**3. Learning and Teaching Responsibility: PVC(T)**

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| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **a)** **Failure to match UK/EU intakes with targets***(Strategic)* | 4,4 | **Visibility & Image*** Volatile league table position
 | * Focused student recruitment policy incl. intake targets
* Efficient and responsive admissions system
* Tailored schools liaison activities and interactions with selected schools/ colleges
 | 3**3,3** | * Improve electronic student records to enhance accessibility to applicants and staff (IT Services 10/11)
 | * Tight UG admissions management August 10
 | **3,3** | **Overall assessment of risk & response:** Approved by LTC June 2009**Date of review**: 3 June 2010 |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  |  | **Marketing & Student Demand*** Lack of understanding of markets
* Slow response to changing patterns of student demand
 | * Quality marketing
* Regular updating and improvement of admissions/recruitment website
* Monitoring of applications and conversion trends
* Communication with external bodies
* Liaison between academic departments and central admissions to ensure recruitment strategies are sensitive to market changes
 |  | * Work on promotional aspects of recruitment (SR Team & Dir M/C 10/11)
* Develop EU recruitment strategy (Int. Office 10/11)
* Develop the work of the integrated Student Outreach and Admissions (SOAR) Team (Registry 10/11)
 |  |  |  |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  |  | **Academic Provision*** Restricted subject and product range leading to intake imbalances between programmes
* Failure to anticipate necessary prog. changes in relation to UK/EU market
 | * Regular programme evaluation in Departments
* Careful management of intakes at programme level by departments
 |  | * Strategic programme review (SR Team/ Faculties 10/11)
* Further develop flexible approach to provision linked to strategic partnerships and employer engagement in context of the recession (SR Team/ Ent Office 10/11)
 |  |  |  |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  |  | **Funding*** Government fee structure & response of competitor institutions to this
* ***Uncompetitive bursary and scholarship schemes (i) (Operational)***
 | * Promotion of bursaries and scholarships funded internally
* Regularly benchmarking to ensure bursaries and scholarships are competitive
* Monitor impact of higher tuition fees
 |  | * Agree objectives and monitor actions of SOAR Team (SR Team 10/11)
 |  |  |  |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **b)** **Failure to meet international recruitment targets***(Strategic)* | 4,5 | **Visibility & Image*** Declining position in league tables
* Increased aggressive competition within and beyond UK
* ***Failure to respond speedily to student applications and enquiries in the face of continued significant growth in volume of applications (h) (Operational)***
* Failure to respondspeedily to submission of results by students and subsequently converting them to UF
* Failure to issue CAS (for Tier 4 PBS visa purposes) in timely manner
 | * Strategic international student recruitment policy incl. diversification
* Academic presence and presentations at key international fora & in overseas institutions
* Ensure good conversion rates by speedy response to enquiries, receipt of results and applications, and speedy issuing of CAS
 | **3,4** | * Monitor improved online applications (Registry 10/11)
* Develop alumni activity (Registry/ Alumni Relations 10/11)
* Promote increasing co-operation between the undergraduate and taught postgraduate admissions teams with a view to creating a single, integrated resource in 2012 (Registry 10/11)
* Monitor changes to Tier 4 PBS visa system and implement appropriate actions (IO 10/11**)**
 | * Enhance links between recruitment and broader internationalisation Strategy Current
 | **3,3****Decrease** | **Overall assessment of risk & response:** Approved by LTC June 2009**Date of review**: 3 June 2010 |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  |  | **Marketing & Student Demand*** Undue concentration on limited geographical markets and products
* Poor marketing and lack of understanding of markets
* Lack of awareness of changing international patterns of demand
* Websites inadequate and out of date
* Expansion of in-own country and regional HE provision
* Inability to pay agents in a timely manner
 | * Quality marketing
* Development of appropriate and attractive degree programmes
* Effective use of overseas agents & focused recruitment missions
* Extended range of country visits
* Development of partnership links overseas
* Regular visits to UK FE, schools and Foundation colleges which cater for international students
* Continual contact with agent
 |  | * Promote international foundation with Lou. College (Registry 10/11)
* New IO Website with video footage (talking heads) and translated pages (multi languages) to be launched mid-2010
 |  |  |  |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  |  | **Academic Provision*** Failure to anticipate changes in relation to Int. market e.g. Bologna Process
 | * Close monitoring of national/

