

London Met Student Success Strategy _____ 2024





Professor Lynn Dobbs
Vice Chancellor and Chief Executive
London Metropolitan University

In 2019 we launched our University Strategy for 2019-25; since the launch, we have reviewed and redesigned many of our practices by building on our strengths and creating an inclusive and transformative environment to promote student success. The impact of this work is evident in our 2023 Silver TEF award and excellent student survey results.

This Student Success Strategy takes forward the frameworks for Careers, Transitions, Academic Professional Development and Education for Social Justice and extends our plans across a wider range of elements that contribute to Student Success from student support to, curriculum architecture, classroom technology, learning resources and academic operations such as timetabling.

I am delighted that so many people have contributed to these plans including our own students. I am also pleased to see the alignment with the strategies for Estates, People and Digital Transformation. This puts us in an excellent position to meet the ambitions of the 2025 Strategy and prepare us for the future.

A handwritten signature in black ink that reads "Lynn Dobbs". The signature is written in a cursive, flowing style.

Professor Lynn Dobbs,
Vice-Chancellor and Chief Executive
London Metropolitan University

Foreword



Professor Nona McDuff OBE
Pro Vice Chancellor
Student Experience

We pride ourselves on the education we provide to our students. This has been recognised by our students through their feedback and externally such as in the 2023 TEF Silver award and the Times and Sunday Times Good University Guide 2023, where we ranked ninth in the UK for our teaching quality.

Like the wider London community, our students, staff and graduates come from all kinds of backgrounds – some from round the corner, others from around the globe. Each and every one of them belongs at London Met and uniquely contribute to our community and the city around them.

This Student Success Strategy has been proudly developed by our wonderful and diverse colleagues and students to deliver the Student Success objectives outlined in the University's Strategic Plan 2020-2025.



The Student Success Strategy is informed by London Metropolitan University's Education for Social Justice Framework which places equality, diversity and inclusion at the heart of our work. Our commitment to creating opportunities for students from all backgrounds shines throughout the amazing activities and pedagogic improvements that take place across London Met University. Our colleagues continuously challenge themselves to ensure all our students experience a curriculum that is both physically and conceptually accessible, which enables students to see themselves reflected in the curriculum and which develops the skills and ethical behaviours that enable them to thrive in a challenging, global and diverse work environment.

We are ambitious for our diverse students and believe they deserve the best university experience. We are proud that we are improving the student experience which is attributable to our partnership working and our commitment to listening to students and acting on their feedback. However, we know there is a way to go to become a leading London university known for enabling social mobility whilst achieving a TEF Gold and above benchmark metrics at each stage of the student life cycle. This strategy is designed to build on our strengths and ensure the step changes we want to achieve will be delivered by our exceptional London Met community.

This strategy focuses on the key priority areas we feel will help transform the experience of our students to offer excellence in:

1. Student Support
2. Academic Operations
3. Teaching Quality
4. Learning Environment
5. Graduate Success

We want to deliver our priorities at pace so each will have a SMART action plan and communication plan which will be overseen by a newly created Programme Board. We will deliver our change in a way that speaks to the core values of London Met, ensures every student experiences excellent practices in all aspects of their journey with us and provides our Alumni with the support they need to succeed in their employment.

Our values

Our core values define us and provide a framework for the way that we will work to deliver our vision. We are:

- **Ambitious:** We set the highest standards in everything we do. We take responsibility and are held accountable for our actions and have the discipline and rigour to ensure continuous improvement. We are determined to succeed.
- **Inclusive:** We celebrate our diverse community; we see difference as a source of strength, and we challenge exclusionary and discriminatory practice.
- **Collaborative:** We work in partnership with our students, staff, alumni, institutions, communities, employers and educational providers across the globe to make a lasting difference.
- **Creative:** We generate new ideas and opportunities. We put them into practice, and we are innovative in finding new ways to advance knowledge and address global problems.



