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 the our priorities and the changing environment
- a structure that is agile, sustainable and scalable
- improved career pathways for support staff
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 McIsaac, Dawn Bradshaw, Dianne Masson
- Robert Thompson
- Richard Ross

Proposed workstream approach

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
**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

<table>
<thead>
<tr>
<th>Initiation</th>
<th>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</th>
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</thead>
<tbody>
<tr>
<td>Analysis &amp; Design</td>
<td>Process review and define structure, staffing and common operating procedures</td>
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<tr>
<td>Early Recommendations</td>
<td>Make early recommendations to Project Board and if supported, engage with the academic community to test and refined models as required</td>
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<tr>
<td>Build</td>
<td>Define new job descriptions (If required), identify impacted staff and create implementation plan. Create new operating procedures. Interface with World Class Glasgow Board</td>
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<tr>
<td>Validate</td>
<td>Test operating procedures, delivery requirements and project objectives</td>
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<tr>
<td>Implement</td>
<td>Move staff to new structures and implement new operating procedures</td>
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<tr>
<td>Support &amp; close</td>
<td>Review implementation against project plan</td>
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</tbody>
</table>
• **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.