

# Enhancing Amplifying Building & Creating

Our plan for 2013-2016

# Foreword from the President

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**Paul Beaumont**  
President 2012/13

# Welcome from the Chair of the Board of Trustees

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**Julia Higgins**  
Chair of the Board of Trustees

# Welcome from the Managing Director

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**Joe Cooper**  
Managing Director

# Vision

To be recognised as the leaders in student development and engagement, at the heart of the student community at Imperial.

EXCELLENT

## AMPLIFYING THE STUDENT VOICE

Improving the academic and non-academic life of our members.

INCLUSIVE

## ENHANCING THE STUDENT EXPERIENCE

Playing a fundamental role in the Student Experience at College.

INNOVATIVE

## CREATING A SUSTAINABLE ORGANISATION

A financially sound organisation that is a great place to work.

DEMOCRATIC

## BUILDING A STUDENT COMMUNITY

The center of the Imperial Student Community where every member feels welcome.

# Mission

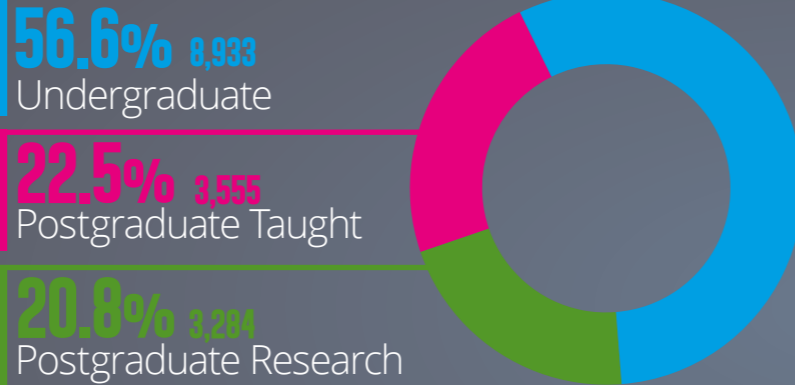
Imperial College Union prepares its members to be tomorrow's leaders, by defending and enhancing the student experience at Imperial, through the provision of innovation services, representation and activities.

# Understanding our membership

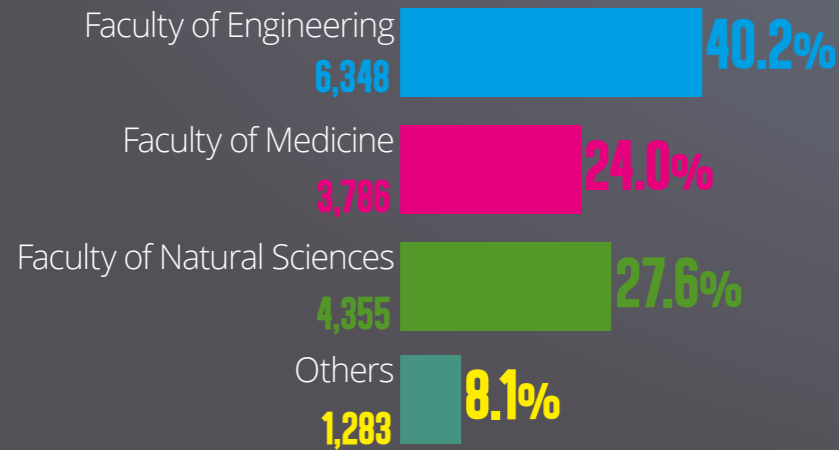
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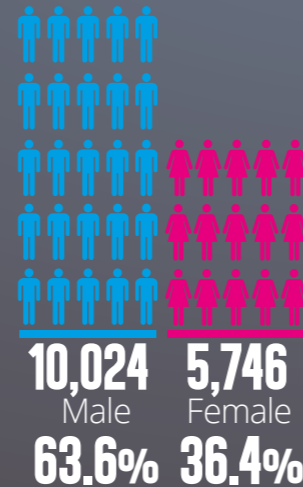
## Study Type



