STUDENT JOURNEY PROJECT

COMMUNICATIONS AND ENGAGEMENT STRATEGY

This document provides;

- **The background and strategic aims of the Student Journey Project**
- **The communications and engagement plan for the duration of the Student Journey project**

1. Context and strategic aims of the project

The aim of the Student Journey Project is to improve the effectiveness and efficiency of Bournemouth University's administrative student processes and supporting services so that we deliver an enhanced, excellent student experience and reduce costs where possible.

In an increasingly competitive environment, the University, through its strategy BU2018, recognises that academic excellence must be underpinned by service excellence. It also requires a greater focus on efficient use of resources. The Student Journey Project places the student at the heart of the design process and as a result will make a significant contribution to the service excellence and value for money agendas as well as seeking to optimise the fit between the organisation and supporting IT systems.

This ties to the Corporate Plan for 2018 which states in C1 that BU will aim to deliver an outstanding and personalised student experience whilst also delivering cost efficiencies of approximately 10% in professional support and administration by 2018.

The Project originated with a Project Charter submitted to the Change Management Board in October 2011, detailing the need to review the existing Student Record System (SRS) ahead of the contract with the current supplier ending in 2015. It is a legal requirement under EU Procurement Directives to retender for the IT system by early 2013.

It was acknowledged in that report that the current SRS has evolved since its introduction in 2003 and it would be appropriate to undertake a detailed business process review to ensure that the EU tender needed prior to the award of any new contract, and potentially new SRS, was defined to fit current and future requirements. The Charter noted that in order to improve the student experience throughout their journey with BU it is important that we fully understand the services the students need, how well we meet these requirements and make the necessary adjustments to continually improve our processes in the light of these requirements.

Phase 1 of the project has now reached completion and has included the following areas of work:

- Review and redesign of administrative processes in targeted areas
- Identification of associated IT requirements
- Development of tender document for a Student Record System and a Customer Relationship Management System
- Identification of financial and non-financial benefits which could be derived from new processes
- Review of the University's Organisational Structure

From the work that was done in Phase 1, it was clear that in order to realise the total benefits available, BU will need to embark on a programme of process and organisational change and invest in a programme of IT changes which extend beyond the scope of implementing a revised / new Student Record System.

The University Executive Team (UET) sought and obtained approval from the University Board to progress to Phase 2 of the Project in January 2013.

As the Student Journey Project moves into the Phase 2 of work, it is intended that the Communications and Engagement strategy will give all stakeholders the opportunity to understand the Student Journey Project, engage with it during the different implementation phases and recognise the contribution that staff experience and expertise will bring to successfully delivering the Student Journey Project.

2. Purpose of the Student Journey Project

2.1 Why is BU undertaking the Student Journey Project (SJP)?

In March 2012 the UET approved the first phase of the Project Charter with the following working objectives:

- To enhance the student experience and embed service excellence by designing processes, services and supporting organisational structures around identified student needs.
- To identify and realise efficiencies in professional support and administration costs.
- To produce a tender specification for a Student Record System. (The EU Procurement Directive requires BU to retender for the SRS ahead of the contract for the current system ending in 2015).

The second phase of the Project will realise the changes identified both to organisational structures and IT systems. It will do this through engagement with staff and consultation on the proposed changes alongside implementation of a Student Record System and other IT systems.

2.2 What is the scope of the Student Journey Project?

The starting point for the Project work was to review and redesign the administrative processes that support academic delivery and the processes which make up supporting services for students. Phase 1 of the Project therefore focused on:

- A review of the processes that form the student journey from the point a person first enquires about a programme of study at BU to the point they withdraw, or complete their studies and become Alumni. This work took place between March and December 2012 and involved over 200 professional and support staff from across the University. (The full list of the processes reviewed is provided in Appendix A)

- Identifying process changes which would produce measurable improvements in the efficiency and effectiveness of the services being delivered to students

- Determining the IT requirements for a Student Record System, tender and implementation