Introduction

As an institution with a deep social purpose, we are proud of the diversity of our students. The education and student support we offer helps to change the lives of so many students and in doing so we are helping to drive real social change and transformation in this country and beyond.

The University aims to extend our ambitions and...

- Be recognised nationally and internationally for providing inclusive learning and teaching of the highest quality.
- Provide leadership in learning and teaching, particularly in relation to the Education for Social Justice framework and closing gaps in student success.
- Offer an educational experience that is inspiring, challenging, and transformational.
- Ensure all students achieve their potential by providing a supportive environment and rich learning culture.
- Equip students with the knowledge, skills and experiences to flourish and continue to learn in a complex world and become successful graduates whose diversity contributes to society and to leadership.
- Manage our portfolio, our services and learning teaching and assessment in ways that use technology to ensure efficient, effective and student-centred processes.

“The location of the campus is great as it is in Central London. There is a welcoming aura from staff and students. In terms of facilities being open - the timings are great with studios and library being open until late, which is very helpful. Overall, it has been a supportive, enjoyable and fun university experience.” Student quote

We have set five priorities to support our strategic plan to ensure the journey our students go on is transformational in terms of both their confidence and their abilities. These focus on enabling and empowering our students to achieve their potential within an inclusive environment through courses which are designed to meet the needs of the global labour market with rich robust delivery frameworks which support students’ learning.

1. Student Support
2. Academic Operations
3. Teaching Quality
4. Learning Environment
5. Graduate Success

Each of these priorities will have a SMART action plan and communication plan which will be overseen by a newly created Programme Board and report through the university committee structure.







Ambitious, inclusive, collaborative and creative

1.

Student Support

Our students are the fabric of our University. We are committed to improving every aspect of their university experience and we will work together to ensure our whole institution is built for student success, especially for those who are already facing barriers. Source: University Strategy.

We want our students to feel welcome and connected to the University and its communities from the moment they enrol.

Many students tell us that their London Met experience is a transformative period of their lives.

We know that for some of our students life is challenging and so the support that we offer students along this journey can play a big role in helping them maximise the value of their university experience. Whilst we are proud of the support we offer our students we want to do better and that is why we are striving to provide our students with excellent hybrid and personalised student support.

At London Met this means:

- Sequenced support from application to alumni, provides our diverse students with the right support and communication at the right time.
- Student achievement monitoring and activities promotes success and intervention at the earliest point.
- An Academic Skills system tailored to subject requirements and different student groups to augment learning and build confidence.



- A personalised guidance and advice system enables students to navigate university life, support systems and academic requirements.
- A refreshed Get/Stay Ahead programme enables international students, care leavers and those high learner dependency students to transition into and through HE.



2.

Excellent Academic Operations

Our goal:

To strengthen the infrastructure that helps all our students to succeed. Source: University Strategy.

Students can complete administration tasks quickly and easily from anywhere.

With over 90% of our students coming from an under-represented or disadvantaged background we know that many have complex lives and our ambition is three-fold. Firstly to reduce the time spent on administrative tasks; secondly to ensure our policies, processes and practices are aligned to our student needs and thirdly to streamline our staff administration time so they can innovate and focus more on consolidating relationships with students.

At London Met this means:

- All course are aligned to the Curriculum Architecture Requirements which provides students with consistency and transparency on their learning and delivery.
- A refreshed Academic Calendar which mirrors the multiple entry points, courses and levels to smoothly deliver the tasks associated with the academic lifecycle.
- Timetables which enables students to fully engage in their studies whilst juggling complex lives.



- The identification and removal of duplication and unnecessary tasks reduces the administrative burden and increases the capacity to innovate and focus on students.
- The introduction/improvements to policies where data/feedback indicate change is needed.



3.

Excellent Learning Environment

“The tutors have really taken the time to understand what my project was about, and the advice and guidance has been very useful and helped me progress with my work. The studio space has been great, I’ve had plenty of room to work and it has been a pleasant and creative environment.” Student quote

Students can access appropriate resources, technologies and the spaces they need at the right time for them.