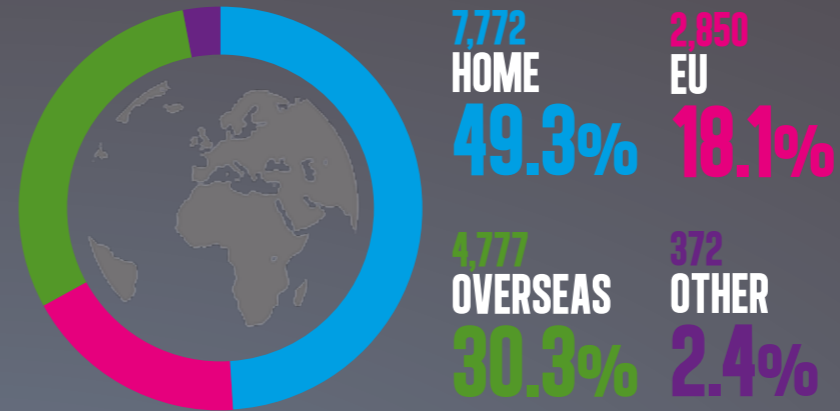
## Faculty Breakdown



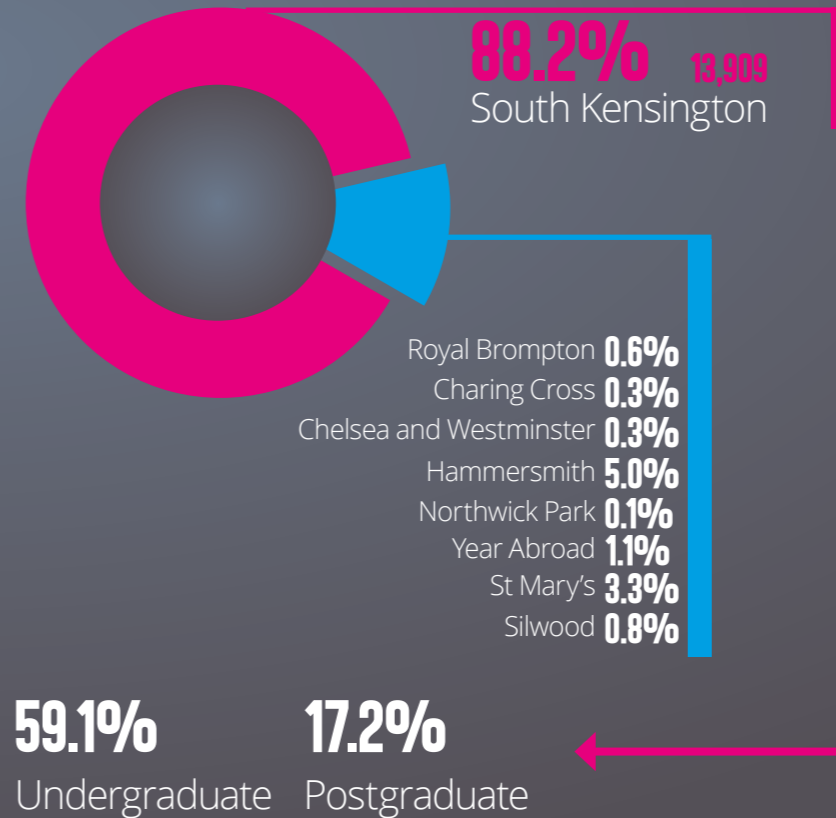
## Gender



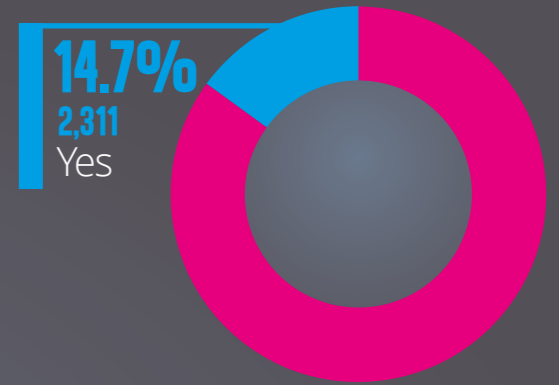
## Fee Status



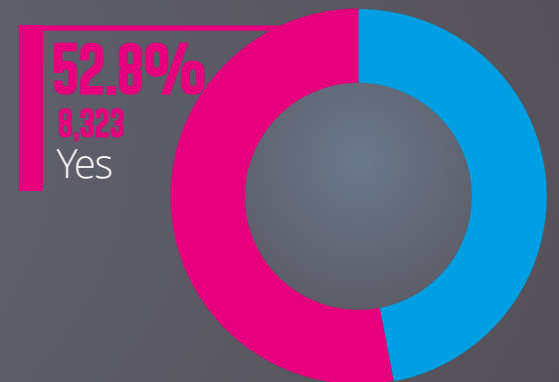
## Campus Breakdown



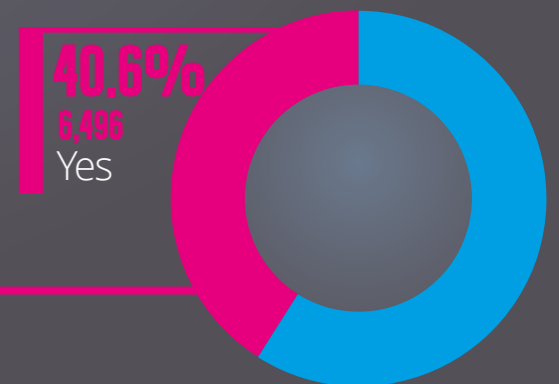
## Volunteers of the Union



## Member of a Club, Society or Project



## Voted in the