

Student Success Sub-strategy 2022–30

The University of Greenwich has the ambition to be the top modern university in the UK by 2030. We will lead the way in student experience through personalised teaching and learning and by ensuring the very best employment outcomes for our graduates. We will deliver Education Without Boundaries by proactively supporting our students to achieve their ambitions because of, rather than despite, their backgrounds.

Vision

We have a vision to deliver an inclusive educational experience which draws on practice-based, technology-enhanced learning, with integrated work-based opportunities to prepare our graduates for the world of life and work. Our students will work alongside practitioners and engage directly with industry and local businesses through placements, internships and project work to develop their professional skills and engage directly with real-world problem solving.

By 2030, we will:

- Lead the sector with our inclusive curricula, co-created with students and industry, to provide life-long learning opportunities for students and local communities. In line with our commitment to deliver inclusive recruitment and reach our student numbers, we will open up entry to the university through our partnerships with FE colleges, a suite of micro-credentials and CPD opportunities. Delivery of the new curriculum framework will enable students to engage in, and develop pathways through, research, professional practice and enterprise.
- Create a learning environment and campuses that are accessible and dynamic, fostering inclusivity and innovation. Together with Greenwich Students' Union (GSU), we will support strong academic communities and work to develop a deep sense of belonging in all students.
- Realise our commitment to health and wellbeing through on-campus facilities, processes and systems that proactively address the diversity of the lived experience of our students.

- Ensure that our graduates leave the university ready and able to face the challenges of work and life. They will be equipped to make an impact on the world and bring about change.
- Support our staff so they can develop the necessary skills and expertise to support our students to the best of their ability. We will support our staff through pathways focused on teaching and learning, research and knowledge exchange, and professional practice. We will also support our professional services teams to develop the skills they need to deliver on our new systems and processes.

We will know that we have been successful when:

- We have improved our external metrics in key areas such as the NSS and PTES. We will have eradicated the award gaps and vastly improved our continuation and completion rates. The majority of our graduates will be going into further study or attaining graduate-level jobs.
- With our students and strategic partners, we have co-created programmes that offer the most up-to-date and relevant content. These will support our students in their career aspirations and develop the skills and attributes needed to shape the future.
- All our graduates have taken up the opportunity to start their own business or take a placement or internship to gain real-world work experience, or will have opted for an apprenticeship degree. They will also have the opportunity to engage globally through exchanges, study-abroad options, or the internationalisation of programmes.
- Our graduates have had the opportunity to explore and follow a pathway that prepares them for a career in research, professional practice or enterprise through our undergraduate and postgraduate taught courses.
- We also have better continuation metrics and employability as an outcome of strong student engagement with societies and the new academic representative system. Evidence of a strong sense of student identity will be reflected in new questions on extracurricular activities in GSU surveys and through qualitative feedback from students.
- We are able to deliver a fully inclusive offer with diverse content that speaks to the lived experiences of our students and with innovative approaches to assessment and feedback.

Priorities and goals

Our strategic priorities are:

- Personalised teaching and learning
- Graduate outcomes and employability
- Enhanced student experience.

To achieve our ambitions, we have prioritised personalised teaching and learning, graduate outcomes and employability, and an enhanced student experience. These three priorities cover the student journey from the moment a potential student thinks about coming to Greenwich, through to joining our alumni and taking the next steps in their career journey. We believe a focus on these three areas will allow us to have the greatest impact on how our students experience the university and on their personal outcomes.

By 2026, our ambition for personalised teaching and learning will be brought to life through deliverables, including:

- 50% increase in dynamic, flexible, hybrid learning and teaching facilities.
- Simulation capability in place across 80% of our undergraduate programmes.
- A training and development programme to develop confidence and digital literacy in both staff and students.
- A distance learning offer for our international market that allows sustainable growth in key territories.
- A newly launched suite of micro-credentials for local/home students.
- 20 co-created programmes per year based on real-world challenges and delivered in real-world environments with our partners.
- An enhanced curriculum framework to include practice-based pedagogy (advanced active learning) and the latest thinking from researchers and knowledge exchange experts.
- A decolonised curricula rolling out across the university.