During the course of this work, it became clear that the existing organisational structures do not support the improved ways of working which were being identified, nor do they make optimal use of resources. An Organisational Design Group was therefore established to review current organisational structures and how they support the delivery of new student-centred services and ensure there is clear accountability and responsibility for service delivery

Following completion of the work undertaken in Phase 1 it is clear that in order to realise the total benefits available, BU will need to embark on a programme of process and organisational change and invest in a programme of IT changes which extend beyond the scope of the Student Record System. As the Project moves into Phase 2 the scope of the programme therefore includes:

- Design and implementation of a new operating model to support delivery of services. This will encompass new service models and processes, organisational structures and job roles for all student types. This includes:

  - Undergraduate students
  - Postgraduate students who are taking taught courses
  - Postgraduate students who are doing research
  - Short course students on both credit bearing and non-credit bearing courses
  - Exchange students
  - Full time students
  - Part time students
  - Distance learning students

- Procurement and implementation of a Student Record System and supporting IT capabilities

The Project will consist of a number of associated projects which are as follows:

- Organisational Remodelling (cross programme activity)
- Student Record and Customer Relationship Management Systems
- Timetabling
- Student Accommodation Support Services
- Appointment Booking
- Smartcards
- PGR Monitoring*

*The Post Graduate Research (PGR) Monitoring Project was a pre-existing project to implement a new IT system to monitor the progression of PGR students which has been adopted by the Student Journey Programme.

There are areas which are outside the scope of the Project, specifically:

- Matters of academic practice – e.g. the programme will implement improvements to the administrative process which support induction, but it will not seek to make changes to the content of induction sessions.
- Delivery of CRM functionality to manage relationships with external organisations, with the exception of School and College engagement and recruitment activities.

2.3 Which Benefits is the Student Journey Project aiming to achieve?

The SJP is focused primarily on improving student satisfaction and providing students with an enhanced experience through their journey at Bournemouth University. Current feedback, as shown in the NSS 2011 survey results, is that there are areas where student expectations are not being met. The outcomes from the Process User Groups reviews clearly identified across all processes reviewed that we are currently not able to offer the desired level of service to students. This is due to current IT system capabilities, the lack of reliable single source information and uncertainty as to who is responsible and accountable for delivery of services. The Process User Groups evidenced that considerable professional and support staff time is taken up in processes and systems that are not efficient and this is usually due to a need to compensate for inadequate IT capability.

There are many examples of the current issues the Project aims to address and the benefits that can be delivered. One of these is the length of time it currently takes to enrol new and continuing students. We currently have to enrol all students over the course of a week due to the time it takes to complete the central enrolment process. The consequence of this is that returning students are not enrolled until the end of induction week, resulting in a delay in the receipt of their student loan – for some as late as the end of the first week of teaching. The new process that has been defined involves the majority of enrolment activities being completed online, with final checks and issuing of ID cards completed during local course induction sessions. This eliminates the need for long queues, reduces the time period for enrolment for new and returning students and reduces cost.

Another example relates to the time it currently takes to process admissions. The current admissions process for UCAS applications is a largely paper based system, which involves a significant amount of manual work. Currently, student applications to study are printed, sorted multiple times and distributed across the University. Additional work is then required to extract salient information for decision makers (mainly academic staff). During peak times it can take up to 3 weeks to route a student's application to study to a decision maker. Integrating the electronic data feed from UCAS with BU systems and using data capture based on predefined system parameters would allow student applications to study to be automatically emailed to decision makers, facilitating quicker communication of the decisions to applicants.

These examples are symptomatic of our current operating processes and existing IT capabilities which the Student Journey Project will address. As the Project is implemented over the next two years multiple benefits will be realised.

The enhanced IT capability, clear responsibility for service delivery and implementation of new operating processes will address the issues identified by the process user groups. This will result in more effective supporting services to students, improving student satisfaction and facilitating more efficient ways of working.

The Project will therefore also make a significant contribution to the BU commitment to delivering Service Excellence. By ensuring that processes and procedures, organisational structure and IT systems are aligned and focused on efficient and effective service delivery we will more effectively meet students' needs and requirements.