Sabbatical Elections



# How the strategy came together

## Discovery

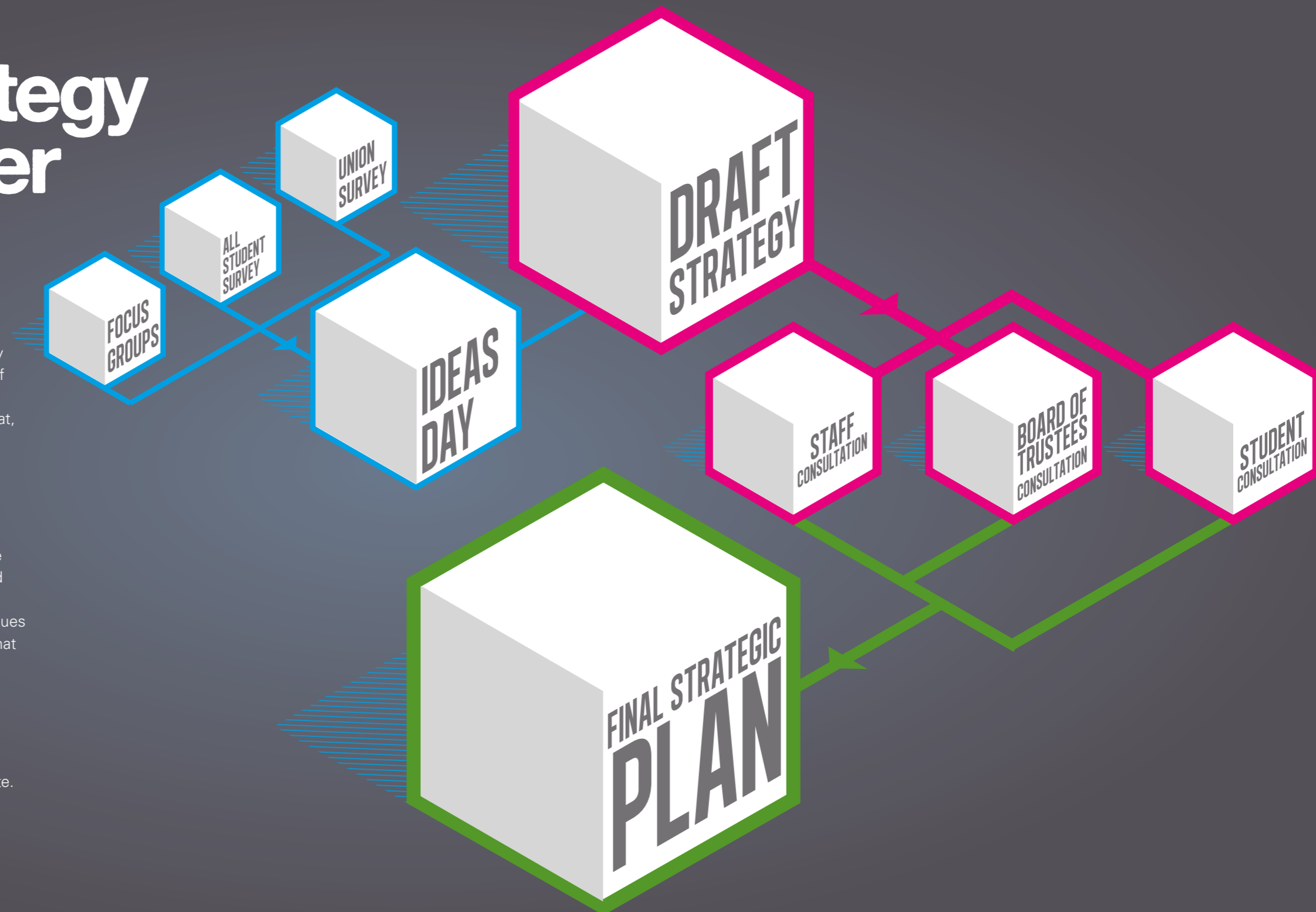
Work started on our Strategic Plan in late 2011 with our Strategic Review. An external research company was employed to gather information and evidence from our members about the problems and issues they faced as students of Imperial College London. They facilitated focus groups with a cross-section of the demographics of our members including Postgraduates students and students from other campuses. An all student survey collected even more data that, when brought together with information from other sources such as key members of College staff and our Union Survey, highlighted a number of emerging themes and trends.

