

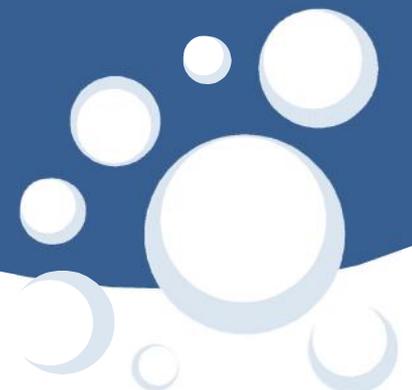
**WEST LONDON COLLEGE OF
BUSINESS &
MANAGEMENT SCIENCES**

**STRATEGIC PLAN
2012-15**



West London College
of Business & Management Sciences

WLCBMS



Strategic Plan

Introduction:

Founded in 2005, West London College of Business & Management Sciences (here on referred to as WLCBMS) is an education establishment of excellence and innovation offering courses and training to home and EU students. Our aim is to give support and enable the students to participate in Higher Education so that, on completion of their studies, they are able to contribute to equality and social justice. We intend to achieve this by offering courses and training of the highest quality, which meet the needs of the students and employer. We use professional tutors, small class size, exam oriented tuition to ensure that students can achieve their full potential and receive value for money. WLCBMS is offering various courses which help students in becoming high quality professionals and to build their careers in this competitive market. All courses lead to qualifications recognised by various industries. Participants can attend courses and training on a full or part-time basis.

The College is committed to developing a range of provisions to meet the identified needs of client groups. In order to ensure this, the College has developed three operational wings;

Further/Higher Education: Provide range of courses at undergraduate and postgraduate level on full and part-time basis leading to qualifications recognised by industry. Our HNC/HND courses are designated by student finance.

Distance Learning: Promote flexible access to learning, including appropriate use of electronic delivery methods, to increase participation and reduce costs. We are planning to expand our distance learning operation globally.

Corporate Training:

We offer a wide selection of bespoke training courses ranging from management, leadership, personal effectiveness, one-to-one coaching and train-the-trainer. The major part of our business is in the design and delivery of individually adaptable in-house workshops and training programmes for clients in all areas.

Strategic Framework



Mission Statement

WLCBMS aims to provide quality education to maximize the potential of our learners and promote individual achievement at the highest level.

Vision

WLCBMS aspires to be the higher learning organization of choice by creating lifelong educational relationships that inspire and support all learners to increase their capacity for personal growth and positive social change.

WLCBMS will give the highest priority to resource allocation for education and the future development of areas that represent the traditional strengths, qualities, reputation, and uniqueness of WLCBMS.

WLCBMS will motivate managers and employees to higher levels of corporate performance and provide a sense of direction.

Core Values

West London College of Business & Management Sciences core values and believes are:

- Place the interest of learner at the centre of our activities
- Create a challenging academic environment by dedicated teaching, and state of the art research
- Productive internships and intensive career counselling
- Adherence to common ethical and moral standards
- Diversity
- Equality
- Shared governance
- Community service

Supporting Values

Inclusiveness/ Diversity

WLCBMS values inclusiveness and promotes active value of everyone's viewpoints and ideas. WLCBMS values individual diversity and the uniqueness of the individual. WLCBMS acknowledges that diversity, in all its forms, enriches our learning environment, and promotes the free exchange of ideas, opinions and fair & equitable treatment of all.

Innovation

WLCBMS values and supports innovation. WLCBMS encourages informed risk- taking that holds the promise of enhancing student, employee and organizational learning. WLCBMS views a good faith unsuccessful attempt not as failure, but rather as a rich opportunity to learn.

Collaboration/ Partnerships

WLCBMS merits the collective wisdom that emerges when individuals work together to solve problems and create opportunities. WLCBMS believes that in most instances working together is better than one of us working alone. There is no I in TEAM! WLCBMS is committed to establishing and sustaining positive education, business and community partnerships.

Excellence

WLCBMS appreciates excellence in all that we do through teaching and learning that helps to advance student progression. WLCBMS encourages professionalism in every aspect of work and are committed to continuous improvement of the college.

Integrity

WLCBMS cherishes integrity, trustworthiness and ethical behaviour in all that we do. We are committed to truthfulness, fairness and honesty in our internal and external relationships, communications and transactions. We continuously strive to provide objective and balanced assessments of the issues pertaining to our college. We value open, transparent and democratic decision-making.

Communications

WLCBMS appreciates communication in all forms, across all levels of the organisation and in all interactions with our constituents. We acknowledge that accurate, clear, concise, respectful and transparent communication is fundamental to enhancing relationships, developing shared understanding and assuring the long-term success of WLCBMS. We encourage empathic listening as a core element in all effective communications.

Leadership

Leadership is valued at all levels of WLCBMS. All employees are responsible for continuously providing effective leadership within the context of individual roles and responsibilities. Every college leader to demonstrate vision, to think systemically and to act courageously when engaged in decision-making. We affirm that effective, collaborative and informed leadership of the college is essential to our long-term success.

