An innovative, inspiring and inclusive students' union

Middlesex University Students' Union
2020 Strategy

2020 Vision

"Middlesex University Students' Union will be the most innovative, inspiring and inclusive students union in the UK."

Our Mission

MDXSU will facilitate a world class partnership between staff and students, to develop a strong vibrant democracy, to represent every student on every course in every school and to champion equality and diversity across our community.

Mission statements

- **MDXSU will defend diverse education** – by being on the front line in championing the principle of vocational education in the UK Higher Education sector

- **MDXSU will be open and accessible to all** –by recognising many of our students are time poor and cash poor, and therefore cannot rely on activity that requires either or both

- **MDXSU will challenge embedded social injustices**- by playing a leading role in the existing UK student movement, a movement which currently further entrenches privilege by providing great students' unions where great opportunities and student experiences already exist

- **MDXSU will champion equality and diversity** – by highlighting students' positive experiences and contributions at one of the most diverse universities in the world

- **MDXSU will contribute to social change** – by improving the impact which the university and student have on the Barnet community and in wider society

Principles

- MDXSU will ensure that our model of delivery is flexible enough to allow all to participate irrespective of availability of time or money
- MDXSU will ensure it provides opportunities for students to gain both bridging and bonding social capital
- MDXSU will create as many close, common and extended communities as possible
- MDXSU will create a social sphere on campus where our democracy will be interactive and far reaching
- MDXSU will seek to be innovative wherever possible and will never allow the fear of failure to limit that innovation
- MDXSU will learn from sectors beyond the student movement, in particular looking to the youth, membership, charitable and voluntary sectors
- MDXSU will facilitate students to use their academic studies to shape the world around them, praxis.
- MDXSU will embed community organising principles across all of our campaigns and activities to ensure that they are peer led and peer delivered
- MDXSU will diversify our democratic mechanisms to avoid the creation of vested interests which can exist within a democratic structure to ensure it reaches out beyond those, through enhanced democratic participation
- MDXSU will apply a '3D Member Benefit Test' to everything we do to ensure Student Demand, Student Design and Student Delivery

Impacts

- MDXSU will become rooted in its member's lived and academic experiences
- MDXSU will become focused on having a positive impact on students' success as this is their primary motivation
- MDXSU will become a sizable employer of students creating job opportunities for students wherever possible
- MDXSU will become a contributor to every student's personal development
- MDXSU will become a place which develops citizens who contribute positively to their community and to the wider world
- MDXSU will become an organisation which creates pride in studying at MDX
- MDXSU will become a place which every Middlesex graduate has an affinity towards
- MDXSU will become a space which empowers our students to be ambitious about their futures, providing a launch pad which creates both ambition and opportunity

Our values

These are:

- Democracy
- Partnership
- Course based
- Diversity

Democracy

Democracy is at the heart of the students' union, not just because it is a legal necessity, but for us, as the means by which our legitimacy is achieved. That legitimacy is valid on the basis of these principles of democracy: Elections should be administered in a way which is free and fair; Committees should be administered in a way which allows them to make informed, clear and transparent decisions; Our trustee board should maximise the impact which the organisation has on its members, and ensure it is legally and financially secure with a strong reputation.

2020 Vision:

We want to ensure our democratic reach is maximised and delivered in a way that works for students. This will mean being innovative – combining different delivery mechanisms and making the most of different geographical and online spaces. We will also go out of our way to identify areas of our membership who are currently disenfranchised by our democracy and in society and adapt our delivery to suit their needs and to build power within their communities that will strengthen our democracy.

Over the course of this plan we will…

- **Produce a rolling democracy action plan, which will turn our officers' manifestos alongside live policy into an action plan which will make it clear to all stakeholders what we have a democratic mandate to achieve and what we are doing about it. This will then be displayed in an interactive and visual way online so that our membership can see what progress is being made on the priorities which they have set.**

- Conduct a full governance review that will ensure our democratic structures are relevant to the constantly changing make up of our university – our members.