Our goals are:

1. By 2026, our student satisfaction score for NSS, PRES and PTES will be the average within the sector (mid 80s).
2. By 2026, all programmes will be working with students as peers, through a university-wide framework, to co-create and negotiate a practice-based curriculum relevant to the demands of society.
3. By 2026, we will have reviewed our portfolio offer to ensure that all programmes are meeting a demand from both potential applicants and industry, at home and internationally.
4. By 2028, we will have identified and closed all awarding gaps relating to ethnicity, gender, polar and IMD through our APP actions.

By 2026, our ambition for graduate outcomes will be brought to life through deliverables, including:

- A framework through which every student will have the chance to access support to start their own business/commercialise research/develop a career plan while at the university.
- Every programme will have an international/intercultural engagement element, preparing students to engage with and impact on a global environment.
- Every student will have access to in-world training and education, including placements/internships/apprenticeships.
- Every student will have access to some form of coaching/mentoring/networking to help them forge their career pathways.
- A new role will be developed to work across the partnership framework and student success.

Our goals are:

5. By 2026, we will have 80% of our graduates in graduate-level employment and/or taught postgraduate study 18 months after graduation.
6. By 2025, we will have a technical skills university lead and framework for engagement with regional and national funding and pathways.

By 2026, our ambition for the enhanced student experience will be brought to life through deliverables and outcomes, including:

- A new framework for personal tutors to ensure students get the right support and have a clearly defined central contact for that support.
- A new framework/process for student casework.
- A new student lifecycle management system.
- Stronger student communities through the residence life, academic communities and Global Greenwich initiatives in partnership with GSU.
- A staff and student wellbeing strategic action plan.
- Campuses and programmes that are accessible to all learners.

Our goals are:

7. By 2026, we will have structures and processes in place that deliver effective personalised support for all students.

8. By 2026, we will have increased our continuation from 91% to 93% by improving our students' engagement with the university community, spaces and academic programme and by enhancing the university community's wellbeing.

Key principles

As we focus on these strategic priorities, we will be guided by our three key principles:

1. *Creating opportunities for individuals and society*

Central to student success is the creation of opportunities for our students. We will empower our students to act as leaders in advancing equality, diversity and inclusion. We believe this is key to better outcomes for all our communities.

2. *Building partnerships*

We cannot go on this journey alone, and collaboration and partnership will drive our progress in our priority areas. Partnership is central to our commitment to co-creation and our ability to connect our students with industry, local communities and businesses both nationally and globally.

3. *Delivering impact*

We will align our priorities and resources to achieve our goals and track our progress against our student success milestones and key indicators to ensure that we make impact by securing fantastic outcomes for all our students.

Moving from, moving to

Moving from – 2021	Moving to – 2030
Sector-leading personalised teaching and learning	
TEF Silver	TEF Gold
72% average for student satisfaction in NSS	90% average for student satisfaction in NSS
Pockets of good practice across the university	Inclusive and decolonised curriculum across the university
Rigid entry and exit points	Multiple pathways into HE
10.7% BAME awarding gap	No awarding gaps
Sector-leading employability and graduate outcomes	
	Top quartile for graduate salaries
71% for graduate outcomes	Top quartile for graduate outcomes 85%
Good student partnerships and some industry partners, but desire to upscale and enhance	Co-created offer with strategic partners
Enhanced student experience	
91% continuation	95% continuation
Inflexible or outdated systems and processes	Efficient and effective systems and processes that support the student journey

Enablers

Research and Knowledge Exchange

Student success will be supported by the research and knowledge exchange sub-strategy in a number of areas. Our industry-ready programmes rely on cutting-edge research and knowledge exchange activities to stay current and to provide an exciting offer for our students. We will work together with our research institutes and centres to ensure our postgraduate students are supported and integrated into the research culture of the university. We will connect the two strategies through the development of high-quality sector-recognised pedagogical research.