The enhanced IT capability will also address the frustrations the Professional and Support staff identified during the process review work. Analysis of the processes reviewed showed inefficient use of staff time; duplication of effort; inefficient processing and procedures all of

which lead to staff dissatisfaction. Improved processes and procedures along with effective IT systems will also therefore improve staff satisfaction, which BU is committed to doing.

The University committed itself in the BU2018 Corporate Plan to deliver efficiencies of up to 10% in professional support and administration costs by 2018 and the SJP will be key in realising this. Further work needs to be done to clarify and quantify the scale of change that will be delivered, but it is anticipated that it will make a significant contribution. Every effort will be made to manage staff reductions over the life of the project through natural turnover and in retraining and redeploying staff.

2.4 What are the Project Phases and Timescales?

The timeline for the Project and the different phases is primarily driven by the need firstly to have submitted the tender for a new Student Record System by early 2013 and secondly to have implemented the new system by the time the existing contract ends in 2015. This is required to ensure compliance with EU Procurement Directives.

The current project plan is working to the following key dates for the Student Record System:

Project Phasing	Planned Project Phase	Planned Timescale
Student Record System (SRS)		
Procurement Process for the SRS commences	Phase 1	January 2013
Evaluation Process for tender documentation	Phase 1	March to June 2013
Appointment of SRS supplier	Phase 1	August 2013
Implementation of SRS	Phase 2/3	September 2013 – December 2014
SRS goes live	Phase 3	April 2015
Organisational Design		
Consultation Process on Organisational Structure and Service Owners	Phase 1	April 2013
Appointment to Service Owner Posts	Phase 1	June 2013
Staff Development programme to support change process.	Phase 2/3	June 2013 onwards
Service Owners lead implementation of new Service Designs:	Phase 2	June 2013 onwards
Post Graduate Research Administration Review	Phase 1	July 2013 to September 2013
Placements and Careers Review	Phase 1/2	July 2013 to December 2013
Frontline IT Support Services for Students Review	Phase 1/2	July 2013 to August 2013
General Student Enquiries Review	Phase 1/2	July 2013 to February 2014
Recruitment and Admissions Process Review	Phase 2	September 2013 to September 2014
Timetabling, Events & Scheduling Review	Phase 2	September 2013 to December 2013
Student Accommodation Support Services Review:	Phase 2	November 2013 to January 2014
Student Record Team Review	Phase 2	September 2014 to December 2014
Student Administration Team Review	Phase 2/3	September 2014 to December 2014
Schools Administration Review	Phase 2/3	June 2014 to September 2014

2.5 Stakeholder Engagement

It is recognised that there are a range of stakeholders across the University who will need to be effectively engaged and different communications will be needed for different groups.

It is important that those who are going to be delivering the processes and services are fully engaged and that their knowledge and expertise is harnessed as part of the process. During Phase 1 of the Project around 200 Professional and Support staff took part in the process review workshops and their input was key in identifying areas of potential improvement. In addition, findings from some Process User Groups that reviewed academic processes were discussed with some academic staff ranging from Framework Leader to Deputy Dean Education. Representatives from the Students Union also took part in some of the change impact assessment workshops.

As the Project moves into Phase 2 the following stakeholder groups will be communicated and engaged with:

- Professional and support staff who have engaged in Process User Groups to date
- School based Professional and Support staff
- Professional Service based Professional and Support staff
- Academic staff
- Staff Representatives including the ICE Forum and trade union representatives
- Students Union

It is also anticipated that there will need to be communication with external organisations during the change process.

Identified internal stakeholders and communication requirements.