- Develop an implementation plan to ensure that administratively our systems are properly supported and ensures that our staffing and other resources are in place to support the democratic model holistically

- Provide higher levels of training and staff support to all of our elected students.

- Ensure that we have the right level of staff resource to support all of our student decision making bodies to be both efficient and transparent, in addition to providing consistency.

Partnership

Partnership is at the heart of our aims and we believe that we are made stronger as an organisation and as a community by working in partnership with others – sharing our knowledge and learning from others. Higher Education has also always been built on the principle of partnership between those who are teaching and those who are learning. However the introduction and increase in tuition fees has led to a widely acknowledge increase in and risk of consumerist behaviour that threatens to erode this principle – damaging both students and the institution. The reduction of the value of a degree to just a narrow set of individual factors risks students responding simply as consumers - demanding 'value for money' and using websites like ratemylecturer.com.

2020 Vision:

We will respond with a renewed emphasis on partnership – recognising this as the best way to improve the student experience and to enhance staff and student relations at the university. But more than this we want to safeguard and extend the learning benefits that come from partnership and ensure continued collaboration across the institution and beyond – cementing students as equal partners in their education and the local community.

Over the course of this plan we will…

- **Work with the university to produce an annual partnership plan to detail the principles of our collaboration and identify areas where we can extend and improve our partnership**

- Embed partnership across all our activities and developing an organisational partnership plan to develop and deliver innovative projects with other organisations

- Extend our partnership with Citizens UK to enhance MDXSU's position within the local community in Barnet and beyond as a champion of community organising in London

- Promote and build our principles of partnership across all our student communities, whilst maximising the positive benefits which these partnerships deliver

Course based

The rich, varied and diverse academic history as an institution means there are still many distinct methods, lifestyles and cultures which apply to every single course at Middlesex. This extends to different rules, teaching, methods and academic requirements across the university. For MDXSU to fully represent the interests of every single Middlesex student – we must ensure that we are representative of every single course. This is compounded by the motivations of our students – where the majority list studying to improve their job prospects as their primary motivation. In order to be relevant we must reflect these priorities in our engagement and activity with all our members.

2020 Vision:

We seek to build on the work MDXSU has already pioneered in increasing the power offered to students through course based representation – whether through strengthening course representatives themselves or delivering school based executive and officer roles – ensuring that every single course has a position within our governance framework. But we want to do more to encourage a shared sense of belonging and identity for students to their respective courses by developing a social sphere around every course. We want these vibrant communities to be supported to engage with each other and develop a wider sense of belonging at Middlesex University and affinity to MDXSU.

Over the course of this plan we will…

- **Develop a Course Based delivery model which will ensure that every single one of our strategic priorities is delivered across our academic breadth**

- Strengthen the breadth of our course based representation by increasing the number of democratic representatives at that level as well as the depth of this representation through high quality training

- Ensuring greater accountability of our representative structures at a school and course based level to develop greater involvement and scrutiny

- Develop our governance review to incorporate the requirements and needs of school and course based representation and ensure that the recommendations and model will keep pace with developments at the university

- Work to develop and support vibrant student communities and life changing opportunities that are grounded in the academic experiences of students and supported by wider interactions that relate to students' interests and backgrounds

- Develop a resourcing plan that ensures MDXSU offers equality of provision – making sure that our activities, resource and focus is spread fairly across different courses and schools.

- Ensure that the activities of the students' union going forward focus on those areas where traditionally our activity and engagement has had the least traction

Diversity

Middlesex University is one of the most diverse universities in the world –with students representing the diversity of cultural backgrounds both in the UK and globally. Equality and diversity has always been core to the DNA of the student movement and in particular to MDXSU. The university has identified diversity as being the key strategic strength for the university going forward and we believe this is an opportunity to lead an agenda, which we have always championed, in a meaningful and impactful way. Whilst equality can mean different things to different people at different times, for us we believe not just in equality of opportunity but also in positive action to remove barriers which prevent opportunity.

