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 Contact: Alyson Walsh; Head of Recruitment, Business and Systems Development
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JISC Project Plan

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1. Project Overview

1.1 Project Summary

UWE have committed to the JISC-XCRI programme of work in order to

- a. improve the coverage and quality of information available to prospective UWE students, particularly for part-time, online/ distance, postgraduate and CPD
- b. improve the transfer and advertising of courses data information within UWE and between sector organizations
- c. achieve process efficiencies through reducing duplication of effort and improving the understanding of courses data flows at UWE

This project builds in previous work to develop XCRI when colleagues in Admissions and International Development and IT Services met with the XCRI-CAP Project Lead in March 2010. Business and technical colleagues undertook a brief review of courses readiness and from that review it was established that

- o the use of XML outputs from the SITS courses database was a significant starting point for XCRI readiness
- o the University was weaker in
 - its strategy for using courses data
 - coverage of courses
 - quality of authoring for standard fields
 - its use of aggregator sites
- From this readiness check, a small technical project was initiated to enhance the XML output to bring it to 2010 XCRI-CAP standards
- Ongoing work in Marketing and Communications has improved the coverage and quality of the courses data

UWE identified that there were significant benefits to be achieved from developing its course infrastructure and content which would benefit the future student and allow the University to compete effectively in a changed home and international market. However despite an appetite to develop XCRI-CAP, resourcing and changed priorities meant that work had not been able to progress as much as expected.

This JISC funding for stage 1 provides the opportunity to review the UWE course data provision by bringing together staff in Admissions, Marketing, IT Services, Schools and Colleges and Learning and Teaching to assess the current status of courses information and develop an implementation plan for change.

1.2 Objectives

The objectives for stage 1 of the project are

#	Specific	Measurable	Achievable	Relevant	Timed
1	Identify and bring together key stakeholders in the provision of course information. Gather feedback on the readiness for change and priorities	Stakeholders are well briefed on the project and able to contribute to a SWOT analysis and readiness checker	Achieving this objective will require ~ buy-in from Faculties and Services to provide input and candid feedback on the provision of courses information	This objective supports the UWE strategy of ~ Innovation [in how processes and systems are developed] ~ Student Experience [through delivering information which	07 October 2011

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2	Complete a readiness assessment of current UWE courses provision, identify the priorities for change	Readiness assessment completed by all stakeholders; assessment analysed to identify strengths and gaps in provision	In order to achieve this objective ~ relevant stakeholders must be identified ~ analyst resource is available to review responses and identify gaps ~ stakeholders have identified priorities for change	communicates the UWE student experience effectively] ~ Participation [through delivering information which meets a wide range of prospective applicant needs] ~ Internationalisation [through delivering information which meets a wide range of prospective applicant needs]	14 October 2011
3	Develop and submit an implementation plan to deliver change	Implementation plan presented back to stakeholders; resources required for change are identified; timescales and dependencies have been clarified	In order to achieve this objective ~ all areas of the readiness checker have been considered ~ the readiness assessment has been considered alongside the priorities for change	prospective applicant needs] ~ Exchange [through liaison and knowledge sharing with sector experts]	21 November 2011

1.3 Anticipated Outputs and Outcomes

By 21 November 2011 UWE will deliver

Output / Outcome Type (e.g. report, publication, software, knowledge built)	Brief Description
A summary report which includes - UWE priorities for change - Current position analysis - Review of current courses advertised	Summary from all stakeholders (Admissions, Marketing, Schools and Colleges, Teaching and Learning, ITS) to review the current provision
Review of UWE provision	Assessment of current state of courses information within the XCRI high level assessment model; assessment completed by all stakeholders where applicable
Readiness assessment	Assessment of current state of courses information within the XCRI detailed assessment model; assessment completed by all stakeholders where applicable
Summary of assessment outcomes	Analysis of assessment outcomes; review of gaps alongside UWE priorities for change
Implementation plan	Outline plan to implement changes to deliver XCRI-CAP COOL URI
Knowledge transfer	Sharing of knowledge and expertise between business and technical staff; raising of internal awareness of XCRI