Information Sharing	Involvement	Engagement	Discussion and Consultation
Those who need general details on the Student Journey Project but not directly involved in the changes being implemented. Providing the opportunity to engage in discussion of the proposed changes.	Those who will be involved in implementing the changes being made and other senior managers.	Those who work in the service areas of the Project. Together with those who will, or may, require development in their skills and expertise in order to prepare them for the changes to be implemented.	Those whose roles will be directly affected by the changes and need to be formally consulted with as part of the changes.
- Deans of School - Directors of Professional Services - Academic Staff - Professional Services and School staff working in areas outside the Project scope. - Students Union	- Deans of School - Service Owners - Directors of Professional Services - Directors of Operation - Academic Administration Managers - Professional Service senior managers - Academic staff - ICE Forum - Students Union	- School based Professional and Support staff - Professional Service based Professional and Support staff - Academic staff	- School based Professional and Support Staff - Professional Service based Professional and Support staff. - Academic Staff - ICE Forum / Trade Unions

2.6 Plan of Communication and Engagement with Staff

There is a strong commitment to effective communication with staff throughout the Project, reflecting the commitment within the BU Staff Survey Plan to improve change management within BU.

Throughout the Project the intention is to meaningfully engage relevant staff in affected service areas with the change that is happening. There is also the commitment to ensure that all BU staff are regularly updated on key phases and timescales as the project develops. This will continue the work that was undertaken in Phase 1 of the project where staff delivering the processes under review took part in the Process User Groups.

Where consultation processes need to take place, formative ideas will be shared and views sought in advance of the formal consultation in order to ensure the proposals put forward to formal consultation are meaningfully informed.

It is recognised that different forms of engagement and communication will be needed during the project for different staff audiences and it is therefore intended to use, as appropriate:

- Face-to-face staff briefings
- Formal Committee Meeting updates; i.e. ULT, SAB, ICE Forum and Trade Unions
- Informal Meeting Updates: i.e. Deans Forum; DoOps Forum; AAT, SUBU, School and PS meetings, ICE Forum
- Email and Staff intranet communications
- Programme Management Office webpage
- Organisational Staff Development development activity

The following table details the planned communication activity.

Communication Activity

Audience	Communication Method	Lead Responsibility	Planned Timescale
Project Governance			
Programme Management Board (PMB)	Project update report to PMB	Head of Programme Management Office	Monthly, on-going
Student Journey Project (SJP) Steering Group	Project update reports Discussion of key issues	Chief Operating Officer Programme Manager Organisational Change Lead	February 2013 onwards
SJP Programme Team	Project update reports Discussion of key issues	Programme Manager	February 2013 onwards
Project Influencers			
University Board	Approval of Student Journey Project	Chief Operating Officer	January 2013
University Executive Team (UET)	Endorsement of SJP	Chief Operating Officer	January 2013
	Informed of project progress	Chief Operating Officer	On-going through project
University Leadership Team (ULT)	Project update reports	Programme Manager Organisational Change Lead	February 2013 On-going through project
Deans of School	Project update reports Discussion at Deans Forum	Programme Manager Organisational Change Lead	Feb/Mar 2013 onwards
Directors of Professional Services	Project update reports	Programme Manager Organisational Change Lead	Feb/Mar 2013 onwards
Heads of Service	Project update reports	Programme Manager Organisational Change Lead	Once in post
Service Managers	Regular update meetings	Organisational Change Lead	Once in post
Directors of Operations	Regular update and discussion meetings	Organisational Change Lead Programme Manager	February 2013 onwards

Directly Involved			
Heads of Service	Briefing and discussion meetings Discussion meetings with specific teams	UET Link Organisational Change Lead	Once in post Jun/July 13 July/Aug 2013
	On-going updates and briefing meetings	Organisational Change Lead Head of Service	On-going through project On-going through project
	Email and portal update communications	Organisational Change Lead Internal PR & Comms team	
Service Managers	Briefing and discussion meetings	Head of Service/Service Lead Organisational Change Lead	July/Aug 2013
	On-going updates and briefing meetings	Head of Service / Service Manager	On-going through project
	Email and portal update communications	Organisational Change Lead Internal PR & Comms team	On-going through project
Students and Academic Services staff	Feedback meetings for those involved in Phase 1 process review groups	Organisational Change Lead Process Workstream Manager	March 2013
	Briefing meetings with those staff not involved in process review groups	Organisational Change Lead Process Workstream Manager	March/April 2013
	Discussion meetings with staff relating to specific reviews	Organisational Change Lead Heads of Service/Service Manager/Human Resources	On-going through project (see planned timescales) On-going through project
	Email and portal update communications	Organisational Change Lead Internal PR & Comms team	
Marketing and Communications staff	Feedback meetings for those involved in Phase 1 process review groups	Organisational Change Lead Process Workstream Manager	March 2013
	Briefing meetings with those staff not involved in process review groups	Organisational Change Lead Process Workstream Manager	March/April 2013
	Discussion meetings with staff relating to specific reviews	Organisational Change Lead Heads of Service/Service Manager/Human Resources	On-going through project (see planned timescales)
	Email and portal update communications	Organisational Change Lead Internal PR & Comms team	On-going through project