2020 Vision:

We will therefore ensure that equality and diversity are a foundation for everything that we do – rather than acting as a standalone strategy relegated to the periphery of the organisation or our activity. We want to capitalise on what our diversity brings by harnessing the insights and talents of all our students and use these to underpin the strategic priorities of the students' union. We believe that by ensuring our opportunities and activities support students to gain an understanding of different cultures, that our members will gain an advantage in the global economy – actively supporting their primary motivation for pursuing education. Our diversity brings many benefits to Barnet and our local community – by championing and enhancing these benefits we will improve the impact which students have in the local community.

Over the course of this plan we will…

- **Develop a joint equality and diversity strategy with the university which will aim to use diversity as a core strength as well as to champion equality**

- Undertake research and activities to understand how hyper-diverse our student population is, as each student will identify multiple factors which make up their identity – including race, religion, gender and sexuality but also geographic, social and academic factors

- Ensure that we develop the expertise of our workforce and of our students in understanding student identity so that we can improve both our impact and our engagement
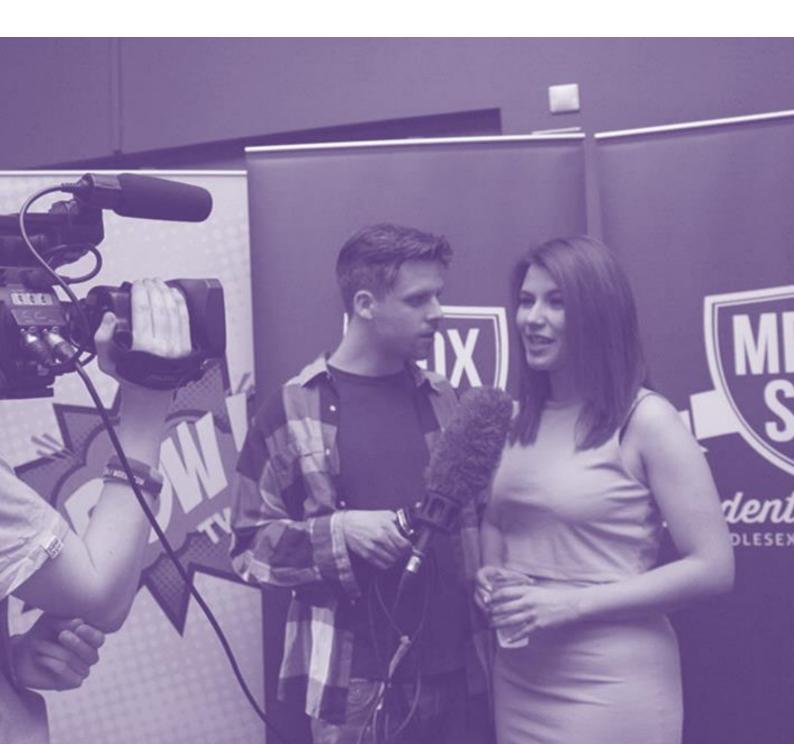
Enabling Strategies

In order for the students' union to meet its full potential and to effectively deliver its strategy there are a number of enabling themes which will need to be in place.

These are:

- Space
- Communications and marketing
- Finance
- Talent development
- Information and data

Space

Since 2012 MDXSU has moved up 29 places in the National Student Survey league table based on Question 23 – the 15th biggest increase of any students' union. However of all of those that have increased more – six of the top seven have moved into purpose built students' union facilities.

Over the past 10 years the students' union has had several different physical spaces - initially spread across multiple campuses and more recently in several locations on the Hendon campus. Most recently we moved into the ground floor of the forum, a move which we found out about in an all staff e-mail (announcing the part closure of the nursery) and with absolutely no consultation. Subsequently we have done our best to adapt the space and whilst there is no doubt that the move to the current space in MDX House has been a significant improvement – it is certainly not a space that considers the needs and requirements of students. Providing limited visibility and physical space means MDXSU has little to no flexibility in supporting student communities to interact with our work, on student controlled space.

