	July – August 2015	International Alumni Ambassadors promoting and supporting BU in overseas regions	PI's 7, 8, 11, 12, 15, 16, 17
	3. Identify key territories (2 for Wave 1) & prioritise	ART/GET	May – July 2015		
	4. Recruit, train and deploy (Wave 1)	ART	From September 2015		

Year 2 (2016/17)

Activity	Action to be taken	Responsibility	Time frame	Output/Outcome	KPI / Other success measure
1. International Alumni Ambassadors (IAA's)	1. Review, consider and improve Wave 1	ART/PVC Global	3 months post Wave 1 recruitment	Expanded range of International Alumni Ambassadors promoting and supporting BU in overseas regions.	KPI's 1, 2, 5 PI's

Operational Plan: Global Alumni **Owner: Mark Saddington**

GE Objective: Objective 6: We will innovate our practice in taking Fusion global in partnership with global organisations

Year 1 (2015/16)

Activity	Action to be taken	Responsibility	Time frame	Output/Outcome	KPI / Other success measure
	2. Agree target areas for further Waves 2+ & progress to recruit 3. Review, consider and improve	ART/PVC Global ART/PVC Global	Approx. March 2016 Approx. August 2016		7, 8, 11, 12, 15, 16, 17
2. Alumni supporting placements, mobility and employability	1. Working with International Alumni Ambassadors (and other Int. alumni) to develop opportunities to support these key BU objectives	ART/GET	Following recruitment of IAA's (Wave 1+)	Increased range of opportunities for BU students to take part in International placements, mobility and employment.	KPI's 2, 5 PI's 11, 12
3. Alumni supporting our academic offering	1. Working with the PVC Global to engage with our international alumni in accrediting our academic offering as part Global BU	ART/GET	To be developed	International alumni working with BU academics with course accreditation	KPI's 1, 2 PI's 2, 7, 11, 12, 15, 16, 17
4. Alumni as mentors	1. Developing our international alumni to provide support and mentoring to support prospective students moving to BU	ART	To be developed	Support available to prospective international students	KPI's 1, 2 PI's 8, 11, 12, 16, 17

Operational Plan: Global Alumni **Owner: Mark Saddington**

GE Objective: Objective 6: We will innovate our practice in taking Fusion global in partnership with global organisations

Year 1 (2015/16)

Activity	Action to be taken	Responsibility	Time frame	Output/Outcome	KPI / Other success measure
	2. Developing our international alumni to provide support to students embarking on any form of international engagement (placements, mobility etc.)	ART	To be developed	Support available to students embarking on international engagement	
5. International Alumni Chapters	1. Starting to develop opportunities for BU's first International Alumni Chapters, starting in key regions	ART	To be developed	Self-sustaining international chapters developed to further promote the BU brand and objectives and community	KPI's 1, 2, 5 PI's 7, 8, 11, 12, 15, 16, 17

Year 3 (2017/18)

Activity	Action to be taken	Responsibility	Time frame	Output/Outcome	KPI / Other success measure
1. Year three will involve a large amount of review of current activities (continual improvement) and the scaling of the International operation. Ensuring that the foundations of our international alumni programme are set correctly will be key to ensuring sustainable growth.					

4. Risks to delivery

As you develop your Operational Plan you should identify and assess key risks to the achievement of your objectives and consider what you can do to mitigate these risks.