Estates Staff	Feedback meetings for those involved in Phase 1 process review groups	Organisational Change Lead Process Workstream Manager	March 2013
	Briefing meetings with those staff not involved in process review groups	Organisational Change Lead Process Workstream Manager	March/April 2013
	Discussion meetings with staff relating to specific reviews	Organisational Change Lead Heads of Service/Service Manager/Human Resources	On-going through project (see planned timescales)
	Email and portal update communications	Organisational Change Lead Internal PR & Comms team	On-going through project
IT Staff	Feedback meetings for those involved in Phase 1 process review groups	Organisational Change Lead Process Workstream Manager	March 2013
	Briefing meetings with those staff not involved in process review groups	Organisational Change Lead Process Workstream Manager	March/April 2013
	Discussion meetings with staff relating to specific reviews	Organisational Change Lead Heads of Service/Service Manager/Human Resources	On-going through project (see planned timescales)
	Email and portal update communications	Organisational Change Lead Internal PR & Comms team	On-going through project
School based professional support staff	Feedback meetings for those involved in Phase 1 process review groups	Organisational Change Lead Process Workstream Manager	March 2013
	Briefing meetings with those staff not involved in process review groups	Organisational Change Lead Process Workstream Manager	March/April 2013
	Discussion meetings relating to specific reviews	Organisational Change Lead Directors of Operation/Human Resources	On-going through project (see planned timescales)
	On-going staff update and briefing meetings	Organisational Change Lead Directors of Operation/AAMs	On-going through project
	Email and portal update communications	Organisational Change Lead Internal PR & Comms teams	On-going through project

OVC and RKEO based professional support staff	Feedback meetings for those involved in Phase 1 process review groups	Organisational Change Lead Process Workstream Manager	March 2013
	Briefing meetings with those staff not involved in process review groups	Organisational Change Lead Process Workstream Manager	March/April 2013
	Discussion meetings with staff relating to specific reviews	Organisational Change Lead Heads of Service	On-going through project (see planned timescales)
	On-going staff update and briefing meetings	Organisational Change Lead Heads of Service	On-going through project
	Email and portal update communications	Organisational Change Lead Internal PR & Comms teams	On-going through project
Academic Administration Managers	Update report on Project progress	Organisational Change Lead Programme Manager	March 2013
	Regular update meetings	Organisational Change Lead Programme Manager Directors of Operation	On-going through project
	Email and portal update communications	Organisational Change Lead Internal PR & Comms teams	On-going through project
The Graduate School	Briefing and update meeting	Organisational Change Lead Programme Manager	March 2013
	Discussion meetings with staff relating to specific reviews	Organisational Change Lead Heads of Service/Service Manager/Human Resources	On-going through project (see planned timescales)
	Regular staff update meetings	Organisational Change Lead	On-going through project
	Email and portal update communications	Organisational Change Lead Internal PR & Comms team	On-going through project
School Academic Staff	Briefing meetings to School Exec Briefing meetings to SAB	Organisational Change Lead Programme Manager / Deans	March/April 2013
	Periodic updates	Organisational Change Lead Deans of School	On-going through project