2020 Vision:

We want to ensure that Middlesex is an open, accessible campus for all – and ensure that the students' union is at the forefront of providing accessible, student-led and community focused space that promotes meaningful interactions and engagement between student communities.

Over the course of this plan we will…

- **Deliver a new student owned, fit for purpose, accessible and visible student hub by working to influence and shape the university's estates strategy**

- We will consult with students to understand and act on their requirements and needs for physical space on campus

Communications and Marketing

Meaningful interactions with students are absolutely vital to achieving our organisational aims. The development of sophisticated communications and marketing resources, applications and services has transformed students' unions ability to develop engaging and interactive experiences for promoting their opportunities and activities.

However the importance that many universities place on the ownership of interactions and channels of communications have often limited this impact. MDXSU has however worked to develop and deliver engaging and successful communications and marketing support to increase participation from students as well as its income.

2020 Vision:

We want to fully utilise all existing platforms and channels of communications whilst exploring new exciting methods of communications and marketing to students and partners. We want to communicate to students through exciting, relevant, student-led content, ensuring that they get involved and get the most out of their time at university. To be relevant, we must develop communications that speak to students' experiences and interests and be able to speak to different students using different voices. We want communications to be open, action-led and two way – ensuring that students feel ownership over their students' union and find us approachable, friendly and relevant to their circumstances.

Over the course of this plan we will…

- **Develop an integrated Communications and Marketing strategy that enables us to link all parts of the students' union and speak directly to students in a way that is relevant to their own experiences by using segmented and targeted communications**

- We will conduct extensive research into the use of our communications channels by our members including the diversity of our audiences and current reach in order to explore and launch new communications channels to extend these measures

- Develop integrated school-based communications strategies as well as research and implement staff and student training to use accessible and student-friendly language and accessible communications formats for all students

- Ensure the creation of a press and media strand within our communications and marketing strategy to improve the position of MDXSU's image in the local community

- Build upon existing communication channels and develop new and innovative communication methods such as the MDXSU App

Finance

In the past four years the students' union has seen some increases to its block-grant from the institution; however the most significant increases in funding have been awarded directly to deliver specific projects such as MDXSU's innovative student internship scheme or a repurposed and enhanced Freshers Week.

Over this time the students' union has also significantly diversified its income, from a position where its commercial contribution was -£20k to a contribution which is now over £100k and makes up over 10% of our income. This has largely been attributable to the successful bidding for and operation of the university merchandise contract and the increased events program.

2020 Vision:

We want to ensure that the students' union has both the accurate financial information and sufficient resources in order to meet its resourcing requirements. We believe students will continue to be served well by a students' union that has continued to grow and innovate.

Over the course of this plan we will…

- **Increase the availability of financial resources by continuing to provide the institution with opportunities and options to increase funding for specific projects whilst continuing to diversify sources of income through additional sources of revenue and reduce our reliance on block-grant income**

Talent Development

The most valuable resource which MDXSU has is the people who work for it, including student officers, team MDXSU and full time staff. In the past four years the students' union has gone from employing just nine people to employing over 150 and has moved from a Human Resources approach to one which focusses on people and culture.

2020 Vision:

We want to be sector leading in recruiting, developing and retaining talented staff members at all levels of the organisation.

Over the course of this plan we will…

- **Develop a People and Culture strategy that puts talent development at the heart of our interactions with our staff and develop a clear strategy for the reward and recognition of staff**

- Continue to invest in our student-staff and internship model by ensuring our student-staff have access to training and role-specific development opportunities

- Review our policies and procedures to ensure we continue to embed significant support for staff throughout the organisation

Information and Data

In every sector, the importance of data and information in transforming the delivery and design of services cannot be underestimated. Within universities and students' unions however, this impact has not been as widely felt – as data sharing procedures have been too tight, or have not been a priority where resources are often stretched and expertise thin.

However as the transfer of information and data has become increasingly important to our students on a daily basis – it is no longer an option to not support and develop the organisational capacity to support them in using new technologies to engage but also to use this information and data to understand more about our members and develop activities and opportunities that work for them.