## Testing

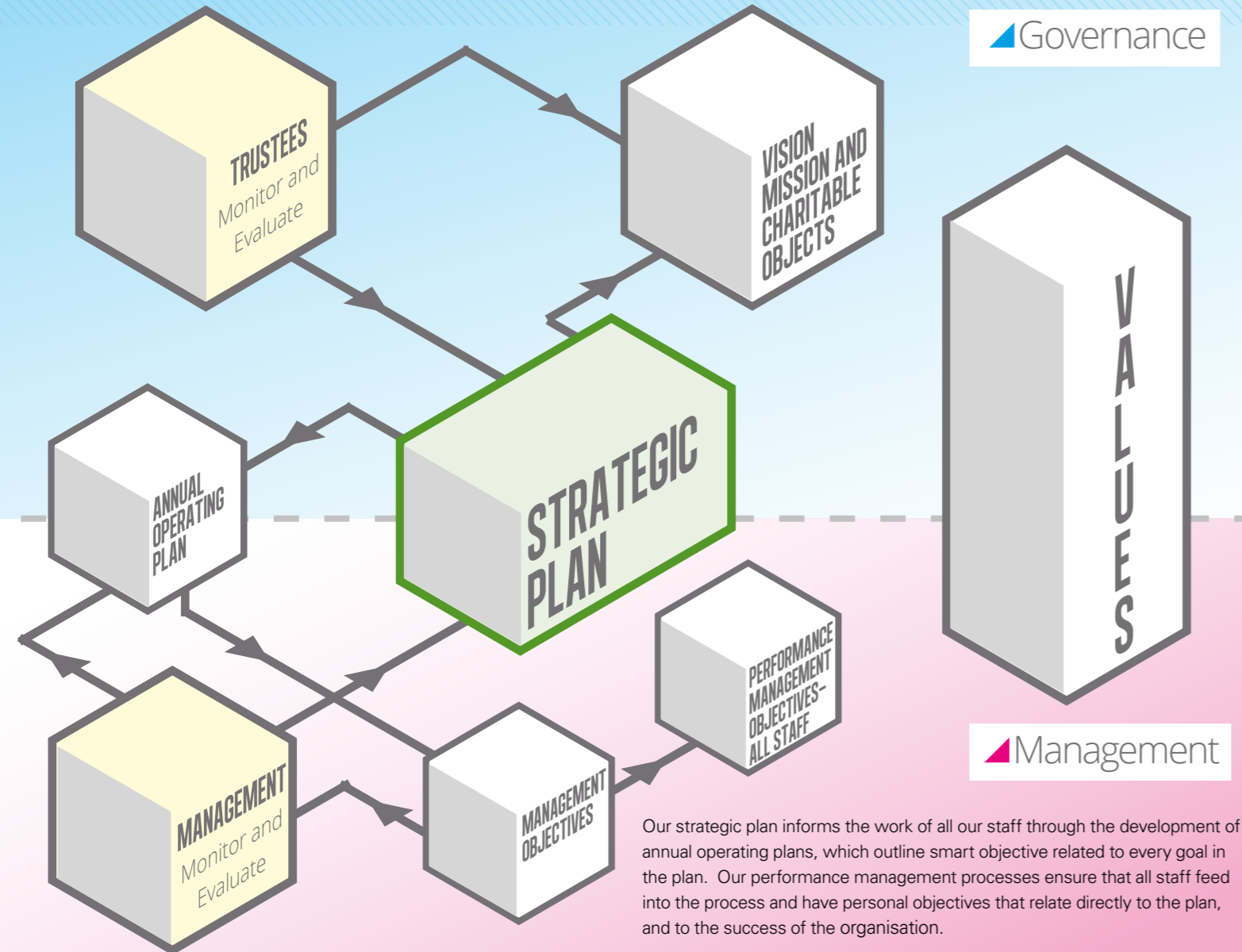
The emergent themes and trends sometimes brought up even more questions that we tested at our two Idea Days in Summer 2011 and 2013. Interactive stalls were set up allowing students to come and give us feedback and their opinions on issues such as important values for a Students' Union to have and positive and negative emotions that form part of the Imperial experience.

## Draft Strategy

All this information helped us create our draft strategy. The vision, mission statement and values were then past to our members for consultation in the form of an online feedback section of our website. Feedback was also sought through sessions with Union staff and consultation with key members of College staff. All the feedback collected informed the final Strategic Plan.



# How the strategy drives the organisation



# Charitable Purpose & Values



## Charitable Purpose

The advancement of education of students at Imperial College London by

- ▲ Promoting the interests and welfare of Students during their course of study and representing, supporting and advising students,
- ▲ Being the recognised representative channel between Students and Imperial College London and any other external bodies; and
- ▲ Providing social, cultural and recreational activities and forums for discussion and debate for the personal development of its students.

## Values

- ▲ Excellent  
The Union strives to deliver first class services and experiences for its members, and works with the college to ensure that the student experience at Imperial College is second to none.
- ▲ Inclusive  
The principles of equality of opportunity are fundamental to the Union - we promote diversity, take action on discrimination and strive for an inclusive and welcoming environment for our increasingly diverse student community.
- ▲ Innovative  
We are bold and different – we constantly look for new ways of improving the student experience, whether directly through the Union or through the lobbying of the College and external bodies.
- ▲ Democratic  
The principle of student leadership is fundamental to the Union. At all levels students are empowered to influence and change the workings of the Union and their educational experience.

▲ Enhancing the

# Student Experience

▲ Imperial College Union plays a key role in how students learn, develop and grow during their time at the College, especially through the skills that they learn through involvement in our activities.

Our Clubs, Societies & Projects are amongst the biggest and best in the UK and we intend to continue to develop them - but we also want to grow the scope of our activities to ensure that students can access the widest range of development activities possible.

We will also maximize the benefits of involvement to help our members identify, develop and exemplify the skills that they have developed through their involvement, enhancing their employability and widening the scope of their career options.

