

Defining the future profession

#AUA2019 Session 215

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The changing context

Students' Expectations

Personalised experience
Technology-enabled
One-institution approach
Tailored support
Value for money

Regulatory Environment

Office for Students (& TEF); TERCW; SFC
Apprenticeships
Increased UKVI
Prevent
Competition & Markets Authority

Increased competition

Diversity and increase in providers
Student choice & expectation
Role of the (new) regulators
Staff choice & expectation
More media interest & league tables

Workforce Expectations

Flexible working
Generations: baby boomers, X, Y, Z
Job-for-life v portfolio careers
Professional development
Staff engagement

Organisational form is changing in response:

5 years ago	Organisation of student and academic services	Now
50%	Devolved: no formal connection between institutional and local delivery	30%
30%	Hybrid: a requirement to follow institutional policy but local management (dotted-line accountability)	35%
20%	institutionally-overseen: fully joined-up or 'centralised'	35%

Change programmes are happening:

61% of respondents to our ARC survey said that a change programme was currently taking place, with a further 13% saying that one was being considered by their institution.

The focuses of the change programmes were:

Process improvement	92%	Admissions	68%
Enrolment and welcome	88%	Attendance monitoring	60%
Consistency of process	84%	Transition to university	56%
Student information & communications	80%	Timetabling	56%
Student support operations	72%	Assessment	52%
Student data management	68%	Graduation	20%

How can we contribute to our community?

What do you or your teams at work need to be able to respond to progress your careers in the changing context?

A What do you need from *students*?

B What do you need from *academic colleagues*?

C What do you need from *professional service colleagues*?

D What do you need from *yourself*?

E What do you need from *institutional leadership*?

F What do you need from *infrastructure*?

The cheese of destiny

