University of the West of Scotland (UWS)

QESR ACTION PLAN   **October 2023 – For Publication**

Para.	RECOMMENDATIONS	Lead & potential contributors	Proposed Action (s)	By (date)
16	**Training for Student Representatives** - The University should work with its Student Union to make certain that all student representatives complete training, reflecting on the barriers of current arrangements. This will help ensure that student representatives are well-equipped to fulfil their responsibilities on relevant committees at school, divisional and institutional levels and to better represent students.	**VCE Sponsor:** Deputy Vice Chancellor **Lead:** Director of Student Success **Contribution:** Students' Union, Directorate of Student Success, School Enhancement Developers **Managed through:** Student Partnership Forum	Action: Review current system of student representation and training to ensure students are well-equipped to fulfil their responsibilities. Current status: - Director of Student Success working with Student Representation and Communications Team Leader to discuss developing the Student Partnership Forum to account for training and support needs for representatives. - Core training is up and running but participation has been impacted this year by the cyber incident, which has resulted in delays to schools recruiting a full cohort of student representatives.	September 2024
12	**Training for staff and students who teach -** By the end of the 2023-24 academic session, the University should introduce a clear institution-wide policy that ensures that all staff and students must complete appropriate training before undertaking teaching and/or assessment responsibilities.	**VCE Sponsor:** Pro Vice-Chancellor Learning, Teaching and Student Success **Lead:** Director of Learning and Teaching Enhancement **Contribution:** Research Innovation and Engagement / Research	Action: Ensure that all staff and students complete appropriate training before undertaking teaching and/or assessment responsibilities. An Institution-wide policy outlining the requirements and nature of this training should be developed in tandem. Current status: -Explored via the Focus Programme – Programme Board with appropriate alignment and integration of this recommendation with already live/ planned	July 2024

		Services / Learning Transformation / Schools **Managed through:** Focus Programme	initiatives (e.g. the development of the Organisational Effectiveness - 'Academic Career Development Framework'). - Reviewing outputs from the recent focus groups seeking staff feedback on 'Induction' at UWS. -Considering via the Focus Programme, Learning Transformation, P&OD and Schools a proposal to develop a pre-teaching / assessment introduction to learning, teaching and assessment at UWS, supported by subsequent and aligned learning and development (eg. PgCAP or equivalent dependant on experience). - Development of Organisational Effectiveness and Academic Development Framework. -Director of Learning and Teaching Enhancement has met with Director of Organisational Effectiveness to plan for how this recommendation can be included within programme.	
5 & 6	**Implementation of change -** in developing and implementing strategic enhancement initiatives, the University should develop an effective approach to the strategic management of change. This will help ensure planned implementation of identified initiatives take into account the balance between its ambition and the resources available to deliver them, considering feasibility of time-scales and inter-dependencies between initiatives to enable effective implementation.	**VCE Sponsor:** Vice Principal Planning and Recruitment **Lead:** Head of Strategic Programme Management Office **Contribution**: All strategic Focus Areas Programme Management Office / governance / stakeholder input **Managed through:**	Action: To develop an effective approach to the strategic management of change. UWS has utilised programme and project management methodology in order to coordinate and manage competing priorities across a range of strategic change initiatives for a number of years. In reviewing the impact on staff and students, and change adoption, further implementation of ProSci (ADKAR) methodologies will support the people aspects of change, over the technical processes of change. On top of this, a Planning Committee will be introduced to more effectively control priorities,	By the end of academic year 2023/24

