

Mairi Gray

From: The Principal
Sent: 10 May 2011 18:14
To: David Newall; Alec Scrimgeour
Cc: Dorothy Welch; Christine Lowther; Sandy MacDonald
Subject: RE: SMG, Thursday

Thanks David

That's fine

Anton

-----Original Message-----

From: David Newall
Sent: 10 May 2011 15:30
To: Alec Scrimgeour; The Principal
Cc: Dorothy Welch; Christine Lowther; Sandy MacDonald
Subject: SMG, Thursday

Anton, Alec

I should have said earlier. [REDACTED] and have asked Dorothy if she can stand in for me at SMG. I may be present for the first hour or so, which I think we are devoting to HR-related matters.

It would be helpful if Christine and Sandy could be present to answer any questions on the SLP, and for Sandy then to take any queries on the IT Restructure Progress report.

The report on Health, Safety & Wellbeing is for information: no need to summon Selina.

David

Mairi Gray

From: The Principal
Sent: 17 May 2011 12:47
To: Gordon Scott
Cc: Ian Black
Subject: RE: Joint Union Consultative Committee, Thursday 26 May - Draft Agenda

Gordon

Thanks – yes happy with the agenda

Anton

From: Gordon Scott
Sent: 16 May 2011 16:33
To: The Principal
Cc: Ian Black
Subject: Joint Union Consultative Committee, Thursday 26 May - Draft Agenda

Dear Anton,

Attached is a draft agenda for the next meeting of JUCC on the 26th of May. There is a management pre meeting scheduled for 15 minutes prior to the full meeting commencing at 2.15pm.

As previously outlined Christine Lowther will give a short presentation on the Student Lifecycle Project with time for questions.

Ian Black and David Newall have suggested that Selina Woolcott could also attend to discuss employee counselling. She is preparing a paper that should be ready over the next couple of days.

Can you confirm that you are happy with agenda and I will get this circulated later this week.

Many thanks,

Gordon Scott
HR Policy Development Manager

Direct Line +44 (0) 141 330 7498

Human Resources
University of Glasgow
University Avenue
Glasgow G12 8QQ

The University of Glasgow, charity number SC004401

From: The Principal
Sent: 21 April 2011 13:24
To: Gordon Scott
Cc: Ian Black; Tricia Pollard
Subject: Re: Joint Union Consultative Committee

Mairi Gray

From: David Newall [David.Newall@glasgow.ac.uk]
Sent: 01 August 2011 12:49
To: smg@glasgow.ac.uk
Cc: Sandy MacDonald; Janice McLellan
Subject: SLP Progress

Dear all

A brief update on the progress of the Student Lifecycle Project, following the SLP Board meeting this morning.

We have had a successful Pilot Project for Science new entrants. This closed on Friday 29th July.

This week, the system is closed, while legacy system data is converted to the Campus Solutions live environment. The conversion process has been tested already on a Test environment, and we expect the data will transfer successfully by Wednesday of this week. The Board will be in touch by email on Thursday, and we expect at that point to give the green light for Campus Solutions to go live for new students on 8 August, and for continuing students on 15 August. End to end testing of the Campus Solutions software has been ongoing through July, and the results are satisfactory. And load testing has been carried out, giving us confidence that our IT infrastructure will cope with the volume of use.

School and Institute staff have been asked to confirm that programme rules have all been built and tested and that class schedules have been entered on Campus Solutions. Christine Lowther emailed College managers last night to confirm the current position. Overall, it is encouraging, but there remain some areas in Arts and in MVLS where there has not been a clear sign off by the School/Institute. These have been flagged. In some cases, it may be that relevant staff have simply not confirmed to the SLP team that work has been completed. Where work remains to be done, it will be a priority for attention when the system is available again on 8 August.

The Board is satisfied with progress. I'll update you towards the end of this week on plans for w/b 8 August and 15 August.

David

David Newall
Secretary of Court & Director of Administration University of Glasgow Glasgow G12 8QQ
0141 330 4246

University of Glasgow, charity no SC004401

Mairi Gray

From: Alec Scrimgeour
Sent: 02 September 2011 11:17
To: David Newall; The Principal
Cc: Mairi Gray
Subject: SLP note of thanks

David, Anton

To confirm, the email of thanks to support staff engaged in the SLP from Anton has now gone out to Colleges of Arts, Soc Sci, University services, & MVLS (some).

As you know David we agreed to stop waiting for Sci and Eng – but I/Mairi will continue to chase. We were also waiting for some Adviser names from Carol – again we can send message when we get these names.

A bit messy, but bulk has now been covered!