2020 Vision:

We want to use the collection, analysis and segmentation of information and data to transform the way we design and deliver our work for the benefit of our members. We want research to underpin everything we do to ensure we are consistently student-led in the way that we operate and to ensure that we know everything about our members by understanding them and their experiences at Middlesex and beyond – supporting them to have the best university experience possible.

Over the course of this plan we will…

- **Develop an Information and Data Strategy to utilise existing available data and invest in its analysis to aid the development and creation of opportunities and activities**

- Create an annual research plan to expand and grow the information and data that we collect and analyse about our members and their experiences and interactions – as well as effectively tracking their engagement throughout the annual cycle

- Renegotiate our data agreement with the university to provide extensive information regarding registered students than can be utilised

- Develop a data management strand to the data strategy to safeguard the use, analysis and deletion of student and staff data in line with the Data Protection Act and other legal guidelines and nominate a key point of contact for data control

- Invest in training for all our staff to understand and utilise data and information within the planning, design and implementation of projects and activities

- Embed open data principles across all our work and operations to ensure that where possible we make information and analysis available to students, student groups and the local community for their benefit

We have developed the following department goals and objectives to ensure we begin to work towards achieving our strategic aims throughout the **first year** of this strategy

Shared Departmental Objectives and Goals

The following department plans will support us to undertake work in the first year of this strategy to ensure we begin to work towards achieving our strategic aims and objectives.

1) **Provide life changing opportunities**
   We will increase participation in our activities by ensuring our opportunities are based around the financial and time restraints that our students face

2) **Develop diverse student leaders**
   We will support students to achieve success for themselves and others through self-development and exchange of skills and knowledge

3) **Build communities of student**
   We will take action through student communities that make change happen for students, by students

Student Voice Department Plan
– Activities and Key Indicators 2016/17

We will ensure students at Middlesex University get their voice heard and can take action to make change happen through life changing opportunities - ensuring the development of diverse student leaders that build communities of students.

Our innovative and inclusive democracy will mean we are the only legitimate and recognised voice of students at Middlesex. Communities of students will use their skills to transform their education, ensuring every student can succeed, supported by our independent, expert advice and training that will help students find their way, develop them as active change makers and support them to lead and make change happen.

Provide life changing opportunities

We will increase participation in our activities by ensuring our opportunities are based around the financial and time restraints that our students face

- Ensure our opportunities are based on, and informed by, students' academic and lived experiences
- Offer opportunities for all students to have an impact on the way MDXSU and Middlesex University works and their policies
- Deliver and promoting opportunities that ensure education is more inclusive and accessible to all by eliminating structural barriers
- Give all students the opportunity to participate using innovative engagement techniques, through the digital sphere and interactive and adaptable content
- Recognise and reward students' contributions and ensure our opportunities directly benefit their employability and future prospects
- Embed partnership in all our opportunities – developing active citizens in the university community and beyond in the community and society

KPI SET 1 – PROVIDE LIFE CHANGING OPPORTUNITIES									
Communications		**Democracy**		**Student Development**		**Policy and Research**		**Advice and Welfare**	
By communicating with students through targeted, exciting, relevant student-led content to we will ensure that all students get the most out of their time at university through the opportunities their students' union provides		Our democracy gives us our legitimacy and underpins everything that we do therefore – we will work to strengthen participation in our democracy by embedding democratic engagement in every school through accessible and inclusive opportunities tailored to students' academic experiences that lets them lead		By providing opportunities for students to develop themselves and others around them we will support by - building leadership skills in all our students and giving them the knowledge and support they need to be active citizens and aid their employability		By researching and analysing student experiences to ensure we know everything about our members we will understand their views on and participation in our opportunities to better them for the future and understand our impact on student life		By providing students with the opportunity of independent, tailored academic advice and wellbeing through difficult times, acting as their advocate and giving them more power through knowledge and support	
Develop a communications plan that promotes our opportunities through student-led content that is relevant to students from each school and shares their experiences	**10 projects of student-content termly** with a reach of 5000 students through department statistics	Create an engagement plan to develop tailored and accessible democratic opportunities at the school level	**25% annual increase in school level participation measured** through Student Voice Report	Develop and launch an accredited leadership development scheme that increases participation to support students' employability and rewards and recognises their contributions	**5 students complete full leadership scheme per school** for term two through scheme reporting	Develop school-based research plans based on one-to-one focus groups and interviews and data collection and analysis to undertake research understanding student motivations into participation and engagement throughout all schools	**1 completed research project per school** for term one through project evaluation	Identify and develop activities tailored to each school to increase the awareness and diversity of participation within the advice service, ensuring that students are aware of the service and feel that it is relevant and accessible for their academic circumstances	**80% students are aware of MDXSU Advice** with 80% user-satisfaction rate through students' union survey

