

## **Academic Registrar's Division: Mission, Aims and Objectives**

### **1. ARD Vision:**

The Academic Registrar's Division (ARD) strives to provide world-class service to all our users and to be leaders in our fields of expertise. Delivering an exemplary experience for prospective students and their advisors, for applicants, and for LSE students and staff is the driving force behind all we do.

### **2. Context – LSE Strategy 2020 and other drivers:**

[LSE Strategy 2020](#) informs the ARD's work, particularly the following elements: improving education and its administration; developing our staff; promoting equity, diversity and inclusion; leading in the delivery of social science; and diversifying our revenue streams. The enclosed appendix maps our work against LSE Strategy 2020.

Statutory, governance and policy requirements also shape the way work, as do the needs of students and other stakeholders.

### **3. ARD Mission**

To realise our vision and the School's strategic imperatives:

- 3.1 We deliver world-class 'whole of student lifecycle' services, from widening participation, student marketing and recruitment through to examination, graduation and post-graduation support, providing an integrated experience of our administrative functions.
- 3.2 We recruit and develop staff who discharge their roles with credibility and authority, and who strive for continuous improvement and adherence to the School's [Ethics Code](#) and [Effective Behaviours Framework](#).
- 3.3 We deliver professional, customer-focussed services to a complex, diverse student client-base. We recognise that users of our services are unique individuals, from whom we seek feedback to inform enhancement of those services
- 3.4 We provide advice, guidance, information and expertise about School policies, regulations and processes to a range of users (including applicants, parents/carers/sponsors, school/college staff, students, academics, executives, governors and professional services divisions).
- 3.5 We underpin delivery of the School's [Education Strategy](#). We ensure the academic integrity of taught provision by co-delivering the School's quality assurance strategy and regulatory framework; by making reasonable adjustments in the assessment process; and by processing cases of assessment misconduct and appeals.
- 3.6 We generate, use and provide management information by collating, analysing and disseminating a range of data to inform evidence-based decision-making and practice.
- 3.7 We own and develop IT systems to support the student lifecycle and its management.
- 3.8 We ensure educational compliance on behalf of the School i.e. with HEFCE, OFFA, QAA, OIA, BIS, CMA, UKVI, etc.

### **4. ARD Services:**

- 4.1 Widening participation
- 4.2 Student marketing and recruitment
- 4.3 Undergraduate and taught postgraduate admissions
- 4.4 Student visa advice and compliance
- 4.5 Student financial support
- 4.6 Registration and Welcome Week
- 4.7 Teaching timetables
- 4.8 Student records and course choice
- 4.9 Student advice

- 4.10 Student and staff counselling
- 4.11 Student disability and wellbeing
- 4.12 Systems and management information (including statutory data returns)
- 4.13 Teaching quality assurance
- 4.14 Assessment regulations (including misconduct and appeals cases)
- 4.15 Examinations (including scheduling and marks processing)
- 4.16 Graduation ceremonies
- 4.17 Post-graduation support (transcripts, award verifications)

## **5. ARD Aims**

### **Our staff**

- 5.1 Embedding the [Effective Behaviours Framework](#) in all aspects of staff recruitment, development and review; creating a staff development culture that fosters an environment of staff satisfaction, in particular:
  - 5.1.1 inducting and integrating new members of staff into the division successfully.
  - 5.1.2 ensuring staff regularly meet with line managers to agree personal objectives; and to conduct Career Development Reviews in accordance with School requirements.
  - 5.1.3 communicating effectively with staff to ensure they are aware of all major School and divisional activities and initiatives.
  - 5.1.4 ensuring that all staff receive appropriate learning and development opportunities in order to carry out their jobs effectively, and to provide them with personal development opportunities.
- 5.2 Empowering staff to take operational decisions and to have ownership of processes wherever possible.

### **Our services**

- 5.3 Achieving high levels of user satisfaction by putting them at the centre of our services.
- 5.4 Managing divisional resources, School and donor scholarship funds and external funds cost-effectively, transparently, sustainably and in accordance with School policy, the Financial Regulations and external criteria where appropriate.
- 5.5 Leading the delivery of statutory and regulatory processes that have both a reputational and financial impact on the School, including the Access Agreement, HESA returns, and UKVI.
- 5.6 Adapting, streamlining and improving our services continuously; working at the forefront of the operations that underpin our services (e.g. developing and innovating systems, processes, regulations that continuously improve user experience).
- 5.7 Promoting cross-divisional working with operationally adjacent areas in ways that add value to the student experience by co-delivery of services.
- 5.8 Communicating effectively and in Plain English within the division, and across and beyond the School.
- 5.9 Identifying and managing risk at all levels of the division's work.
- 5.10 Proactively monitoring, interpreting and advising the School on national policy initiatives.

## **6. ARD 2015-16 Objectives**

- 6.1 To deliver securely core services across the 2015-16 student life-cycle, and to achieve high levels of satisfaction amongst users of those services.
- 6.2 To raise further awareness of the continuing external focus on the School's work in widening participation across the student lifecycle by reviewing and adapting the development, delivery, reporting and governance structures of LSE's Access Agreement.
- 6.3 To meet APRC and SNAF established admissions and scholarships targets by operating effective and timely admissions and financial support processes; to manage relationships with external scholarship providers; and to monitor the efficacy of awards.