Description	Probability	Impact	Mitigation
Faculties not fully embracing the model agreed in 2014 and stifling the development of the Alumni Association	Possible: Delivery planning 2014 should have supported growth last year but did not, however with the new Alumni Relations Team in post, engagement and support appears stronger.	The whole strategy for developing Alumni Relations at BU is built on working with and through Faculties.	ART are working hard with key stakeholders to develop strong relationships and commitment. PVC Global/ULT/UET to provide support through delivery planning
Alumni engagement is hard to predict and may be a medium to long term project.	Possible: This may be a regional issue.	Variable based on region	ART will work with PVC Global and GET to identify key regions to prioritise and identify key individuals to support growth model.
Resources: The model of the ART may hinder growth speed should opportunities develop faster than expected.	Possible	Opportunities for growth not realised as quickly as possible, losing ground.	Working with PVC Global to gain support to expand the ART accordingly to cope with expansion opportunities.
Technology: BU infrastructure being ready, available and constant to be able to support 24/7 international activity	Possible	Enabling BU to transact business on a global scale will demand the use of ICT on a 24/7 basis. When systems are closed for maintenance overnight for UK workers may impact the working day of international alumni overseas.	IT Services will need to be aware through the GET of the likely scaling of availability requirements.

5. Monitoring and evaluation

Each member of the GET will be required to provide to the Global Engagement Hub the following:

- A brief monthly activity report
- A quarterly report on progress against this operational plan
- An annual report against progress will be provided to the GET which will inform a GE wide update to UET, ULT and other relevant fora.
- Formal refreshes of the Operational Plans will take place annually through the delivery plan cycle

6. Communications plan

[GET to complete]

Your communications planning should include an overview of why/what you are communicating with regard to the activities in Section 3 and an outline of your approach for doing this.

Year 1 (2015/16)					
Activity	Communications activity	Audience	Key Message(s)	Output / outcome	Communications channels
Note: as written in section 3 of your operational plan template	Note: i.e. what specific communication s activities will you be doing – e.g. running a global mobility awareness campaign	Note: e.g. internal, external, students, employers, etc.	Note: what are you trying to communicate?	Note: as a result of the comms activity	Note: How will you push the message(s) out? e.g. social media, press release, targeted mail-out, website, etc.
1. Faculty Alumni Co-ordinators	Communicating with Faculty Dean’s and Director of Operations to share plans and gain commitment.				
2.	Communication of this development and promotion of recruitment through social media and direct email to alumni.				

International Alumni Ambassadors	
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Year 2 (2016/17) - Indicative

Activity	Communications activity	Audience	Key Message(s)	Output /outcome	Communications channels
International Alumni Ambassadors (IAA's)	Details of activity will be worked up as part of the specific project plan to support this activity; however use of social media, email and Skype will enable the ART to work with our international alumni to develop the programme.				
Alumni supporting placements, mobility and employability	As above				
Alumni supporting our academic offering	As above				
Alumni as mentors	As Above				
International Alumni Chapters	As above				

Year 3 (2017/18) - Indicative

Activity	Communications activity	Audience	Key Message(s)	Output /outcome	Communications channels
To be considered & developed.					

7. Annual reflections

a. Key highlights / achievements this year

Description	Output / Outcome	Impact on KPI/other measure
The Alumni Relations Team at BU was rebuilt at the end of 2014 with two new post holders taking up posts in December (this being the team).	Achieved	Is an enabler of KPI's
A new strategic plan has been developed to articulate the plans for the next three years.	Achieved	Is an enabler of KPI's
The ART are now a member of the GET, recognising the important part the AA will play in developing BU on a global basis.	Achieved	Is an enabler of KPI's
Given that the new team have inherited a low threshold of activity, the vast majority of plans and projects are being built from scratch. We are embracing this as a fantastic opportunity rather than a hindrance.	Reflection.	

b. Key challenges this year

Developing the Alumni Relations Team (in it's entirety including Faculty Co-ordinators), developing appropriate plans for the next three years alongside maintaining business as usual. There is currently a very low level of engagement with alumni so scaling activity in a measured and appropriate way will be important.

Ensuing that the team and the work of the wider team are embedded and considered by all Faculty staff and Professional Service staff will be a challenge given the vast range of disparate activity that has previously (and still) occurs.

c. Key activities for forthcoming year (if different from already stated on page 1)

Year 2 (2016/17)					
Activity	Action to be taken	Responsibility	Time frame	Output/Outcome	KPI / Other success measure
1.	1.				
	2.				
	3.				
	4.				

d. If there are any changes to the plan, please give details here