University Research and Enterprise Committee
28th October 2015

STRATEGIC PLAN PROGRESS BIANNUAL REPORT

Summary

The report was presented to Council on 9th October 2015.
The paper sets out current project status within the three overarching Work Streams. The progress report includes a summary of the status of the projects in the programme and highlights the top risks, issues and dependencies.

The detailed report is attached as Appendix A.

One action required.

Recommended Action

The Research and Enterprise Committee is asked to **note** the progress report.

Publication: **Ope**

1. Academic Excellence Work Stream

Initiated in October 2012, the Work Stream ran alongside the activities linked to Phases 1 and 2 of the Academic Excellence staff recruitment campaign. The projects have delivered a set of building blocks to provide a clear, transparent and coherent set of performance management process around career paths, academic performance and workload allocation.

Management of career paths

- Formulation of role types and role profiles. Two academic role types: (Education, and Education and Research) have been established. A set of role profiles from Lecturer (Grade 6) to Reader/Associate Professor (Grade 8) has been developed. Each member of staff had confirmation of their role type and profile by autumn 2014 and recruitment and selection documents, setting out the expectations for research excellence at each level of appointment were updated. The academic role profiles align with the University's professorial banding scheme introduced in 2013;

- Revisions to the university-wide academic promotion policy. Alongside the development of role types and role profiles, the academic promotion policy has been revised, providing much clearer academic career paths and expectations of performance at each level (Lecturer, Senior Lecturer, etc.).

Management of academic performance

- Definition of individual academic performance indicators. Three key individual academic performance metrics were agreed: ARQM assessment; research grant and contract income; and module feedback scores. Additional information on activities related to the four academic domains (Education, Research, Enterprise, and Professional Practice and Service) may be considered on an individual basis as part of the performance assessment during the appraisal discussion. It has proved challenging to achieve widespread engagement with the agreed set of performance metrics. A review of appraisal for academic staff is underway and this will consider means by which staff engagement with appraisal can be increased, and the use of performance metrics made more meaningful;

- Appraisal. To allow for a clearer linkage between the review of individual academic performance, the set-up of annual objectives, the allocation of individual workload and the academic promotion cycle, the timing of the appraisal window for academic staff has been changed to May/June. Initial feedback is that this change has been positively received.

Management of workload allocation

- Implementation of a university-wide workload allocation framework. The university-wide workload allocation framework has been developed. It forms the foundation on which Schools are developing their local mechanisms. Workload allocation models at local level will also link with each School's development of an academic staffing plan as part of the current planning cycle.

These building blocks identified in the original business case will be formally reviewed by the Work Stream Steering Group at its next meeting. Further work will be considered over 2015/16 and incorporated into the new framework supporting the delivery of the Vision and Strategy 2026.

2. Succeeding with Students Work Stream

The Education and Student Strategy sets out a hub model that supports delivery of step-change projects. There are several existing groups across the institution that have a natural remit in overseeing the areas of work identified. To ensure the most effective and efficient management of projects falling under the five hubs, the Education and Student Committee decided that those groups, reporting to Education and Student Committee, will take oversight of the work.

Existing Group	Hub
Learning Enhancement Advisory Board	1 - Research and practice informed education
Access and Success Working Group	2 - Support for success
Career Development and Employability Sub-Committee *(new group being established)*	3 - Career development and employability
Student Community Working Group	4 - City communities
Graduate School Committee	Research provision for all hubs

Each group will have revised Terms of Reference indicating its new strategic role. Those will be submitted to the Education and Student Committee for consideration and approval at its next meeting. All of these committees will feed into the delivery of the "5 - Heart of a global city" hub.

The Education and Student Strategy Coordinator in Student and Academic Services will ensure the strategic focus of these groups and that synergies are identified to ensure a joined up approach. In line with the next tranche of potential projects, a Projects Board of Education and Student Committee will be established to take oversight, monitor progress, resolve issues and act as a prioritisation function for new initiatives being proposed.

Hub 1 – Research and practice informed education

Over the past few months, we have been working with students and staff in a variety of different fora to initiate conversations on how our curriculum needs to change in order to reflect and respond to changing student demand. The work to scope Curriculum 2026, City's educational enhancement programme, is progressing. The programme will include several work packages including curriculum design and delivery, design and development of learning spaces, assessment of appropriate educational technology, and student support. A business case will be submitted to the Planning and Resources Committee in February 2015.

Hub 2 – Support for success

- Attendance monitoring/learning analytics: Jisc, the sector champion for the use of digital technologies in education, is developing learning analytics and student app tools. A readiness assessment, offered by Jisc, is expected to be available to HEIs in the autumn. This will be considered by the Learning Enhancement Advisory Board and Access and Success Steering Group, with a view to completing a readiness assessment within the 2015/16 academic year to help inform future developments. In parallel, work is also progressing to look at City's current practice in relation to student engagement and attendance more broadly. Together these two strands of work will inform our future approach;

- Personal tutoring: A new policy has been approved by Senate. Schools are considering how they will implement the new policy and will regularly report to the Education and Student Committee on progress. Learning Enhancement and Development is continuing to support the development of best practice and support for personal tutors;

- Buddy Scheme: City Buddies will now be running in all Schools for the 2015/16 academic year, having matched 754 first year students to Buddies from continuing years in 2014/15. Work will progress during 2015/16 to consider how we measure the impact and effectiveness of this work.