Develop diverse student leaders

We will support students to achieve success for themselves and others through self-development and exchange of skills and knowledge

- Embed community organising in the way we work to build power in others and promote student leadership at all levels
- Ensure all of our activities develop students' ability and knowledge of how to overcome their own problems and challenges
- Extend our reach to ensure that our leaders are diverse and representative of all students and their experiences
- Actively promote and embed equality and diversity in all our activities
- Challenge cliques, where they form, by supporting students to use their skills to reach out and build wider communities and connections
- Develop active citizens that can make a difference and build successful and powerful relationships

KPI SET 2 – DEVELOP DIVERSE STUDENT LEADERS									
Communications		**Democracy**		**Student Development**		**Policy and Research**		**Advice and Welfare**	
Our communications speak to students in their language, through our own student leaders – championing students and their work every time to create engaging and relevant content and communications to get students engaged		We ensure that every student – no matter their financial or time restraints can contribute their ideas and suggestions to make MDX and MDXSU better for all students without unnecessary or complicated procedures		Society has long prevented and oppressed many communities from engaging in democracy – limiting their voice or giving them no voice at all. We develop leaders in underrepresented communities to give them the power they need to take action and make change		For our students to take action to achieve success for themselves and others they need the information, knowledge and facts to ensure we are rooted in student opinion and are working for students' interests		We want to give students the power and ability to be able to deal with the issues that they are facing during their time at university and ensure we all work to solve structural issues and barriers to build a better experience for everybody	
Promote diverse voices across all our channels by developing the skills of our student leaders so that they can communicate effectively and share their experiences and knowledge	**80% student leaders say they have the skills and ability to share their experiences termly** through Student Leader Survey	Review our democratic processes to ensure the vast diversity of students can contribute and ensure students feel they have the power and ability to make change in the university and the union	**75% students agree they can make change annual result** through students' union survey	Develop a student leader engagement programme to build new student leaders in diverse communities by engaging and identifying key activists to take part in specialist training	**Two diverse groups identified and trained termly** through project evaluation	Support student leaders by creating briefings of students' experiences and views for every school to ensure our leaders have the information they need to represent and work for students	**Two briefings on student issues per-school, termly** through Student Voice Report	Enable students to identify and take leadership on issues that they are facing by supporting service-users to become advocates for our advice service and take action together to solve student issues	**25% annual uptake** on follow-up activities advertised through service to service-users measured through participation statistics

Build communities of students

We will take action through student communities that make change happen for students, by students

- Build communities of students through their lived and academic experiences, building bonds and motivate them to act collectively
- Embed democracy at the heart of all our student communities and promote student leadership
- Engage and support the sharing of capital, understanding and knowledge between student communities themselves as well as the wider community and society
- Demonstrate the power of collective action by students by developing campaigns that have impact in the university, community and beyond
- Use innovative community organising principles to reach and develop new groups
- Contribute to the development of a strong community of partnership between students and the university