Partnerships

Partnerships are crucial to our success. The partnerships sub-strategy integrates partnership activity into the university's activities and provides key essential resources, such as a partnerships hub and customer relationship management system. The sub-strategy will support our ambitions to grow apprenticeship opportunities and co-create content with industry and through our alliances with UK and international educational institutions.

People

People are the University of Greenwich, and to achieve our ambitions for the student journey we need to support the staff journey. The delivery of this sub-strategy is dependent on building, leading and enhancing impactful and inclusive teams, developing the skills of our staff to address the future demands of a practice-based pedagogy and technology-advanced delivery. Through the people-enabling sub-strategy, we will develop excellent leadership and management across the faculties and professional services; attract, develop and retain high-performing people and teams; and *be* a leader in equality, diversity and inclusion (as measured through, for example, Athena Swan, the Race Equality Charter and Stonewall) and in employee mental health and wellbeing.

Estates

The ambitions set out in this sub-strategy rely on a creative and dynamic learning environment. We will work alongside Estates to ensure that our pedagogical ambitions are realised through learning spaces that are inclusive, accessible and support technology-enhanced collaborative and interactive peer-to-peer learning. Our ambitions for an enhanced student experience rely on spaces that also support student communities and their health and wellbeing.

Digital

We have ambitions to integrate technology at all levels of this sub-strategy. We will enhance the student experience through new platforms and processes, and improve the experience and accessibility of our offer through use of VR and simulation, as well as through platforms to enable distance learning. The digital strategy will also support our ambitions to engage staff with this technology and build their confidence to fully utilise it in their teaching.

A vision for Student Success - Summary

Education without boundaries: By 2030, our students can expect to experience an integrated and personal education that is aligned to their needs before, during and beyond university.

Challenges and Opportunities	Key strategy areas, implemented through: Strong programmes, increased capability, Inclusivity and Partnership.			Outcomes and KPIs by 2030 40,000+ students studying at UOG Financial sustainability	Impact
Values: Inclusive, Collaborative, Impactful, Sustainable					
<ol style="list-style-type: none"> National and international policy focus and funding opportunity shift towards more flexible delivery options. Shared values and commitment to achieving innovative 'next' practice. Student needs require a focus on personalisation and inclusivity. 	<p>Priority 1 Personalised Teaching and Learning</p>	<p>Priority 2 Graduate outcomes</p>	<p>Priority 3 Student Experience</p>	<p>By 2026:</p> <ul style="list-style-type: none"> NSS/PRES/PTES Student Satisfaction score will be at sector average (mid-80's). All programmes will work with students as peers, to co-create and negotiate a practice-based curriculum. We will have reviewed our portfolio offer to ensure that all programmes are meeting a demand from both potential applicants and industry. We will have identified and closed awarding gaps relating to BAME, gender and IMD. 80% of our graduates in graduate-level employment, self-employment and/or PGT study, 18-months after graduation. We will deliver personalised support for students. We will increase our retention rate and university community's wellbeing. 	<p>TEF GOLD (or equiv).</p> <p>90% average Student Satisfaction in NSS.</p> <p>Top Quartile for Graduate outcomes.</p> <p>Multiple pathways into HE.</p> <p>Top Quartile for Graduate salaries.</p> <p>Decolonised curriculum.</p> <p>Co-created industry recognised curricula.</p> <p>No Award Gaps.</p>
ENABLER 1: PROGRAMME DEVELOPMENT FRAMEWORK					
ENABLER 2: PEOPLE /EDI (TRAINING AND DEVELOPMENT)					
ENABLER 3: DIGITAL					
ENABLER 4: FACULTY ENGAGEMENT					
ENABLER 5: GSU					