Respect

Civility in our oral and written word, as well as in our interactions with students, one another and with our constituents are held in high regards by WLCBMS. Each person's special contributions to our students, colleagues, constituents and to the college are valued.

Strategic Objectives

WLCBMS consistently maintains a high quality of teaching and continues to promote excellence in staff development, learning and teaching initiatives. The main objectives are:

- **To provide quality delivery and get better grades**

WLCBMS will continuously improve teaching style, course structure, and relationship between admin, teaching staff and students that will engage students within their course. A successful combination of these elements will result in better student attendance, exams/assessment grades and quality in delivery.

Audits will be carried out monthly by reviewing student feedback, internal and external quality reviewer reports.

WLCBMS provides traditional small-group Oxbridge-style teaching alongside the best of the new technology in order to engage the student fully. Frequent tutorials with subject lecturers as well as personal tutorial support are encouraged within WLCBMS. Additional support in terms of ESOL provision, additional study skills classes, and IT support for students who are returning to education with limited IT skills.

WLCBMS encourages all of the teaching staff to become members of the Institute for Learning (IfL), or as the future of the IfL organisation is at present under review, the organisation designated by the Government for the registration of professionals in Higher Education. The target for the end of 2014 is that 90% of teaching staff will hold teaching qualification. The resources of WLCBMS will be developed and expanded to ensure that it has sufficient high quality teaching facilities and teaching staff to support the projected growth, and the targets for quality and excellence.

To support the priority for business excellence WLCBMS has developed an Annual Review Process which involves all staff at all levels of the organisation as well as providing students with opportunities to contribute to the review process to ensure that everyone has ownership of the quality processes and improvements required.

A system of teaching observation has been developed to ensure all staff are observed teaching at least once a year. The feedback given will be developmental to promote a culture of continuous improvement.

- **To provide better quality services and to increase profit ratio**

By appointing high calibre, professionals and experienced staff in all job areas in order to help meet the academic needs. WLCBMS will ensure improved understanding by all staff members of business objectives and their contribution towards achieving through regular feedback. Assessments will be done on monthly basis.

- **To get the maximum productivity from employees**

WLCBMS will encourage each employee to achieve targets by providing favourable working conditions. WLCBMS is consistent for bringing satisfaction in employees to meet deadlines and achieve targets by providing continuous professional development from internal and external resources, where gaps are found. Staff development is an essential requirement if WLCBMS is to achieve the targets of excellent teaching, learning and success rates of 95%. We will focus on developing the teaching practices, and assessment methodologies of all staff to ensure that we equip them to meet these exacting targets and provide excellent teaching and learning experiences for students. Assessments will be done annually.

- **To achieve the targets well in time**

Employee performance is the integral part for success of any organization. WLCBMS will improve the performance of each employee to ensure the business targets are met timely by reviewing each employee performance.

- **To deal the external organizations professionally**

WLCBMS will continue to develop and improve communication at all levels of the organization to produce a better environment amongst employees where they can feel confident and to rule out the chances of mistakes so that they can talk and communicate effectively with external organisations.

- **To increase the student ratio and programmes**

WLCBMS will specially focus on reviewing the efficiency of each employee to find the gaps where improvement is required on monthly basis. This will increase the corporate performance, expected to lead in acquiring quality programmes and boosting student growth.

WLCBMS has identified that there is an unmet need in the local communities particularly among ethnic minority and disadvantaged adults, for programmes offering Higher Education

for learners who need to remain in their local area, often for family reasons and who also do not feel that they are able to commit to the level of debt required to pay the fees required by many of the organisations who traditionally offer Higher Education programmes. These students are often in need of a higher level of individual support that most large Higher Education organisations are able to offer them. It is this market that WLCBMS targets to attract its students. Initially this was in the West London locality, but subsequent opportunities have been identified to offer the same type of provision in areas with similar demographic locations.

WLCBMS needs to gain sufficient momentum to ensure that we have a secure platform on which to build. The target is to have recruited 300 learners onto the HND programmes by December 2013. These will be 300 learners who have the relevant skills and experiences to achieve success at Level 5. WLCBMS has a progression arrangement with New Bucks University where learners can progress from their HND to a Degree level qualification. WLCBMS is aiming for partnerships with Universities for in-house delivery of final year degree programmes.

WLCBMS will be developing an online programme for HND Business, Level 7 Extended Diploma in Strategic Management and Leadership and computing by the end of 2014. This will be a mixture of online resources and one to one online tutorials. This development WLCBMS sees as an opportunity to engage with a larger number of learners who wish to have a UK educational HE qualification, but for whom the cost associated with coming to the UK would be prohibitive.

WLCBMS will acquire an additional site in September 2013 to accommodate new students and will manage all aspects of quality, relating to staff, policies and teaching.