		Vice-Chancellor's Executive	interdependencies and the pace of change within the context of the organisation's appetite, ambition and capacity for change. Stakeholder engagement has also been strengthened recently with an increasing number of "town hall" and roadshow events designed to engage stakeholders in strategic change projects. The remit and terms of a Planning Committee are under discussion for introduction in 2023/24. Current status: Steady progress is being made to increase stakeholder engagement and change manager roles are being introduced across a range of projects. In the IT space, a new Technical Design Authority and Change Advisory Board have been introduced to ensure change is aligned with strategic objectives. ProSci methodology has started to be introduced across a range of change projects from summer 2023.	
	Strengthen the use of data in quality processes - In continuing to embed and strengthen the use of data in quality processes, the University should ensure that all staff contributing to enhancement and annual monitoring activities, have been trained. This will help ensure they can confidently use information supplied from sources such as the UWS Dashboard, to fulfil the expectations associated with these university processes	**VCE Sponsor:** Vice Principal Planning and Recruitment **Lead:** Director of Strategic Planning & Development **Contribution:** Strategic Planning / Quality Enhancement and Standards Team / Schools **Managed through:** Existing review of quality mechanisms	Action: To strengthen the use of data in quality processes through training and development of staff involved in Enhancement and Annual Monitoring activities. Current Status: This will be affected by the cyber incident as teams pull together to recreate critical data and platforms. The Dashboards have been disrupted by our cyber incident. We are currently working to ensure that Schools have access to a smaller, consistent data set to inform their decision making for the current cycle of Enhancement and Annual Monitoring.	September 2024 October 2023

			- Quality Enhancement and Standards Team (QuEST) to provide refreshed training to schools through Education Quality Officers on Enhancement and Annual Monitoring processes and expectations for current year given cyber incident. - Strategic Planning Staff to provide training in dashboard interpretation. - As part of Organisational Effectiveness, this will be included in all new staff inductions.	

	Additional Recommendations			
17	The University is **encouraged** to support the SU in disseminating information during induction to ensure student familiarity with school, divisional and SU representative structures; ensure that the link between any feedback provided and subsequent response following SSLGs is evident across all campuses and modes of study; and that students recognise how existing partnership arrangements inform development of strategic initiatives impacting and enhancing the student experience.	**VCE sponsor:** Deputy Vice-Chancellor **Lead**: Director of Student Success as co-chair of Student Partnership Forum **Contribution:** Students' Union / Learning, Teaching and Student Success (particularly Student Success Hub) / Schools / School Enhancement Developers **Managed through:** Student Partnership Forum	Action: Continue to strengthen partnership working between UWS and Students' Union to ensure student understanding of representative structures, and partnership arrangements to enhance the student experience. Current status: - Student Success have been working with Students' Union Manager on the welcome offer, this will continue post cyber incident into next year as we reset the start of year group and work up plans for 2023/24. - Student Partnership Agreement signed (September 2023).	September 2024

18	The University should continue to foster strong links between the new SSH service and academic staff and to develop its plans to further use learner analytics and engagement data to identify the longer-term impact of disengagement on student progression, including across widening participation groups.	**VCE Sponsor:** Pro Vice-Chancellor Learning, Teaching and Student Success **Lead:** Director of Student Success **Contribution:** Student Success / Schools / Strategic Planning **Managed through:** Student Partnership Forum	Action: Development of retention task forces to increase momentum around engagement and progression, informed by data. Current status: Student Success are legislating for this via the new Retention Task Forces (one per School). To support this development, creation of and recruitment to Student Success and Early Intervention specialist roles (completed). This new development will look at data and provide intensive support for early intervention – briefings for Retention Task Forces have taken place and the groups have now been established.	September 2024
23	Professional Services Review - The University intends taking this work forward in 2023-24, including detailed consultation with professional services staff. The QESR team encourages UWS to ensure timely progress is made with this recommendation by the end of next academic year.	**VCE Sponsor:** Pro Vice-Chancellor Learning, Teaching and Student Success **Lead:** Head of Quality Enhancement and Standards Team **Contribution:** Quality Enhancement and Standards Team with input from professional services stakeholders	Action: Develop and pilot revised Professional Services Review. Current status – Student Success Hub identified as first service to pilot review. - Create revised review process (will be similar to current ILR process for programmes) - Meet with Student Success Hub to discuss plan (October 2023)	September 2024