Hub 3 – Career development and employability

The Career Development and Employability Sub-Committee has been established. The Sub-Committee will review the current offer at City against relevant comparator institutions and the wider sector, and assess City's strengths and weaknesses in order to scope the programme of work that it will undertake. In the short term, priority is given to developing and implementing key initiatives that build upon City's strengths and rapidly contribute to improving our performance. This work is enabled by the merger of Student and Academic Services, and Career, Skills Development and Outreach allowing for the integration of all aspects of the student journey. The official merger will take place on 12th October. An Interim Head of Careers has been appointed for a three-month secondment. Her key priority during this period is to support the Chair of the Sub-Committee in developing and initiating the implementation of a set of career development and employment activities that will maximise the career prospects of our students, providing City with a strong competitive advantage.

Hub 4 – City communities

The Existing Student Community Working Group has been given a more strategic aim. Its work is at the concept stage and its initial objective is to gain a greater understanding of the identity the various groups of students that make up its different communities. This is with a view to developing new initiatives to ensure that all students can feel a personal attachment to a community or various communities during their time at City. This may include for example through local disciplinary/School communities, societies through the Students' Union, CitySport and/or the chaplaincy (including non-faith).

Programme level implementation

The Education and Student Strategy has been integrated into the Annual Programme Evaluation process to ensure programme level development is aligned. To support this, training sessions will be run to develop programme directors' understanding of the strategy and how it can be delivered locally.

Transformation Programme

The Transformation Programme, based in Student and Academic Services, will focus on the modernisation and simplification of the systems and processes that underpin the institution-wide student and academic administration, and the delivery of the work of all hubs, in particular "Support for Success". A Transformation Programme Manager took up post in mid-August and a formal programme proposal with the cost/benefit of possible options will be created for review during the second part of this term.

3. Research and Enterprise Work Stream

A Research, Enterprise and Impact Board has been created. It brings together senior academic and administrative staff with leadership responsibilities in research, support of research, enterprise and impact, and strategic planning. The Board oversees the shape and implementation of City's research, impact and enterprise portfolio required to deliver the Strategic Plan 2012-2016. Its activities are reported to Senate through the Research and Enterprise Committee.

Increasing Research Grant and Contract Income

The key objective is to develop and implement step-change initiatives to enable the University increase its research grant income. Three work packages are being delivered as part of the project.

- Improvements to the research grant management (pre and post award) processes and system. A series of workshops informed the analysis of the business processes supporting research and enterprise administration. The mapping of pre-award and ethics management processes has been finalised, and work will continue in September to finalise the mapping of post-award and enterprise processes. The mapping of all current and future processes is expected to be finalised by the end of October 2015;

- In parallel, the organisational structure of the Research and Enterprise Offices has been reviewed. A revised structure is expected to be approved at the start of the academic year 2015/16. Following consultation, it is expected that the final organisational structure will be in place by the end of the calendar year;

- Increasing research income through researcher development. A University Researcher Development Programme (RDP) has been designed on the basis of the Vitae's Researcher Development Framework, which captures knowledge, behaviours and attributes that the higher education sector has identified as significant for researchers. Informed by a needs analysis, the programme has been developed by HR with input from academic staff at

different stages in their career. The programme has been promoted to academic staff as part of the appraisal discussions, and the anticipated level of take up is 25-30 people per session. It is anticipated that the programme will help create some of the conditions required to strengthen the University research culture. The programme will be piloted in 2015/16 and reviewed at the end of its first year of operations.

Enterprise Roadmap

Due to the many dependencies on the re-organisation of the research and enterprise support functions, further development was deferred until the outcomes of the initial discussion were known. This was reviewed over summer.

- Development of consultancy services. The project has been delayed. A recovery plan has been put in place and the work is now resuming. A Working Group has been established. In the next period, the Group will review the processes related to the approval and contract management of consultancy activities, and develop a university-wide model;

- Development of high level CPD. The revised scope of the project is to look at the generic elements of the City Law School model to assess whether and how these can be used to develop an effective university-wide model;

- Development of strategic partnerships. The development of strategic partnerships has been embedded into the activities of the Research Office and Enterprise Office and transferred into business as usual.

Research impact

A blueprint for Cass approach to impact was presented to the Research, Enterprise and Impact Board. Using its key concepts, the development of a university-wide strategic action plan is progressing. A new impact team, responsible for its implementation, has been created as part of the revised organisational structure.

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29th September 2015