

University of Glasgow**Academic Standards Committee – Thursday 21 May 2015****Mapping of University of Glasgow Policy and Procedures for Collaborative Provision (Student Mobility) with QAA Quality Code for Higher Education: Update on Business Improvement Process**

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Purpose of the paper

1. At the meeting of the ASC on 23 May 2014 the Committee received an update from the Recruitment and International Office that Student Mobility was the subject of an ongoing business improvement review led by the Director of Process Improvement. The review was expected to identify role, responsibility and system changes in order to enhance the process. ASC agreed to request a further update from RIO in 2014-15.
2. The Committee also noted that student mobility activity had grown significantly across the University in a short time and that procedures had been set up when numbers were low and there was now a need to strengthen underlying procedures to ensure that these were sufficiently robust to deal with increasing student numbers.
3. Over the past year a range of integrated strategic measures have been introduced to address this. The Business Improvement Review is one measure among these, and has informed the development of a wider strategic platform to enhance the University's capacity to offer high quality international experiences to its students. This paper reports on progress since the Business Improvement Review, in the context of wider strategic developments.

International mobility – overview of key developments

4. A review of international student mobility processes and systems was completed by the Director of Process Improvement in September 2014. The review was undertaken in close association with the Study Abroad and Exchanges team.
5. Alongside the review RIO has relocated the Study Abroad and Exchange team so that it is aligned more closely with the internationalisation agenda. In August 2014 the SAE team moved from its previous position within Admissions to International Affairs within RIO.
6. The move aligns the team more directly with the internationalisation agenda and has provided substantial opportunities for simplifying organisational systems and implementing key recommendations of the Business Improvement Review. In addition it connects the work of the SAE team, including the central issue of business improvement, with the strategic agenda of the International Dean for Mobility, Professor Jim Murdoch, and the oversight of the Head of International Affairs within RIO.
7. With mobility now a central part of the International Affairs remit, a roadmap of key actions within 11 priority areas has been developed to place the SAE team in a strong position to deliver the requirements necessary to support the University's overarching objective of 20% by 2020. The roadmap took as its starting point the recommendations of the Business Improvement Review, and provides a two year

framework for enhancing mobility systems and processes, coming to an end in December 2016. The 11 priority areas are:

- Advice service for outgoing and incoming students
 - Pastoral care element for outgoing and incoming students
 - Alignment of processes for outgoing international mobility
 - Web platform for international student mobility opportunities
 - Priority initiatives to support Strategy for Creating International Experiences for Students
 - Measuring international experiences
 - Study Abroad and Exchange partnerships
 - Partnership working across the University
 - Working with Schools and Colleges
 - Integrated mobility management system
 - Systems – incoming course approval, enrolment and selection/allocation of places
8. Since the Review was undertaken the University has taken steps to formally include outbound mobility among its internationalisation priorities for the period to 2020. The new Internationalisation Strategy (2015), which is in the final stages of development, includes an objective that by 2020, 20% of the total student body should have undertaken a mobility experience. The Strategy also identifies a target to be able to offer 250 international work placements to students by 2020.
9. In January 2014 Professor Jim Murdoch was appointed as the University's first International Dean: Mobility. The role is aimed at coordinating the successful implementation of the 'Strategy for Creating International Experiences for Students' (SCIES) – designed to enhance the student experience by offering a culturally diverse learning environment that prepares students for global employment and citizenship.
10. Since taking up the role the International Dean: Mobility has been working to develop a set of proposals to support the University's strategic objectives for outbound mobility, working closely with the Study Abroad and Exchange Team and the Head of International Affairs. The proposals are being finalised and focus on two areas in particular: (a) a structure for developing and promoting 'international experiences' falling within the scope of the SCIES strategy; and (b) a strategy for implementing a system of recording and recognising student participation.

Specific actions in response to the Business Improvement Review

11. As outlined above, the Business Improvement Review has informed the development of a wider strategic platform to enhance the University's capacity to offer high quality international experiences to its students. The following updates outline progress against specific recommendations of the Review.

Website and information provided to students and staff

12. The Study Abroad and Exchange team and the Recruitment Marketing team have worked on re-designing the webpages that support international mobility, to make the information more accessible to users. The format of the pages is the new 'tiles' format, with more images and more concise text. The structure avoids repetition and improves ease of navigation.

13. Staff information has been moved to more relevant sections of the University website. Pages for incoming students will be replaced by the end of May. Pages for outgoing students are due to be replaced by the end of the summer.

Alignment of processes and deadline

14. An online application for outgoing International Exchange was introduced in November 2014. The Erasmus application – although not online – was restructured to be in line with the format of the International Exchange application. The Study Abroad and Exchange Team is working towards bringing both processes online using the same application portal this year.
15. Pre-departure and welcome back sessions for students now cover both Erasmus and International Exchange information. Some information sessions are joint, however some country-specific information sessions have been retained.

Mobility software

16. In order to manage mobility activities more efficiently, the team has explored the possibility to acquire mobility software as a possible alternative to developing MyCampus from scratch.
17. An enhancement request form was submitted to SLSD in December and a business case is in development to determine whether the development should be taken forward in-house or whether acquiring an off-the-shelf software solution would be more appropriate. The business case will include detail of all the business processes and new functionalities that will be required.

Introduction of a systematic approach to the review of agreements with greater clarity in procedures for periodic review of the University's agreements with student mobility partners

18. Erasmus introduced a new interim process for the establishment and approval of Erasmus + Agreements. Accompanying paperwork is to be completed by the proposer (Staff member at College/School level), approval to be obtained at School and College level, and final approval to be given by the VP Internationalisation. An important additional step before any new agreement is signed will be to ensure the partner university receives a visit by a member of staff from Glasgow.
19. International Exchange – a paper is currently being developed by RIO which proposes the enhancement of discounting procedures and new agreement procedures. Similar to the Erasmus process, it is anticipated that this will introduce a new approval process for the establishment of Study Abroad and Exchange Agreements.

Enrolment process

20. The excessive complexity of the enrolment process was identified in the Business Development Review as a key area that should be addressed. Following the review, a primary element of the previous enrolment process - the 'supermarket sessions' that had been happening each September - was cancelled. These were face to face meetings with students to determine their suitability for courses and to enrol them. The supermarket sessions have been replaced by pre-approval of classes, a process that takes place from the beginning of June. A tentative list of courses selected by applicants is collated by the Study Abroad and Exchange Team and sent to mobility coordinators for approval. Once approval is granted, the student is informed and is later enrolled (from the beginning of registration in August) by the Study Abroad and Exchange team.
21. This does represent an improvement on the previous process. However, the approval process is cumbersome (there are potentially 8000 classes to be approved overall

and coordinators are not all available over the summer period) and the enrolment takes up substantial staff time (a minimum of 2 FTE for 4 weeks and additional help from other members of staff).

22. Further improvement options such as plan rules and building reserve capacity have been explored but none have yet been identified as satisfactory by the Colleges. The burden of enrolment currently rests with the Study Abroad and Exchange team.

Improving mechanisms for capturing data on the student experience at overseas partners

23. The Erasmus Programme requires participants to complete an end of activity report. This information is submitted by all participating students and staff to the National Agency and the data distributed to the home university. This year for the first time it is possible for the information captured to be analysed and put into a more relevant and intelligible format. This will make possible changes to the feedback/questionnaire given to students participating on the International (non-Erasmus) Exchange programme, to bring it in line with the Erasmus report structure. This in turn will enhance mechanisms for capturing data on the student experience at overseas partners.