		Managed through: Professional Services Review Working Group / Student Partnership Forum		
33	Enhancement and Annual Monitoring – integration of NSS action plans into PMRs The University is encouraged to pursue this approach, to promote more consistent and effective action planning at programme level.	**VCE Sponsor:** Pro Vice-Chancellor Learning, Teaching and Student Success **Lead:** Head of Quality Enhancement and Standards Team **Contribution:** Quality Enhancement and Standards Team / Schools / Strategic Planning / IT **Managed through:** Existing review of quality mechanisms	Action: Promote more consistent and effective action planning at programme level through integration of NSS action plans into Programme and Module Reviews. - Review current approach through Enhancement and Annual Monitoring Short Life Working Group - Standardise approach to action planning - Ensure that all Programme and Module Reviews consider NSS data and include action plan in submission. Current Status: This has been affected by the cyber incident and we are currently working to ensure that Schools have access to a smaller, consistent data set to inform their decision making.	September 2024
34	The review of Enhancement and Annual Monitoring: The team encourages the University to use this review to ensure that the extensive data at its disposal is used fully in programme monitoring, and that the opportunities that annual monitoring provide for the sharing of good practice institutionally are fully exploited	**VCE Sponsor:** Pro Vice-Chancellor Learning, Teaching and Student Success **Lead:** Head of Quality Enhancement and Standards Team **Contribution:**	Action: Continue review of Enhancement and Annual Monitoring Current Status: This has been affected by the cyber incident and we are currently working to ensure that Schools have access to a smaller, consistent data set to inform their decision making.	September 2024

		Quality Enhancement and Standards Team / Schools / Strategic Planning / IT	Sharing of good practice occurs through the Positive Practice sessions that emerge from the Institutional Enhancement and Annual Monitoring and NSS meetings process. The 2022/23 Institutional Enhancement and Annual Monitoring (January 2024) will be a school – led event where Schools come together to reflect on the processes, pinpoint effective practice, where we can improve, and particularly outstanding practice.	
35	In reviewing its approach to annual monitoring, the QESR team would encourage the University to ensure that it has effective institutional oversight of the overall success of the PGR programme and the activities of the Doctoral College and Board.	**VCE Sponsor:** Pro Vice-Chancellor Research, Innovation and Engagement **Lead:** Head of Research **Contribution:** Research / Doctoral College / Quality Enhancement and Standards Team / Schools **Managed through:** Doctoral College	Action: Review current sectoral practice to ensure alignment with other Scottish Higher Education Providers.	September 2024
38	Reflection on the plans for a review of assessment, assessment design and progression regulations: The University is encouraged to ensure there is clear oversight and coordination of these various processes, to ensure assessment processes remain coherent and robust.	**VCE Sponsor:** Pro Vice-Chancellor Learning, Teaching and Student Success **Lead:** Director of Learning and Teaching Enhancement	Action: Review of assessment strategy, design and progression to ensure appropriate oversight and coordination. Current status: - The cyber incident has focused attention on progression. The co-ordination and structures supporting progression are to be established	September 2024

		Contribution: Learning Transformation / Registry / Quality Enhancement and Standards Team / Regulations Committee / Schools Managed through: Workstream 4 of the Student Experience Focus Area / Academic Integrity Working Group	within Learning, Teaching and Student Success in conjunction within the Interim PVC Learning, Teaching and Student Success. - Following the last meeting of Senate there was agreement to establish an Academic - Integrity Working Group, part of which will include exploring assessment design. This group is being established and will report into Education Advisory Committee and the assessment component of this working group should be extended to review assessment practice. - Broader review of assessment practice to be scoped with identification and implementation of developments completed by June 2024.	June 2024
39	Issues of consistency of marking criteria and rubrics, and moderation processes: The QESR team encourage the University to assure itself that requirements in these areas are clear and understood by staff and External Examiners	VCE Sponsor: Pro Vice-Chancellor Learning, Teaching and Student Success Lead: Director of Learning and Teaching Enhancement Contribution: Learning Transformation / Quality Enhancement and Standards Team / Schools Managed through: Workstream 4 of the Student Experience Focus Area / Academic Integrity Working Group	Action: Linked to the action above, the review will surface these areas and make recommendations to be taken forward. This will in turn inform our staff and external examiner inductions.	September 2024