We believe that our virtual and physical learning spaces should support a range of activities, online and offline, collaborative and individual, whilst also motivating and inspiring our diverse student community and being adaptable to changing needs and a dynamic environment.

High quality and inclusive virtual and physical learning environments are key to ensuring our diverse students with diverse learning needs and styles are able to access the study resources and community they need to succeed.

At London Met this means:

- Maximum use of relevant tools, technologies and software ensures students can practise and consolidate their skills and knowledge.
- Critical use of Artificial Intelligence and Augmented Reality in the curriculum helps prepare students for the world of work.
- Inclusive module and course templates and pages ensures all students have access to high quality virtual learning experiences.
- Physical and virtual learning and social spaces enables learning and collaboration for commuter, international and mature students in particular.
- All our spaces meet the LMU standards for high quality and inclusive learning and teaching.



4.

Excellent Teaching Quality

Our vision:

Our students will come from our local communities and from across the globe. They will have an excellent experience with successful academic outcomes, and we will continue to celebrate that we are one of the most diverse, socially inclusive and transformative universities in the UK. Source: University Strategy

Students are confident that their courses are inclusive, high quality and industry relevant.

We want all our students to complete their studies and experience high quality learning and teaching. Research has shown that the widespread use of effective and inclusive teaching and assessment practices and good relationships between staff and students are at the core of student success. Student feedback shows that the vast majority of our students are satisfied with all aspects of their course but we are ambitious and are seeking excellence and therefore want to increase the satisfaction rates across all courses even further.

At London Met this means:

- Teaching, learning and assessment is inclusive, practical, active, problem-focused and develops highly valued knowledge and skills.
- Use of RAG rated and weighted Course and Module dashboards enables us to track progress against our ambitions.
- The MET-CEP is used to drive up student success for courses with metrics below benchmarks/thresholds and ambitions on inclusivity.



- Relevant support, resources and forums enable academic staff to develop high impact academic practices.
- Systematic partnership working with our students helps to improve our teaching and learning practices.
- Robust and strategically aligned reward and recognition processes distinguishes teaching and learning excellence.



5.

Excellent Graduate Success

Our vision:

Our graduates will go out into the world of work as confident, values-driven and successful individuals, making a positive contribution to society and offering a constant flow of talent to support the global economy. Source: University Strategy

Our ambition is that for students London Met is the start of a journey that will expand their horizons, develop new skills and, hopefully, embark on their desired career. It is a period of self-learning, where students can equip themselves with soft skills that will enable them to thrive throughout life – professionally and personally.

At London Met this means:

- A Graduate Success Plan which uses 4 pillars to embed employability and create sustained change : Staff & Curriculum, Students, Employers & Alumni, Communications.
- The introduction of the Guided Learning Hours programme provides students with extra and co-curricular activities to nourish their education, gain confidence and increase their employment capital.
- A range of rich national and international work opportunities enables all our students to gain meaningful employer experiences.
- The creation of a differentiated employer package is used to promote and reflect employer engagement in the curriculum and to gain placement/ graduate employment opportunities for our diverse student groups.







Ambitious, inclusive, collaborative and creative

Measuring our success

Key performance indicators, outlined as twelve targets within London Met's strategic plan act as measures of the success of the people strategy.

Within these the following targets are directly linked to the effectiveness of the student success strategy:

Our aims are that by 2025:

1. We will continue to be one of the most socially inclusive universities in the UK.
2. We will have been awarded a Race Equality Bronze award.
3. Over 90% of our students will continue with their studies after their first year of entry.
4. We will be the top modern university in London for National Student Survey scores.
5. Our graduate-level employment indicators will be ahead of benchmark.
6. We will have significantly reduced the degree-awarding gap for Black, Asian and Minority Ethnic students and those coming from areas of high socioeconomic deprivation.
7. We will have closed the gap relating to Black, Asian and Minority Ethnic progression to highly skilled employment or further study.

