

COSE Review of Professional Services



An ambitious, sustainable College that:

- is internationally recognised for leading fundamental science and engineering research and its application
- engages in research and teaching with key partners in industry, government and end-user organisations
- sets research and teaching agendas for UK and Scottish governments, research and teaching funders
- continuously refreshes curricula, reviews effectiveness of teaching methods and efficiencies of courses
- leads the university, and internationally, in transnational education
- develops staff to be autonomous and have a sense of belonging
- is housed in fit for purpose estate and makes efficient use of those spaces

and enabled by professional services

- Academic and professional services staff feel overburdened: student numbers and pressures of research have increased significantly recently
- Academic return in TAS indicate c.30% of their time is spent on administration,
- CoSE Student Staff Ratios are high in context of our broad range of activities
- Alignment with University *World Class Glasgow* project
- Changing financial pressures from the University and across the HEI sector

We need to be agile to respond to these internal and external influences

To define and implement a Professional Services structure and associated processes that will help deliver our priorities and more effectively address the challenges we will face. We will deliver:

- more time for academics to devote to academic activities
- high quality services, aligned to our priorities and the changing environment
- a structure that is agile, sustainable and scalable
- improved career pathways for support staff

Project Sponsor – Muffy Calder

CMG
 Decision making body for implementation

Professional Services Review
 Project Board

Workstream 1

Workstream 2

Workstream 3

Remit

- Define the overarching programme
- Make recommendations to CMG
- Agree the structure of workstreams
- Prioritise workstreams
- Oversight of all the workstreams
- Oversight during implementation to ensure continuous service delivery
- Comms (incl with *World Class Glasgow*)
- Own Project Risk Register

Proposed Project Board

- Neil Bowering (Project Manager and Chair)
- Quintin Cutts (Co-Chair)
- Simon Wilson (HR)
- Elizabeth Graham (Finance)
- Pat Duncan (Student Services)
- Helen Harkness (Research)
- Serena Corr
- David Cumming
- Martin Hendry
- John Davies
- Doug Irons
- Peter Bailey
- Chanel Mclsaac, Dawn Bradshaw, Dianne Masson
- Robert Thompson
- Richard Ross

Expected approach for project workstreams

- Report to Project Board
- Workstream leads: Academic and Professional Service co-chairs
- Project Brief for each workstream – Timeline, approach to review and KPIs
- Communications & Consultation plan

Initiation	PB and WS Co-Chairs agree scope, establish cross functional project team(s), define requirements and benefits, and establish communications plan. Small teams of 5-7 people
Analysis & Design	Process review and define structure, staffing and common operating procedures
Early Recommendations	Make early recommendations to Project Board and if supported, engage with the academic community to test and refined models as required
Build	Define new job descriptions (If required), identify impacted staff and create implementation plan. Create new operating procedures. Interface with World Class Glasgow Board
Validate	Test operating procedures, delivery requirements and project objectives
Implement	Move staff to new structures and implement new operating procedures
Support & close	Review implementation against project plan

- **Student Services (UGT, PGT and PGR)**
 - Broken down by the student life cycle from recruitment through to degree awards
 - Includes QA, Governance, Accreditation and Complaints
 - Should inform student recruitment and conversion reviews which are part of the workstream
- **Research and Innovation**
 - Broken down into research transactions, Research and Knowledge Exchange development, REF, Project Management support and Research Strategy and priority areas
- **Technical Support**
- **IT/Computing**
- **School and College Management support**
 - School support
 - Facilities and building management
 - TNE development
 - Finance: strategy/transactional
 - HR: strategy/recruitment/transactional

- We have been very successful across the College
- Success has resulted in increased pressure and workload for staff across all our job families
- We want to continue to be successful and have identified priority areas including NSS performance and research growth
- We have commissioned a review of our support structures and processes to understand how we need to evolve and continue to deliver high quality services in a more sustainable and agile manner.
- The review will be inclusive and provide opportunities for everyone to be involved
- We will endeavour to communicate progress regularly.
- We will work closely with University transformation project and ensure full alignment of the activities.



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