- **Built up the strong brand image of the College**

WLCBMS is currently running a staff development program since March 2006, this will increase the employee professionalism and college productivity, leading to a stronger image. Added to this, the College will more emphasis on tracking student feedback and complaints on monthly basis.

Marketing Procedures

The key message is that WLCBMS must adapt and develop its strengths if it is to succeed in the knowledge economy of the 21st century.

WLCBMS has various short-term and long-term marketing policies supported by a reasonable budget allocation.

WLCBMS does not believe in just marketing itself but in advertising quality education. During its short span of operations, WLCBMS has stressed successfully the provision of quality standards in education and has succeeded in building a positive reputation amongst local and international markets.

Admission figures reflect that the majority of new admissions are referred by existing students and, secondly, past students who had been enrolled on WLCBMS programme and then continued their further education elsewhere.

Our seminars and workshops provide awareness of WLCBMS and its best quality education. WLCBMS is confident in increasing its quality student admissions and enlarging the scope of its educational programmes leading to certificates and diplomas.

WLCBMS has a strong financial and staffing infrastructure to continue and expand its operations and to fulfil its role in providing better educated individuals deriving from the global village.

Future Aims

- • To consolidate existing strengths and focus on Distance Learning provision. Additional sites are being investigated and it is planned to have 3 such arrangements by September 2014 and the College will manage all aspects of quality, relating to staff, policies and teaching.
- To network with external bodies to identify new fields of study and market trends.
- To develop the creative use of information technology so as to strengthen the delivery of traditional face-to-face teaching and facilitate new methods of delivery.
- To disseminate good practice and alternative models of provision through new teaching methodology.
- To continue to explore the potential for inter-disciplinary degrees with Universities.
- To meet the challenges of the increases in student recruitment whilst maintaining best tuition and service.
- Introduce our short courses to local community in the fields of IT, Business and Law that will explore a new sector and generate extra revenue of up to 35%.
- Introduction of weekend and evening classes by utilising our current resources.
- To buy College own accommodation by 2015 to reduce the rent and service charges up to 1/3.

Pipeline activities

- • WLCBMS is in the process of developing partnerships with Universities for in-house top-up of HNDs to final year of graduation and Level 7 Extended Diploma in Strategic Management and Leadership to MBA.
- WLCBMS is in the process of advertising Skills for Life courses for local communities and settled communities.
- WLCBMS is becoming a part of UK online to promote IT skills in the local communities.
- WLCBMS is working towards partnerships with FE colleges for Level 2, Level 3 and Access to Higher Education programmes for continuous progression of learners.

WIDENING PARTICIPATION

WLCBMS has developed an integrated strategy for widening participation which aims to:

- Strengthen coordination between current activities such as the services

- provided by the college student support network, and activities undertaken as a result of its learning, teaching and widening participation initiatives.
-
- Ensure dissemination of best practice.
- Facilitate the development of collaborative initiatives.
- Broaden participation activity at WLCBMS is concentrated on five main themes:
 - Recruitment
 - Retention
 - Progression
 - Broadening access
 - Employability

Recruitment

- Enhance the college monitoring and analysis of student recruitment, retention, participation by regularly accessing employment statistics.
- Increase student numbers by aligning the range of programmes on offer with the demands of employers.
- Continue to develop links with educational and non-educational partners to recruit students and pursue joint provision objectives.
- Increase the number of employing organisations who sponsor individuals on college courses.
- Increase enrolment onto certificate and diploma programmes.
- WLCBMS's analysis of student retention data has revealed that students are most likely to drop out within the first year of study, and their reasons for withdrawal are, in the main, not academic but personal, owing to changes in domestic or financial circumstances.
- WLCBMS aims to minimise withdrawal by providing a supportive and stimulating working environment for students, many of whom are already challenged by the conflicting demands of financial and domestic responsibilities. This will be achieved by:
 - Reviewing the network of support services to ensure that the college is offering the support required by its students.
 - Providing support and development for staff so that they are able to offer suitable guidance to students.
 - Increasing the flexibility in study methods.
 - Promoting excellence in teaching.

Progression

- Clarify the progression routes between courses.
- Develop the link between student experience in work and family and their learning experience at WLCBMS by giving credit for previous academic study and relevant life experience.

Widening access

WLCBMS already supports students and is now looking to widening access further by:

- Continuing to develop flexible and innovative teaching methods to attract students from a range of educational, social and cultural backgrounds. Developing flexible study modes and methods.
- Improving the advice and guidance services offered to potential students. Improving the personal and career development support offered to students. Arranging staff development events and workshops to raise awareness of student needs.

Employability

WLCBMS intends to develop its links with businesses and the community so as to:

- Develop an understanding of customer needs using alumni and existing business links to identify the needs of employers and to use this material to inform constructively the development of new programmes.
- Build on WLCBMS capacity to respond with alacrity to external needs by proposing changes to existing systems *eg* course development and approval procedures.
- Develop further WLCBMS capability to extend provision both in terms of refocusing the course portfolio and introducing more flexible attendance.