Tasks	Completion date	Notes
Review JISC documentation	04-Aug-11	
Review readiness assessor	05-Aug-11	
Set up letter of commitment	05-Aug-11	
JISC briefing information	05-Aug-11	
Confirm Senior Managers	05-Aug-11	
Set up briefing meetings	08-Aug-11	
Sign off from Senior Managers	By 31-Aug-11	
Set up project sharepoint structure	04-Aug-11	
Outline project plan	20-Aug-11	
Email letter of commitment	01-Sep-11	
Briefing for Phase 2	16-Sep-11	
Complete readiness assessment	30-Sep-11	
Prioritise gaps	07-Oct-11	
Scope issues to solve	07-Oct-11	
Review readiness assessment	14-Oct-11	
Review implementation plan	21-Oct-11	
Sign-off plan from Senior Managers	05-Nov-11	
Submit implementation plan	20-Nov-11	

1.4 Overall Approach

<Describe the overall approach you will take to achieve the objectives outlined above, including:

- Strategy and/or methodology and how the work will be structured
- Important issues to be addressed, e.g. interoperability
- Scope and boundaries of the work, including any issues that will not be covered.
- Critical success factors.

Guidance on writing about the overall approach can be found at

<http://www.jisc.ac.uk/fundingopportunities/projectmanagement/planning/approach.aspx>

1.5 Anticipated Impact

Impact Area	Anticipated Impact Description
Strategic	Clarity about UWE courses data – long term planning, process owners, audiences, effective content, use of third party sites
Customer experience	<ul style="list-style-type: none"> - Better information for external stakeholders; key questions are answered so there is the opportunity to develop added-value communications - Information is current and up-to-date so customers are clear about available learning opportunities
Communication	Increased awareness of the value of courses data to different stakeholders; shared understanding of the long term vision for courses data; shared awareness of courses data flows at UWE and how they may be developed
Teaching and learning excellence	Management information available on unmet courses needs, used to develop learning opportunities required of Higher Education
Efficiencies	<ul style="list-style-type: none"> - Technical efficiencies from hosting courses data only in UWE business systems (eg Admissions or Student Records system) - Resource efficiencies from reduced inputting requirements and

	<i>increased automation</i>
<i>Futureproofing</i>	<i>Skills and knowledge to deliver rapid development of courses feeds to support new aggregator tools as they become available</i>

1.6 Stakeholder Analysis

The following stakeholders are expected to be impacted by this project:

Stakeholder	Interest / stake	Importance (H/M/L)
<i>Admissions and International Development</i>	<ul style="list-style-type: none"> - <i>Published courses information ensures the right applicant is on the right course</i> - <i>Courses publishing processes make the most effective use of Administrative staff resource</i> 	<i>High</i>
<i>Marketing and Communications</i>	<ul style="list-style-type: none"> - <i>Published courses information is appropriate to all stakeholder groups</i> - <i>Courses publishing processes make the most effective use of Administrative staff resource</i> 	<i>High</i>
<i>Widening Participation and Schools and Colleges Partnerships</i>	<ul style="list-style-type: none"> - <i>Published courses information is appropriate to all stakeholder groups</i> 	<i>High</i>
<i>Teaching, Learning and Student Experience</i>	<ul style="list-style-type: none"> - <i>Published information outlines the key learning components of the course</i> - 	<i>High</i>
<i>Quality Management</i>	<ul style="list-style-type: none"> - <i>New course approval processes make the best use of management information on opportunities for development</i> 	<i>Medium</i>
<i>Management Information</i>	<ul style="list-style-type: none"> - <i>Information on course popularity and unmet needs is insightful and supports the development/ refinement of courses</i> 	<i>High</i>
<i>IT Services</i>	<ul style="list-style-type: none"> - <i>Courses publishing processes make the most effective use of technical staff resource and business systems</i> 	<i>High</i>
<i>Compliance (eg KIS, HEAR)</i>	<ul style="list-style-type: none"> - <i>Published information is compliant with sector requirements</i> - <i>Data gathering makes the best use of Academic/ Administrative/ Technical resource in data collection/ publishing processes</i> - <i>Information can be recycled to meet multiple stakeholder/ compliance needs</i> 	<i>High (KIS) Low (HEAR)</i>