Alec

Alec Scrimgeour
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UK

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Mairi Gray

From: The Principal
Sent: 13 September 2011 17:02
To: Frank Coton; Neal Juster; Alec Scrimgeour
Cc: Tricia Pollard
Subject: RE: US Circular 45-11

Frank

Thanks for this – I agree with your response

Anton

From: Frank Coton
Sent: 13 September 2011 17:00
To: The Principal; Neal Juster; Alec Scrimgeour
Subject: Re: US Circular 45-11

Anton,

I have corresponded with Neal on this.

Basic parameters are:

NSS – not a problem as we already participate
Salary Data – we already collect this as part of the Destinations of Leavers from HE (DHLE) survey
Fee Waivers, stipends etc – we will need to be clear what is going into the KIS because the support for Scottish and English students is likely to be different.
Accommodation – our costs are easily available and this is an institutional level figure so it only has to be collected once
L&T methods and assessment methods – the data will have to be collated in the Schools for every degree programme – this is where the real effort will be.
professional regulatory and statutory body (PSRB) recognition - easy enough to provide

Going back to the L&T methods and assessment methods – The load associated with this would come on between January and March next year and would fall on the same people currently loaded with SLP. Alternatively, this could probably be drawn from the existing course and programme documentation that is held centrally and then checked by the Schools. We might have to put a limited extra resource in to do this (one person three months would be my estimate). The institutional data gathering would have to be coordinated through either Senate Office or Planning.

Given that the entire English sector is going down this route and we are committed to recruiting from RUK, I don't think we have an option but to say yes and live with the timetable.

On this basis, I would suggest the following response to Universities Quality Working Group (UQWG).

Dear [REDACTED]

We believe the Scottish HE sector should implement the KIS on the same timescale as universities south of the border. To do anything else will place Scottish institutions at a disadvantage in relation to the recruitment of RUK students. In saying this, the Funding Council should recognise that implementation of the KIS is not without real cost to HE institutions. Universities will have to deploy staff resources to identify and verify the information

[REDACTED]

Subject: US Circular 45-11

Dear Principals,

Please find attached US Circular 45-11, which is in relation to the Key Information Set (KIS) and issues surrounding its possible introduction in Scotland.

This Circular comes in advance of a meeting of the Universities Quality Working Group (UQWG) on 26 September, when we expect the sector's view on whether the KIS should be implemented to be finalised. Once this happens, a recommendation will go to the Funding Council's Quality, Equalities and General Purposes Committee, which will make a decision. We should, therefore, be grateful for any comments you have to feed into the UQWG. Please reply to me directly by Friday 23 September.

Best wishes,

[REDACTED]
Policy Assistant (Learning and Teaching)
Universities Scotland

DL: (0131) 225 0718

www.universities-scotland.ac.uk <<http://www.universities-scotland.ac.uk>> <<http://www.universities-scotland.ac.uk/>>

Professor Frank N. Coton
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The University of Glasgow, charity number SC004401

Mairi Gray

From: The Principal
Sent: 25 September 2011 21:00
To: Graham Caie
Subject: Fwd: Senate agenda

Graham

I agree - it needs to be an explicit agenda item given the strength of feeling

Anton

Sent from my iPad

Professor Anton Muscatelli FRSE AcSS
Principal and Vice-Chancellor
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fax: +44 141 330 4947

The University of Glasgow, charity number SC004401

Begin forwarded message:

From: Andrea Nolan <Andrea.Nolan@glasgow.ac.uk>
Date: 23 September 2011 18:22:35 GMT+01:00
To: Graham Caie <Graham.Caie@glasgow.ac.uk>, The Principal
<principal@glasgow.ac.uk>, David Newall <David.Newall@glasgow.ac.uk>
Subject: Senate agenda

Colleagues

Just a note re MyCampus / SLP as an item on the October Senate agenda

Bw
Andrea

Professor Andrea M Nolan
Senior Vice-Principal and Deputy Vice-Chancellor

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The University of Glasgow, charity number SC004401

Mairi Gray

From: Gordon Duckett
Sent: 26 September 2011 12:04
To: Alec Scrimgeour; Catherine Martin; Carol Clugston; Nancy Donald
Cc: The Principal
Subject: Re: SLP and Principal

Alec

Similar to Carol's response, much of the activity is dispersed across the Schools. We did establish 2 drop in facilities though and these carry much of the immediate impact in dealing directly with students.

Therefore, The Principal could meet a reasonable proportion of the support staff by visiting the College Offices on floor 3 of the Boyd Orr and the Engineering Teaching Office (room 620, James Watt Building, South).

Let me know if you'd like me to arrange/coordinate anything.

Gordon

On 26/09/2011 10:19, "Alec Scrimgeour" <Alec.Scrimgeour@glasgow.ac.uk> wrote:

Catherine, Carol, Nancy, Gordon,

Principal is quite keen to see if there is some practical way in which he can meet with College/School SLP/My Campus support teams. The question really is if there are obvious 'clumps' or perhaps critical masses of people that would enable him to pop in and chat rather than pulling people in to some central point – last thing we really want to do is he would rather visit people in situ. It may be that there are several areas within the college that he could visit – so a roving visit might be possible.