KPI SET 3 – BUILD COMMUNITIES OF STUDENTS									
Communications		**Democracy**		**Student Development**		**Policy and Research**		**Advice and Welfare**	
There are so many opportunities for students to build on their interests and motivations – but we want to do more than just communicate them. We want students to be motivated to act to engage with and lead student communities that can make change happen		Building democratic student communities means all students can be heard and lead on issues and interests that affect them. Building inclusive and accessible communities means that our students feel part of wider network of activists working to create change		Our communities make change happen at Middlesex and beyond in the local community and society		To support and encourage our students and student leaders fully, we need to ensure we understand the impact of the activities that we are running so that we are grounded in achieving change		Students achieve more when they feel supported and are able to focus on getting the most out of their time at university. We work to ensure that students feel at home and able to meet and work with our students to support each other and build their understanding of other people and communities	
Advocate for action in all our communications by developing engagement plans for each school and platform to provide targeted communications by segmenting our audience and building profiles	**30% increase in key activities targeted at each school** measured in engagement through platform statistics	Work with student communities, leaders, clubs and societies to enhance the democratic processes to ensure all our communities are inclusive and accessible and accountable	**80% student leaders agree they are part of a wider community of change** annual result through Student Leader Survey	Develop communities of students that take action on issues that have an impact in their community and for all students by launching at least two campaigns on student issues per school	**Two campaigns launched in each school** measured through Student Voice Report	Produce an annual research plan that identifies and tracks the impact of student communities and their activities – ensuring our student leaders understand the impact of their activities	**80% student leaders agree they have had an impact on their community and society** annual result through Student Leader Survey	Develop a programme of vibrant activities and opportunities that bring communities of students together to ensure they feel included and at home at Middlesex and have the opportunity to exchange social capital	**70% participants say they feel included in university community** through programme evaluation

Membership Department Plan –
Activities and Key Indicators 2016/17

We will create life changing opportunities which enhance student experiences and act as a catalyst for positive change, we do this by developing diverse student leaders and creating communities which are embedded into the academic experience.

By developing communities using innovative and targeted activity we will create an inclusive students union which inspires students to make the most of their time at Middlesex university and of their time as a member of MDXSU.

Provide life changing opportunities

We will increase participation in our activities by ensuring our opportunities are based around the financial and time restraints that our students face

- Ensure our opportunities are based on, and informed by, students' academic and lived experiences
- Offer opportunities for all students to have an impact on the way MDXSU and Middlesex University works and their policies
- Deliver and promoting opportunities that ensure education is more inclusive and accessible to all by eliminating structural barriers
- Give all students the opportunity to participate using innovative engagement techniques, through the digital sphere and interactive and adaptable content
- Recognise and reward students' contributions and ensure our opportunities directly benefit their employability and future prospects
- Embed partnership in all our opportunities – developing active citizens in the university community and beyond in the community and society

KPI SET 1 – PROVIDE LIFE CHANGING OPPORTUNITIES									
Media		**Societies**		**Coursed Based Opportunities**		**Community Partnerships**		**Student Led Events**	
POW! Media will provide students with personal development opportunities which will support them to achieve success in their chosen field. Moreover it will underpin both an active 'student life' and a robust union democracy		Our societies will provide innovative leadership opportunities to students from a diverse range backgrounds taking part in a diverse range of societies.		Create innovative programmes that support student success and careers developed within each school		We will develop paid placements for students which allow them both to practice and develop their skill base whilst also making a positive impact on our local community.		We will create events which support students on their journey through MDX, by giving them opportunities to gain a social network, social capital and new experiences.	
We are going to run 5 media platforms (TV, Radio, Magazine, News and Showcase) alongside a responsive online platform.	Across our 5 platform we will generate content provided by 200 students with a collective audience of over 4000	All students able to lead & participate in student groups regardless of demographic or academic discipline	3000 society members 80% reflective of our diversity both demographically and academically	Students associate our activity with enhancing successes related to their courses	**1 careers based** activity per school per term with **75% students satisfied** annual survey	Research and develop paid placements for students to use their academic studies to shape the world around them	**100 paid placements** year 1 with 75% satisfaction from both parties	More students than ever before will feel that MDXSU has provided a social calendar which meets their expectations and enhances their student journey.	Over 4000 individual students attending MDXSU events with a satisfaction rate of over 70%