Our vision:

Our students and staff will be passionate about our University and recommend London Metropolitan University as a place to study and work, and they will give back to our city and contribute to its success.

Source: University Strategy

In addition we have a number of additional metrics which include:

8. All courses which have metrics which are below expectation are supported to ensure they meet the minimum quality standards identified on our course and module dashboard.

9. All courses meet the minimum Office for Students thresholds for continuation, completion and progression.

10. The University is in good standing to meet the TEF Gold benchmarks in the next assessment.

Key strategies and frameworks associated with the Student Success Strategy:

- The Education for Social Justice Framework
- Access and Participation Plan
- The People Strategy
- The Estates Strategy
- The Digital Strategy

Student Success Strategy

Strategy on a Page

To deliver our ambitions, our priorities are:

Excellent Student Support

All students receive access to personalised support enabling them to get the most out of their studies.

What this means for us:

- Sequenced support from application to alumni, provides our diverse students with the right support and communication at the right time.
- Student achievement monitoring and activities promotes success and intervention at the earliest point.
- An Academic Skills system tailored to subject requirements and different student groups to augment learning and build confidence.
- A personalised guidance and advice system enables students to navigate university life, support systems and academic requirements.
- A refreshed Get/Stay Ahead programme enables international students, care leavers and those high learner dependency students to transition into and through HE.

Excellent Academic Operations

All students are served by meaningful and user-friendly processes, policies and documents.

What this means for us:

- All course are aligned to the Curriculum Architecture Requirements which provides students with consistency and transparency on their learning and delivery.
- A refreshed Academic Calendar which mirrors the multiple entry points, courses and levels to smoothly deliver the tasks associated with the academic lifecycle.
- Timetables which enables students to fully engage in their studies whilst juggling complex lives.
- The identification and removal of duplication and unnecessary tasks reduces the administrative burden and increases the capacity to innovate and focus on students.
- The introduction/ improvements to policies where data/ feedback indicate change is needed.

Our Strategy on a page summarises the approach to realising London Met's Student Success component of the Strategic Plan. It is underpinned by partnership working with our diverse student body, collaboration with colleagues and programme management.

Excellent Learning Environment

All students have access to high quality and relevant resources.

What this means for us:

- Maximum use of relevant tools, technologies and software ensures students can practise and consolidate their skills and knowledge.
- Critical use of Artificial Intelligence and Augmented Reality in the curriculum helps prepare students for the world of work.
- Inclusive module and course templates and pages ensures all students have access to high quality virtual learning experiences.
- Physical and virtual learning and social spaces enables learning and collaboration for commuter, international and mature students in particular.
- All our spaces meet the LMU standards for high quality and inclusive learning and teaching.

Excellent Teaching Quality

All students study on courses which are above threshold and benchmark.

What this means for us:

- Teaching, learning and assessment is inclusive, practical, active, problem-focused and develops highly valued knowledge and skills.
- Use of RAG rated and weighted Course and Module dashboards enables us to track progress against our ambitions.
- The MET-CEP is used to drive up student success for courses with metrics below benchmarks/thresholds and ambitions on inclusivity.
- Relevant support, resources and forums enable academic staff to develop high impact academic practices.
- Systematic partnership working with our students helps to improve our teaching and learning practices.
- Robust and strategically aligned reward and recognition processes distinguishes teaching and learning excellence.

Excellent Graduate Success

All graduates are highly sought after for their knowledge, skills and ethical behaviours.

What this means for us:

- A Graduate Success Plan which uses 4 pillars to embed employability and create sustained change : Staff & Curriculum, Students, Employers & Alumni, Communications.
- The introduction of the Guided Learning Hours programme provides students with extra and co-curricular activities to nourish their education, gain confidence and increase their employment capital.
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