This is really first step to see what is practical and how best to engineer with minimum fuss and disruption. We would like to try and do this in October as the Principal has a lot of international commitments in November and time will be very tight.

Very happy to take your thoughts and views on how this might be achieved.....and accept that we may not – sure we will not - be able to cover everyone.

Many thanks

Alec

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The University of Glasgow, Charity number SC004401

Mairi Gray

From: Laura McLaughlin [Laura.McLaughlin@glasgow.ac.uk]
Sent: 03 October 2011 10:00
To: senate@gla.ac.uk
Subject: Senate to follow paper - SEN11/003
Attachments: SEN11003.pdf

Importance: High

Dear all

Please find attached paper SEN11/003 - My Campus/SLP.

Many thanks

Laura

~~~~~  
Miss Laura McLaughlin  
Administrative Assistant

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Fax: +44 (0) 141 330 4021  
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University of Glasgow

Senate - Thursday 6 October 20011

Implementation of MyCampus System

1. Introduction

The University's new information student system, MyCampus, was opened to new students on 9 August, and on 15 August it was opened for registration and enrolment to continuing students, whose records had been transferred from the former student system, WebSURF.

2. Current Difficulties: Class Enrolment

In the weeks since the new system was introduced, many staff and students have experienced considerable difficulties with Class Enrolment, which has been consuming much more staff time than had been estimated. The main reasons appear to be:

- lack of familiarity with the system on the part of staff and students;
- some poor configuration of the software;
- some inconsistent or incomplete course information due to gaps or errors in the input of data;
- a high level of manual intervention required by advisers to override standard rules, in particular relating to pre-requisites; and
- many students having a 'hold' placed on their record through the application of generic progress criteria, with much manual intervention required to remove the holds once progress had been verified.

At the time of writing (30 September), over 12,000, or 70% of eligible undergraduate students, have fully enrolled on a 120-credit programme. While, for various reasons, not all require to enrol for a full 120 Credits, there remains a large number of undergraduates, estimated at 2,000 students, who have still to complete their enrolment. Most of these have enrolled for the large majority of their programme, but have still to complete enrolment for 1 or 2 courses. For postgraduate taught programmes, schools have in some cases operated their own enrolment systems, or deferred enrolment onto classes, and details have still to be entered into MyCampus: as at 30 September, just 42% of full-time Postgraduate Taught students had their full 180-credit programme reflected on MyCampus.

The reasons for the unresolved enrolment difficulties have been discussed in recent days by the Student Lifecycle Project Team, meeting with school administrators and Chief Advisers of Study. Every effort will be made to ensure that enrolment is completed for all students as soon as possible. The SLP Board meets on Tuesday 4 October and will review progress and revisit the Project Plan to ensure that priority is given to completing this task.

3. Other Aspects of the Implementation

Progress with other aspects of implementation is as follows:

.1 Registration

The Registration process is now largely complete. Over 21,000 students have completed registration. 93% of eligible undergraduate applicants are fully registered (allowing for no-shows, the final figure is likely to be around 95%). 69% of PGT and 62% of PGR students have fully registered. Postgraduates often register for their programmes some time after the start of the session, and these figures are satisfactory for this time of year.

Some students have experienced specific difficulties in registering, whether arising from UKBA requirements, or from the need to clarify details of their financial support. Students with difficulties of that sort are being allowed to proceed to Class Enrolment and are being permitted access to the University Library.

.2 Performance of System Hardware and Software

The performance of the system hardware has been good, other than in the latter part of 18 August when, because of a server problem, the system was unavailable. MyCampus has routinely had 5,000 users at any one time and has been handling this volume satisfactorily.

The system software has features such as American spellings that have drawn adverse comment (the supplier is developing an update of the software with UK spellings). In addition, some software configuration has been poor - an aspect that can be improved on. However, generally the software has been doing what it was designed to do.

4. Actions now being taken

The priority in the next few days is to ensure, as soon as possible, that all students are fully enrolled on MyCampus. This becomes critically important in preparation for the December diet of exams. A second important action, that will be led by the Project Board in consultation with staff and students, will be to learn the lessons from the experience of

Mairi Gray

From: Paul Cockshott [William.Cockshott@glasgow.ac.uk]
Sent: 03 October 2011 16:26
To: Laura McLaughlin; senate@gla.ac.uk
Subject: RE: Senate to follow paper - SEN11/003

As a staff representative on Senate from the Computing Science school I have consulted with colleagues who use My Campus as to the accuracy of the account of the system given in the paper SEN11/003 - My Campus/SLP. I feel that I should bring to people's attention the considered opinion of Computing Science academics who have used the system. What I provide below is a digest of assessments that my colleagues have provided me with.