- 6.4 To co-develop the ESRC studentship funding bid with the PhD Academy and to take responsibility for the Doctoral Training Centre's studentships by the end of Lent Term.
- 6.5 To begin implementing the [Education Strategy](#) in Lent Term, primarily through project board membership and the provision of data to underpin the review and renewal of taught provision.
- 6.6 To refine by the end of Summer Term the metrics and benchmarks ARD offices use to assess performance against local service level agreements.
- 6.7 To support the first phase of the [EDI Taskforce](#) work through the provision and analysis of data, and contribute to its working groups, with the aim of informing its recommendations with evidence.
- 6.8 To improve the resilience of our BCP arrangements by Summer Term; to review and update the division's Risk Register and its Business Critical Calendar; and to develop local recovery plans.
- 6.9 To develop and implement a divisional health and well-being strategy by Summer Term.
- 6.10 To ensure the division's applicant and student-facing information complies with the Competition and Markets Authority guidance by Summer Term.
- 6.11 To set up a divisional Management Information steering group by Lent Term.
- 6.12 To embed the Student Wellbeing Service into the division; to help it adapt to ARD's service culture and standards.
- 6.13 To complete the divisional review of all websites under the Web Improvement Programme; and to regularly review and update content and links in accordance with the School's web governance protocols.

February 2016

<b>LSE Strategy 2020*</b>	<b>ARD Mission</b>	<b>ARD Aims</b>	<b>2015/16 Objectives</b>
<b>WE WILL make major improvements in the quality of our educational programmes and the overall student experience at LSE, and develop opportunities for all of our talented students regardless of their background.</b> <ul style="list-style-type: none"> <li>• We will ensure that educational provision by academic departments is guided by strong academic leadership as programmes are reviewed and renewed and that the School will provide resources, but also a culture and infrastructure of aspiration and support in terms of the development, enhancement and administration of education.</li> <li>• We will foster a learning community that creates opportunities for faculty, students, alumni and other stakeholders to interact and build effective networks that sustain and enhance LSE's mission and values.</li> </ul>	3.1, 3.3, 3.4, 3.5, 3.6, 3.7	5.2, 5.3, 5.6, 5.7, 5.8, 5.10	6.1, 6.5, 6.6, 6.12
<b>WE WILL continually improve faculty quality, research performance and intellectual innovation and enhance the quality of our professional service staff.</b> <ul style="list-style-type: none"> <li>• We will support Heads of Departments, other senior academic managers and leaders of our professional service staff to excel in leadership and develop tools to empower them to manage their faculty and divisions.</li> <li>• We recognise that attracting, recruiting and retaining the best staff will enable the School to achieve its aspirations for research, teaching and professional service support.</li> <li>• We will strengthen the collaborations between academic and professional services staff to pursue the School's strategy.</li> </ul>	3.2, 3.3, 3.4	5.1, 5.2, 5.6, 5.8	6.6, 6.9, 6.12
<b>WE WILL Strengthen our commitment to equity, diversity and inclusion and take relevant action throughout the institution.</b> <ul style="list-style-type: none"> <li>• We will promote inclusivity for staff and students by reviewing structures and policies, improving procedures for consultation and complaints, and increasing the representation of students and staff with protected characteristics across the institution.</li> <li>• We will develop and implement a comprehensive Equity, Diversity and Inclusion (EDI) Strategy that will direct and inform activities and decisions regarding all academic bodies and Professional Service Divisions.</li> <li>• We will ensure that all faculty and professional service staff in management roles undertake EDI training.</li> <li>• We will enhance and adapt our widening participation (WP) programmes to ensure that we continue to attract the most capable students from a wide range of backgrounds.</li> <li>• We will ensure that mechanisms are in place to support students from under-represented backgrounds throughout their time with the School so that they realise their potential.</li> </ul>	3.1, 3.2, 3.3, 3.5, 3.6, 3.7	5.1, 5.3, 5.6, 5.110	6.2, 6.3, 6.12
<b>WE WILL lead (and continue to be recognised in leading) in innovation, international, interdisciplinary, and issues-oriented social science.</b> <ul style="list-style-type: none"> <li>• We will continually assess ourselves against peer universities in the UK and overseas to ensure we are leading in social science and impact.</li> </ul>	3.2, 3.5, 3.6, 3.7, 3.8	5.6, 5.10	6.1, 6.10, 6.11
<b>WE WILL enhance and diversify our revenue streams</b> <ul style="list-style-type: none"> <li>• We will grow student numbers steadily over time, without compromising high academic standards and review what mixture of undergraduate and postgraduate programmes and student places would best provide revenue to support the academic profile of the School.</li> <li>• We will expand our ancillary activities to generate high levels of income and in particular to identify and develop markets for executive education.</li> </ul>	3.1, 3.4, 3.5, 3.6, 3.7	5.4, 5.6, 5.7	6.4

\*ARD's work extends beyond the School's strategic plan, so not all of the division's aims and objectives map against LSE Strategy 2020.