1.7 Related Projects

This project has links to the following projects at UWE

- KIS implementation (Project Lead: Andrea Cheshire)
 - o Identifying the output requirements for KIS and how these may be served by an XCRI-CAP feed
- HEAR implementation (Project Lead: Julie McLeod)
 - o Identifying the output requirements for HEAR and how courses information may be recycled for multiple purposes
- One University Administration (Project Lead: John Rushforth)
 - o Achieving efficiencies in cross-UWE administrative processes
 - o Innovating in the development and delivery of technical solutions

1.8 Constraints

- o Short timescales for project delivery; while One University Administration is being delivered there may be difficulties in freeing up staff time to contribute to a readiness analysis and developing solutions
- o Lack of understanding about the scope of phase 1: appetite to develop XCRI feed before readiness assessment has been completed
- o Legacy systems and silos may prevent open discussion about what could be achieved through XCRI
- o Without effective communications, XCRI may cause confusion with deliverables already agreed within the One University Administration project eg Quality Management Enhancement Framework
- o Without joined up communications, risk that phase 1 may be confused with delivering a solution for HEAR and KIS

1.9 Assumptions

- o The Project Team will contribute to open discussions about XCRI readiness and any possible solutions where areas of weakness are identified
- o Ownership/ knowledge about courses information is held in disparate and local places, hence the wide distribution of the readiness checker

1.10 Risk Analysis

Risk Description	Probability (P) 1 – 5 (1 = low 5 = high)	Severity (S) 1 – 5 (1 = low 5 = high)	Risk Score (PxS)	Detail of action to be taken (mitigation / reduction / transfer / acceptance)
<i>Confusion about what XCRI is intended to deliver (eg KIS, HEAR); collision with other projects</i>	3	1	3	Reduction <i>Ensure clear communications about scope of XCRI project; work with project leads for KIS and HEAR to ensure knowledge exchange</i>
<i>Fatigue from One University Administration may impact appetite for further process change</i>	3	3	9	Reduction <i>Develop effective communications about what the project is required to achieve and the advantages for UWE and the OUA Programme; Ensure</i>

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				<i>readiness review gathers feedback from correct stakeholders</i>
<i>Legacy systems and silos may prevent open discussion about what could be delivered through XCRI</i>	4	4	16	Reduction <i>Develop effective communications about what the project is required to achieve and the advantages for UWE; ensure Senior stakeholders have bought into the project</i>
<i>Scale and complexity of UWE courses means stakeholders have not been correctly identified up front</i>	2	2	4	Reduction <i>Ensure readiness review gathers feedback on the numbers of courses believed to be running at UWE and compares across systems</i>
<i>Business systems are not fit for XCRI solution</i>	2	5	10	Transfer <i>Work with IT Services to understand software requirements and external suppliers to develop systems</i>
<i>Readiness assessment at peak activity periods for some services eg Schools and Colleges, Teaching and Learning, IT Services</i>	3	2	6	Acceptance <i>Identify key stakeholders and nominees to ensure effective coverage; schedule project workloads accordingly</i>
<i>Downstream external users are not compliant with XCRI – creates questions about the value of internal development work</i>	1	2	2	Transfer <i>Work within JISC programme to ensure that the value of XCRI to UWE is well understand and messages are communicated to stakeholders</i>

1.11 Technical Development

Technical development is not required in Phase 1

1.12 Standards

Name of standard or specification	Version	Notes
UWE project management (small projects)		The project will follow UWE best practice in project management and will include <ul style="list-style-type: none"> - Project steering group - Project Team - Document storage through a central sharepoint site

		<ul style="list-style-type: none"> - Dissemination of updates at agreed time - Periods - Risk register and issues log - Project closure/ end stage report
Technical standard – is there a framework for technical assessment?		

1.13 Intellectual Property Rights

As agreed in the JISC confirmation document, the readiness checker results and implementation plan will be submitted to JISC for consideration for stage 2 and will be shared with the wider community. Detailed analysis of courses data flows, internal solutions or constraints will not be shared with JISC and will remain the property of UWE.