	Email and portal update communications	Organisational Change Lead Internal PR & Comms team	On-going through project
Finance and Performance staff	Briefing meetings to F & P Executive	Organisational Change Lead Programme Manager	March 2013
	Email and portal update communications	Organisational Change Lead Internal PR & Comms team	On-going through project
ICE Forum	Briefing and Discussion meetings both formal and informal. Pre-consultation and consultation as required through the project.	Organisational Change Lead Programme Manager Human Resources	On-going through project
Trade Unions	Briefing and Discussion meetings both formal and informal. Pre-consultation and consultation as required through the project	Appropriate staff depending on area under review	On-going through project
Support Required			
Human Resources	HR support across the project.	Human Resources Manager	On-going through project
Organisational Staff Development	Development programme designed and delivered to develop staff affected by process and organisational change.	Organisational Staff Development Team	June 2013 onwards
Internal Communications and PR	Develop branding for Project.	Internal Communications team	March / April 2013
	Develop supportive communication channels and materials.	Internal Communications team	On-going during project
Programme Management Office	Provide required documentation templates. Provide practical assistance in organising meetings, travel etc	PMO	On-going through project
Finance and Performance	Provide baseline data and on-going financial monitoring capability to support benefits monitoring	PMO Business Accountant Project Accountant	March/April 2013
	Provide support in setting up and maintaining budget frameworks. Provide support in raising orders and settling invoices		On-going during project
ULT	High level, visible support for the programme	University Leadership Team	On-going during project

Organisational Staff Development

The Student Journey Project will be supported by an organisational staff development programme. It is envisaged that this will have two emphases, firstly to equip those staff who will be leading and managing change within their areas of responsibility. Secondly to engage with staff who are directly or indirectly affected by the organisational and process changes. In addition, training in the new IT systems will be planned and incorporated within the system roll-out to ensure that staff have the skills and knowledge needed to use the IT systems. The SJP Organisational Change Lead will work with Organisational Staff Development to develop this activity alongside the SJP Project Manager with regards to IT skills training.

It is anticipated that the first phase of development activity with leaders/managers will take place before June 2013 with the wider staff engagement development rolling out from June 2013 onwards.

Feedback and Monitoring Processes

Throughout the Project a number of mechanisms will be in place to capture and respond to feedback or issues raised by staff. The meetings detailed within the Communication Activity plan will be an essential part of this together with feedback channels that will be provided on the Student Journey Project webpage and via email communication to the Organisational Change Lead.

Issues or feedback that has an impact on a large number of stakeholders will be considered at the Student Journey Project Steering Group meeting. In addition, Frequently Asked Questions will be collated and responded to via the Student Journey Project web page and may be discussed at the Steering Group meeting.

The Student Journey Project webpage will also be used as a channel to communicate updates to the Project timescales, key milestones and benefits achieved over the course of the Project.

Feedback from staff can be sent via email to the Organisational Change Lead using StudentJourney@bournemouth.ac.uk

Consultation Process

It is the intention that where formal Consultation processes are necessary, then these will follow on from pre-consultation and engagement activities, taking viewpoints and discussions into consideration.

Appendix A - Processes within scope of the Student Journey Project

Enquiries
The process of providing potential students with information about the courses at BU.

Admissions
The process that runs from the point a person applies for a course at BU to the point where they are successful or not at getting a place.

Registration and Enrolment
The process of confirming the successful applicant as a student and providing them with the information they need to start as well as getting the information from them that BU need for statutory reporting, operational support and our duty of care. This is also includes the process of taking payment for the course.

Learning
The time where the student is studying at BU. This includes the following sub processes:

- Transfers – the process where a student changes what course they are studying
- Suspensions (also known as interrupts) – the process where a student takes a break from their studies to return at a later date
- Withdrawals – the process where a student stops studying as BU
- Repeating a year
- Assessments – The process of assessing students including assignments and exams. This includes the support process of scheduling exams.
- Complaints
- Appeals
- Disciplinaries
- Placements
- Timetabling
- Additional learning support
- General enquiries

Qualifying
The process of the student successfully completing their course. This includes the support process of arranging graduation ceremonies.

Course and unit management

Statutory reporting
The process of providing information to third party organisations

Student Relationship Management
The process of managing information and relationships with students.