international responses to Bologna Process etc |  | * Strategic programme evaluation linked to differential targets (SR Team/Grad Sch/Faculties 10/11)
* Focused IO strategy to meet differential targets (IO 10/11)
 | * Strategic review of international recruitment targets linked to Development Plans Current
 |  |  |
|  |  | **Funding*** Inappropriate fee structure
 | * Benchmark fees, scholarships and bursaries against those of competitors
 |  |  | Strategic review of international recruitment costs in relation to income Current |  |  |
|  |  | **International Student Support*** Limited and uncoordinated international student support
 | * Rapid response to student surveys incl. PTES
* Responsive LSU and Student Support Centre
 |  | * Support work of Graduate School (LTC & Res. Com 10/11)
 |  |  |  |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  |  | **Unpredictable Issues*** Sudden unexpected changes e.g. currency fluctuations, terrorism, visa problems
* New PBS visa system and Tier 4 status
* Impact of recession overseas
 | * Effective modelling of intakes and use of shadow intakes in budgeting
* Regular country specific analysis
 |  | * Close monitoring and evaluation of impact of PB visa system (IO 10/11)
 | * Lobbyiing to streamline process through Joint Education Taskforce (IO current)
 |  |  |
| **c)** **Failure to attract well qualified students***(Strategic)* | 3,4 | **Staff****See risk e) below** |  | **3,3** |  | * Profile raising: good NSS results September 10
 | **3,3** | **Overall assessment of risk & response:** Approved by LTC June 2009**Date of review**: 3 June 2010 |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  |  | **Visibility & Image*** Declining position in league tables
	+ Reputational problems associated with UG and PG admissions processes
 | * Focused admissions policy addressing applicants’ expectations
* Continued increase in UG entry grades as appropriate
	+ Continue to respond quickly to results of student surveys incl NSS
 |  | * Promote clearly University successes using a range of media (Registry/Markt. & Comm. 09/10)
* Further develop links with high achieving schools in UK and overseas (SR Team/ Faculties 10/11)
 |  |  |  |
|  |  | **Marketing and Student Demand*** Increasingly aggressive competition in UK & overseas for high quality students
 | * Judicious use of scholarships
* Regular evaluation of UG and PG programmes
 |  | * Further develop student learning opportunities in and beyond the curriculum in line with L and T and International’n Implementation Plans (SR Team, PQ Team, IAG and Depts 10/11)
 |  |  |  |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  |  | **Student support Infrastructure****See risk f) below** |  |  |  |  |  |  |
| **d)** **Poor internal and external evaluations of teaching quality and learning support***(Strategic)* | 4,3 | **Staff** **See risk e) below** |  | **3,2** |  |  | **3,2** | **Overall assessment of risk & response:** Approved by June LTC 2009**Date of review**: 3 June 2010 |