2 Project Resources

2.1 Project Partners

In stage 1 all work will be delivered by internal resource.

2.2 Project Management

The project will be delivered by a “task and finish” Project Team consisting of stakeholders who represent key applicant facing areas of UWE. Due to previous background in an early investigation of XCRI and technical links to the SITS courses database, Alyson Walsh will co-ordinate the team in delivering a readiness review and implementation plan.

UWE project management protocols (small projects) will be followed whereby

- There is a standard Sharepoint site for project communications
- A project plan will be in place to outline the key milestones
- Members of the task and finish group will be allocated specific areas of work to follow up

2.3 Project Roles

Team Member Name	Role	Contact Details	Days per week to be spent on the project
Alyson Walsh	Project Manager; Admissions and Recruitment expertise	Alyson.walsh@uwe.ac.uk 0117 32 81554	2
Keith Hicks (or nominee)	Marketing and Communications expertise	Contact via Alyson Walsh	0.5
Fay Croft (or nominee)	Schools and Colleges Partnerships expertise		0.5
Julie McLeod (or nominee)	Learning and Teaching expertise		0.1
Pauline Hume (or nominee)	Corporate and Academic Services; input for KIS and Quality Management Enhancement		0.5

Charlie Beckett	IT Services; CMS:SITS link		1
Kim Chilcott/ Peter Cooper	SITS systems and courses expertise		1
Jonathan Barton/ Simon Ramsden	ISIS systems, HEAR and modules expertise		0.5
Kieran Kelly	HEAR expertise		0.1

2.4 Programme Support

Programme support is likely to be required from JISC in

- Developing communications which explain the vision for XCRI and the sector strategy for implementation
- Training, particularly for technical set up
- Networking with other project teams to ensure a shared understanding of deliverables and best practice in implementation
- Preparing the sector, particularly owners of aggregator sites, to take XCRI feeds

3 Detailed Project Planning

3.1 Evaluation Plan

Timing	Factor to Evaluate	Questions to Address	Method(s)	Measure of Success
20 October 2011	Readiness review effectiveness	Did the readiness review gathering result in effective feedback	Analysis and review of responses; Questionnaire feedback	Readiness review enables implementation plan to be developed
20 November 2011	Implementation plan effectiveness	Has the implementation plan identified main areas for UWE to address	Group feedback on implementation plan	Implementation plan <ul style="list-style-type: none"> - Clarifies areas for further UWE development - Outlines UWE next steps - Meets with JISC submission guidelines

3.2 Quality Assurance

Output / Outcome Name	Phase 1 assessment	
When will QA be carried out?	Who will carry out the QA work?	What QA methods / measures will be used?
By 31 October 2011	Project Team	Ongoing peer review of project plan and readiness checker
By 21 November 2011	Project Team	Ongoing peer review of implementation plan

3.3 Dissemination Plan

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Timing	Dissemination Activity	Audience	Purpose	Key Message
Letter of commitment	Initial briefing meetings	UWE Senior courses information stakeholders (as identified in the Letter of Commitment)	Outline the purpose of the JISC project, identify any priority areas for change, issues and solutions	Raise awareness and buy-in for delivering the project
Project start up	Introduction meetings to summarise readiness checker requirements	UWE suppliers/ consumers of courses information	Outline the purpose of the readiness checker, input feedback, identify other colleagues to contact	Engage users about project objectives; gather input on individual operating areas
Readiness completion	On completion of readiness checker, review responses and identify priority areas	UWE suppliers/ consumers of courses information	Communicate findings and share information across groups	Promote <ul style="list-style-type: none">- Good practice identified in the readiness checker- The need for change in the use of courses information
Implementation plan	On completion of implementation plan	UWE Senior courses stakeholders; UWE suppliers/ consumers of courses information	Outline next steps to deliver XCRI-CAP feed	Inform about next steps in delivery

3.4 Exit and Embedding Plans

Not applicable to Phase 1

3.5 Sustainability Plans

Not applicable to Phase 1

Appendices

Appendix A. Project Budget

Appendix B. Workpackages