Develop diverse student leaders

We will support students to achieve success for themselves and others through self-development and exchange of skills and knowledge

- Embed community organising in the way we work to build power in others and promote student leadership at all levels
- Ensure all of our activities develop students' ability and knowledge of how to overcome their own problems and challenges
- Extend our reach to ensure that our leaders are diverse and representative of all students and their experiences
- Actively promote and embed equality and diversity in all our activities
- Challenge cliques, where they form, by supporting students to use their skills to reach out and build wider communities and connections
- Develop active citizens that can make a difference and build successful and powerful relationships

KPI SET 2 – DEVELOP DIVERSE STUDENT LEADERS									
Media		**Societies**		**Coursed Based Opportunities**		**Community Partnerships**		**Student Led Events**	
Student leadership creates social capital, it boosts employability and lays foundation for a social and active campus. Our activities will only work if they are led by students who are representative of our diversity.		Student leadership creates social capital, it boosts employability and lays foundation for a social and active campus. Our activities will only work if they are led by students who are representative of our diversity.		Student leadership creates social capital, it boosts employability and lays foundation for a social and active campus. Our activities will only work if they are led by students who are representative of our diversity.		Ensure that students completing placements have a positive experience and they contribute to students' personal development.		Enable students to be able to deliver high quality events-supporting them to deliver accessible and diverse activities	
Our student media will be driven by peer to peer leadership, creating a diverse range of leadership opportunities for a diverse range of leaders.	30 leadership roles 80% reflective of our student population diversity both demographically and academically	Our societies will be driven by peer to peer leadership, creating a diverse range of leadership opportunities for a diverse range of leaders.	Over 250 society leadership roles, representing 80% reflective of our diversity both demographically and academically.	Our course based opportunities will be driven by peer to peer leadership, creating a diverse range of leadership opportunities for a diverse range of leaders.	Over 50 academic society leadership roles, representing 80% reflective of our diversity both demographically and academically	Students able to participate in placements in every school and satisfied that they have positively contributed to their success.	At least 10 placements available in every school	Students trained and supported to lead on events activities that appeal to a diverse student body	A weekly student led/ student groups event

Build communities of students

We will take action through student communities that make change happen for students, by students

- *Build communities of students through their lived and academic experiences, building bonds and motivate them to act collectively*
- *Embed democracy at the heart of all our student communities and promote student leadership*
- *Engage and support the sharing of capital, understanding and knowledge between student communities themselves as well as the wider community and society*
- *Demonstrate the power of collective action by students by developing campaigns that have impact in the university, community and beyond*
- *Use innovative community organising principles to reach and develop new groups*
- *Contribute to the development of a strong community of partnership between students and the university*

KPI SET 3 – BUILD COMMUNITIES OF STUDENTS									
Design		**Societies**		**Coursed Based Opportunities**		**Community Partnerships**		**Student Led Events**	
Research and develop multiple identities linked to students' academic communities on campus		Building communities based around areas of commonality can boost retention and satisfaction by giving a sense of belonging and affinity.		Building communities based on areas of academic study can boost course retention and satisfaction by giving a sense of belonging and affinity		To develop a sense of social justice and a wider view of the world aligned with a wish to change it.		A successful events program will develop social student communities which lead to retention and satisfaction.	
All students able to identify with MDXSU and build affinity to the brand in multiple ways	70% of students aware of MDXSU brand with 50% able to identify its values.	Creating societies which develop a sense of identity and affinity within their members.	40% of society will report feeling an affinity towards the group	Work in collaboration with MDX staff to develop active communities of students on each program.	**One active society for every program at MDX, defined as 3 activities a year**	Embed community partnership principles to identify common campaigns for students and external organisations to collaborate on	**3 community campaigns with clear campaign objectives and a thorough evaluation**	For an events program to be successful it will have to be tailored towards our diverse community of students.	**5 events per term** targeted at a diverse student demographic 80% reflective of our student diversity both demographically and academically

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