▲ Strategic Aims

▲▲  
**By 2016 we will be recognised by the College, our Membership, and by external measures as providing a fundamental part of the student experience at the College.**

▲ Goals - By 2016 we will

- SE1 ▼ Continue to grow membership in Clubs, Societies and Projects each year of the plan and develop the support available to them.
- SE2 ▼ Introduce a Volunteering Accreditation scheme, which is recognised by the College, and helps students identify the skills they gain through their involvement in our activities.
- SE3 ▼ Increase the amount of students employed by the Union in each year of the plan.
- SE4 ▼ Introduce and develop a Development Programme for key volunteers and provide formal volunteering management qualifications for key volunteers.
- SE5 ▼ Achieve Investing in Volunteers status.
- SE6 ▼ Grow our Student Volunteering scheme and increase the amount of students volunteering in the outside world.
- SE7 ▼ Develop and publish, in the first year of the plan, a Postgraduate Student Engagement Strategy, in tandem with the College's review of Taught Postgraduate provision
- SE8 ▼ Ensure that the Union delivers at least three key contributors to the College's Graduate Attributes project.

How we will know that we have succeeded:

## Student Survey

85%

of students agree that the Union has a positive impact on their time at Imperial

## NSS Score

Increase mean score to

↑4.2

## The Student Experience score

TOP 20

in Students Unions Scores

▲ Amplifying the

# Student Voice

▲ One of our primary functions is to represent our members to the college and the wider community. We have recently developed a strong reputation in developing detailed, evidence-based research on behalf of our membership and we will grow and enhance the impact of this work.

In order to develop further we must develop students' ability to affect our campaigning activity and continue to develop our communication loops to ensure that students are aware of changes that have been made on their behalf.

Our representative role is not limited to the college, however, and we must ensure that students' voices are heard locally and nationally. The Union should be champions for teaching, research and feedback, and play a key role in helping the College improve students' experiences in this area.

## ▲ Strategic Aims

▲▲  
**By 2016 the Union have played a demonstrable role in improving the educational and non-academic experiences of our members through effective campaigning, lobbying and research,**

## ▲ Goals - By 2016 we will

- SV1 ▼ Have increased the amount and proportion of students who take part in the Union elections during each year of the plan.
- SV2 ▼ Develop and publish, during the first year of the strategic plan, a Postgraduate Student Engagement Strategy, in tandem with the College's review of Taught Postgraduate provision.
- SV3 ▼ Review our Democratic structures to ensure that they maximise engagement and add value to the Union's decision making, and put proposals to decision making bodies within the first year of the plan.
- SV4 ▼ Continue to be a champion of academic best practice by developing our Student Academic Choice Awards scheme, with more than 1000 students submitting nominations during the final year of the plan.
- SV5 ▼ Continue to publish an annual Impact Report detailing the positive changes the Union has made through officers, representatives and initiatives.
- SV6 ▼ Develop our engagement with local MPs, members of the London Assembly and representatives of local authorities, publishing the outcomes of these discussions to our members on an annual basis.
- SV7 ▼ Continue to develop relevant response documents, and in particular to respond in detail to the College's consolidated annual Student Survey and the NSS during each year of the plan.
- SV8 ▼ Support 10 student-led campaigns with demonstrable outcomes each year by the end of the plan.
- SV9 ▼ Develop the support available to academic representatives, including the launch an annual Representatives Conference, and increase the amount of representatives supported by the Union in each year of the strategic plan.

How we will know that we have succeeded:

### Student Survey

70%

of student will agree that the Union is the Voice of all Students at Imperial College Union

### Elections

TOP 10

Remain in the top ten Students' Unions in the UK for Election turnout

### Representatives

5 CHANGES

Publish at least five changes delivered within the College each year as a result of effective Student Voice



▲ Building a

# Student Community

▲ The Union should be the hub of the student community – ensuring that students are happy in their surroundings; feel supported by their peers and can seek advice when they need to. The Union believes that the Student Community should be diverse, welcoming, non-discriminatory and inclusive and will take positive action to promote and defend this.