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|  |  | **Quality Assurance & Enhancement*** Failure to take account of statutory requirements, QAA academic infrastructure, or professional body accreditation requirements
* ***Failure to observe internal quality assurance procedures (k) (Operational)***
* ***Failure to engage in development-led quality enhancements (l) (Operational)***
* Insufficiently rigorous procedures for major learning and teaching projects
* Major changes in University structure resulting in failure of current QA systems
 | * Clear strategy and operational plan for teaching and learning and assessment
* Effective PQ Team, with awareness of external context and willingness to consult within the institution
* Efficient and effective annual and periodic review process
* Regular Dept. review of programmes
* Regular review of NSS findings
* Rigorous student feedback process
 |  | * Continue to follow up actions from 2008 QAA Institutional audit (PQ Team/Audit Steering Group 10/11)
* Prepare to respond to external reviews now in progress, in relation to quality and standards (audit, academic infrastructure, external examining, teaching quality information)(PQ Team 10/11)
* Promote learning and teaching support network to academic departments comprising Teaching Centre/E-learning Team/CETLs (10/11)
* Prepare to reorganise internal QA systems in response to changes in University structure (PVC(T), PQ Team 10/11)
 |  |  |  |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  |  | **Student Support Infrastructure*** Poor learning & teaching facilities
* Insufficient investment to keep pace with developments and competitors
* Major changes in University structure resulting in disruption of student support mechanisms at departmental level
 | * Regular review & improvement of teaching accomm.
* Pro-active teaching and learning support services
 |  | * Continue to progress learning spaces project (Director of Change Projects/LTC/Facilities Management 10/11)
* Ensure that QA and student support responsibilities clearly located within new structures (PVC(T) 10/11)
 |  |  |  |
|  |  | **Published information*** ***Failure to ensure that published teaching and learning information is accurate and fit for purpose (j) (Operational)***
 | * Responsibility for publications vested in a limited number of staff
 |  | * Content management system being developed (Director, Marketing and Communications 10/11)
 |  |  |  |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **e)** **Insufficient engagement by staff in teaching in relation to priorities in research and enterprise***(Strategic)* | 3,3 | * Inability to attract and retain quality staff
* System of staff recognition and reward that does not consider adequately scholarship in teaching and learning
* Perceived problems of communication between staff and students
 | * Focused staff recruitment, development and retention policies
* Effective probation system including appropriate teaching and learning support
* Staff research built into learning and teaching opportunities for students
 | **3,2** | * Monitor new criteria for SL promotion (Human Res. Com/Teaching Centre 10/11)
* Evaluate re-accredited New Lecturers’ Course (Teaching Centre 10/11)
* Evaluate Communicate project to enhance communication/presentation skills of staff (Teaching Centre 10/11)
 | * Professorialpromotion criteria being modified Current
 | **3,2** | **Overall assessment of risk & response:** Approved by LTC June 2009**Date of review**: 3 June 2010 |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **f)** **Insufficient investment to keep pace with developments and competitors**(*Strategic)* | 4,4 | **Student Support Infrastructure*** Poor teaching facilities
* Limited investment in IT and broader L&T infrastructure
* Fragmented student support services
 | * Regular review of and investment in information systems, and physical infrastructure
* Pro-active teaching and learning support services
* Co-ordinated student support services

. | **3,3** | * Continue to progress learning spaces project (Director of Change Projects/LTC/Facilities Management 10/11)
* Continue strategic development of e-learning (ELAG 10/11)
 |  | **3,3** | **Overall assessment of risk & response:** Approved by LTC June 2009**Date of review**: 3 June 2010 |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| g) Engaging in collaborative provision without due diligence*(Strategic)* | 4,3 | * Problems in relation to academic quality and standards or reputation at partner institutions
 | * Rigorous procedures for assuring quality and standards of collaborative provision
* Strengthened Programme Quality and Partnerships section in Registry
 | **4,2** | * Conitnue follow-up actions from Institutional Audit 2008 (Audit Steering Group 10/11)
 |  | **4,2** | **Overall assessment of risk & response:** Approved by LTC June 2009**Date of review**: 3 June 2010 |

**Last reviewed by ELT Risk Sub Group: 1 February 2010**

**I confirm that**

**a) all operations controls are functioning**

1. **the risk is appropriate**
2. **any near misses/incidents since last appearance at ELT are detailed overleaf**

Signature…………….………………………………………

(PVC Teaching)

Date:…………………………………………………………

Last amended: May 2010