**Annex 2**

**Report to Project Board / Senate**

The Lessons Learned Review Panel was created to review the initial implementation of MyCampus, specifically Registration and Enrolment during Summer 2011, to understand the problems experienced and make recommendations for changes and improvements to ensure this is not repeated in future.

The Panel initiated a period of consultation with a range of user groups (advisers, administrators, students, etc.) comprising a series of meetings, individual email submissions and a review website which was open to comments from all staff. The panel also consulted the SLP team to gain an understanding of the issues that the SLP team had witnessed from their perspective.

The contributions made during the consultation phase were subject to analysis by the Panel, leading to a summary report (Appendix A) describing the key issues which were grouped under the following themes:

- User Interface
- Student Finances
- Enrolment
- Access to Information
- System Performance
- Data Management
- Communication
- Training and Support.

This report has been published to both staff and students and their feedback invited to ensure that the issues listed under the themes adequately reflect what was raised by the user community and to allow the user community to indicate the priority they would place on each theme.

In parallel with this second consultation exercise, the Panel met with representatives of the SLP team to discuss the issues raised and to carry out a preliminary investigation of potential solutions. Potential solutions to several of the specific issues raised have already been identified.

The Panel has also consulted with members of the Queens University, Belfast (QUB) team to discuss their experience of using the system and the solutions they have deployed to overcome difficulties initially experienced with their implementation, particularly those which are in common with the experience at Glasgow. The Panel also explored how the QUB implementation differed from the Glasgow implementation in areas where Glasgow had experienced problems that QUB had not.

When considering the broader implications of the experience and the critical learning points for the University, the Panel has identified the following matters for consideration, a number of which transcend the specific implementation of MyCampus:

- In moving forward with addressing the issues raised and ensuring MyCampus is fit for purpose the operational/support implications such as the management of security and access; training and support; and the further development of user guides and support materials must be fully assessed and provided for.
- The project implementation protocols must be more robust. These include; requirements gathering, specification and design approval, development, testing and training.
- In respect of the above, user acceptance testing and training must seek to replicate 'real life' experience and scenarios in order to fully test the system and prepare users for live operation.
- The tensions within any project of managing time, functionality and resource must be carefully balanced in order to deliver an effective and appropriate system. The MyCampus implementation was primarily constrained by time and resource (missing the go-live date would have introduced a 12 month delay and significantly increased expenditure), which compromised decisions around, and full consideration of, delivered functionality.
- Consideration needs to be given to the make up and operation of project boards for major projects to ensure that current practices for utilising appropriate expertise, ensuring effective community engagement and rigorously testing assumptions and decisions are appropriate.
- Communication and engagement with the user community should be given a higher priority, with input and feedback being properly acknowledged and responded to. Communication lines were fractured during the restructuring of the University and not enough effort was put into re-establishing these as the project moved forward.
- A representative user group should be involved in the specification, development and testing of the solutions identified and future system enhancements and upgrades.
- Clear lines of communication and responsibility must be established and understood prior to roll out – identifying who to speak to when help is needed, who can resolve problems. During registration and enrolment, unrealistic expectations were placed on, for example, advisers of study because lines of communication and responsibility were not clear.
- It is important to recognise that mistakes were made in the oversight and implementation of MyCampus – we must now commit to fixing it.
- Finally, the University community as a whole must accept that achieving the desired improvements and deriving the benefits to which we aspire is a shared responsibility – it is no one person's or one team's job to make this work.

The introduction of the new advising system was outside the panel's remit, but the usability and design of MyCampus have implications for the nature of advising in future, to ensure that students get the advice they need and that the burdens on advisers are not increased. This needs further consideration going forward.

The Panel was struck by the variation in practice and opinion of the user base in relation to the use of MyCampus. Developing a shared understanding throughout the user community of what an improved system will do and how users will interact with it is extremely important. For example, where standardisation of process has already been agreed, this must be implemented if future

operating benefits are to be gained. Ultimately, the success of the implementation will depend on realistic expectations being set and delivered against.

In the coming weeks, the review panel will produce its final report which, following the guidance received from all user groups, will indicate specific actions that should be taken to address the issues raised by the university community.

The Panel is extremely grateful to those who have contributed to this exercise in such a constructive manner.