The Union currently plays an important role in welcoming students to the College, but this experience needs to be improved and the Union should be at the heart of these changes.

The Union also recognises that the Student Community is constantly changing, both in terms of the demographics of our members, but of their needs, demands and experiences. The Union must continually change to reflect this and remain at the heart of the student Community.

## ▲ Strategic Aims

▲▲ **The Union will be recognised as being at the centre of the Imperial Student Community and will have successfully changes itself and the College to make the Community more welcoming for the Union's diverse membership.**

## ▲ Goals - By 2016 we will

- SC1 ▼ Publish an annual 'Advocacy to Action' Report, detailing how our advocacy, representation and campaigning work combine to improve the lives of students.
- SC2 ▼ Review the advice provision available to students on campus, including our own Advice Centre service and make recommendations to the College and the Union's Board.
- SC3 ▼ Work in Partnership with the College to review and improve the 'Welcome Week' provision through a review of the Union's activities and advising the College on changing its own arrangements.
- SC4 ▼ Complete a research-based report on Diversity, Inclusion and Liberation on campus, to include Union activities and to develop a Union action and lobbying plan in response to the findings.
- SC5 ▼ Review the Union's processes for recognising students and volunteer's achievements, including a review of the Union's Awards schemes.
- SC6 ▼ Develop, publish and deliver a Campus Outreach Plan which outlines the Union's activities and objectives for providing services and representation to students who study at outlying campuses.
- SC7 ▼ Publish a research-based report on the 'Student Journeys' highlighting the various changing demographics, trends, behaviours and needs of our members to inform our approach to representation, services and activities and deliver an action plan in result of the findings.

How we will know that we have succeeded:

### Union Survey

70%

will agree that the Union plays a fundamental role in creating a positive student community

### College Survey

75%

of students will be satisfied or better with their welcome to the College

More

75%

of students have at least one interaction with the Union



▲ Creating a

# Sustainable Organisation

▲ In order to achieve our strategic goals, we must ensure that the foundations of the Union are strong and that we protect and develop our financial and human resources and develop our central support and communication functions to ensure that our services flourish. Our reputation with the College, our primary funder and key stakeholder, is predicated on sound financial and operational management and our reputation with our members our primary stakeholder is predicated on providing relevant and well-run services.

The Union's people are its most valuable asset and the Union needs to become an organization that attracts, rewards and retains the best people.

▲ Strategic Aims

▲▲ **Imperial College Union will be recognised as a Union that is financially sound, is a great place to work, and makes the most of the resources that are available to it.**

▲ Goals - By 2016 we will

- S01 ▼ Have secured a funding agreement for the years following 2016, with a real-terms increase in the total level of funding from the College for each year of the agreement.
- S02 ▼ Review our approach to customer services in all parts of the Union and implement Customer Promises in all of our student-facing services.
- S03 ▼ Have demonstrated our commitment to being an excellent employer by securing and retaining Investors in People status.
- S04 ▼ Grow our reserves and strengthen our balance sheet by generating a surplus in each year of the plan and ensuring that our capital expenditure is outweighed by our depreciation repayments.
- S05 ▼ Receive and retain full assurance from Internal Auditors.
- S06 ▼ Complete a review of our organisational structure, including consideration of incorporation or forming of a subsidiary.
- S07 ▼ Develop and Publish our first Corporate Social Responsibility Policy.
- S08 ▼ Engage with the development of the any new College strategy and increase the amount of positive references to the Union compared to the current plan.
- S09 ▼ Develop and publish a Communications and Social Media Strategy.
- S010 ▼ Ensure that at least 1,000 students respond to the annual Union Satisfaction survey to ensure that the strategic measures generated for this survey are sound.

How we will know that we have succeeded:

**Union Survey**

**75%**

of students will be satisfied or better with the Union's Commercial outlets.

**Accounts**

**£300K**

The Union will have increase our general reserves by £300k.

**External**

**GREEN LEAGUE**

Year on Year Improvement in the Union-specific elements of the University Green League.

**Imperial College Union**

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