It is perhaps worth mentioning that similar failures of software systems for similar reasons are covered in the first lectures of our software engineering courses. The failures were predictable and were predicted by staff of this school.

Rebuttal – Implementation of MyCampus System

1. Lack of familiarity would not be an issue with any other piece of software. This software is unintuitive, riddled with errors and extremely difficult to use. This is not a teething problem and therefore likely to recur every year.
2. It is a disgrace that, in week 2, so many students have yet to enrol. In years gone by this process would have been 100% completed by week 1.
3. Postgraduates are completely at sea, and it is disgraceful to treat our customers in this way.
4. The SLP team did *not* discuss reasons with us. They pursued their own agenda and told us to get on with it.
5. The performance of this system cannot reasonably be described as "good". It reacts slowly, times out capriciously and the system has often been unavailable when most needed.
6. The plan of action for preventing a repeat enrolment disaster in 2012 does not address the core problem, which is that the software is unfit for purpose. It is buggy, difficult to use and data rather than process driven.
 - a. Yes, it would have been good to have training IN AUGUST. The training offered now is too late.
 - b. Extending the enrolment period would merely ensure that even more of the advisers' summer is consumed by wrestling with MyCampus, which is unfair.

In summary, the quality of the software is the main issue behind the enrolment disaster. Hours and days have been spent fighting with the software. Despite the best attempts of the SLP team we do not see how this can be alleviated for next year, or ever.

If the SLP team truly wishes the process to be better next year, there are some options:

1. Put a new user interface onto the system which has been designed with user processes in mind (the simplest option)
2. Revert to WebSurf with immediate effect. Extract data from Websurf into MyCampus at regular intervals to support management activities.

The failure of MyCampus is due primarily due to the fact that, throughout the implementation of SLP, the contributions and warnings of advisers and academics have been ignored and scorned. There has been no consideration given to the way we operate, the kinds of activities we need support for, and the needs of the students. The entire project appears to have been driven by the SMG's need to control and command us more effectively.

This has been exacerbated by the nature of the software itself. The software is unfit for purpose. It doubles or triples the effort required to carry out a simple action. It produces error messages, has a non-intuitive user interface, and has generally made the lives of advisers extremely difficult. It is extremely unfair to put this unworkable load onto a small number of conscientious and hardworking academics. MyCampus has made it impossible for them to do their research or to engage in adequate preparation for their teaching. Many of them are seriously stressed.

The system is, quite plainly, bringing the University into disrepute. The Hetherington affair dented our reputation. MyCampus is completely destroying it. We have had far fewer students arrive on campus this year, much fewer than in any previous year. A simple Web search shows that 85% of Twitter users commenting on MyCampus expressed hate for it. There are a number of Facebook pages filled with complaints from frustrated students. A number of Freedom of Information requests have been posted, and there have been at least two newspaper reports about the failure of this project.

Glasgow University performed very well in last year's NSS. Student experiences of MyCampus is almost certainly going to damage this rating in the coming year. Who will be blamed? Who is going to be blamed if those unfortunate academic staff spending so much time battling with the system are unable to produce good quality publications for the REF? The knock-on effects of this project seem to be invisible to the SMG. This situation requires urgent and immediate action. It is no good claiming that we have spent the money and we now have to make it work. How much is this project costing the University in terms of wasted academic time, wasted administrator time, paying a team of SLP people to provide support and fix errors in the software, lost research funding opportunities, lost publications due to academics being engaged in administrative tasks? Finally, what is the University's reputation worth? Are we going to press on with this ill-advised and damaging project, or start behaving intelligently and take bold and courageous action?

From: Laura McLaughlin [Laura.McLaughlin@glasgow.ac.uk]
Sent: Monday, October 03, 2011 9:59 AM
To: senate@gla.ac.uk
Subject: Senate to follow paper - SEN11/003

Dear all

Please find attached paper SEN11/003 - My Campus/SLP.

Many thanks

Laura

~~~~~  
Miss Laura McLaughlin  
Administrative Assistant

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The University of Glasgow, charity number SC004401

~~~~~  
The University of Glasgow, charity number SC004401

Mairi Gray

From: David Newall
Sent: 11 October 2011 17:53
To: Jack Aitken; Graham Caie
Cc: The Principal; Tricia Pollard; Laura McLaughlin
Subject: Senate Comms to Court
Attachments: Oct 11.docx

Jack

I have reviewed the Senate Comms to Court, and have a few suggested/requested edits. I hope they make sense. Please let me know if you have any queries.

David

David Newall
Secretary of Court & Director of Administration University of Glasgow Glasgow G12 8QQ
0141 330 4246

University of Glasgow, charity no SC004401

Taken from University Court 11 October 2011

Communications from Senate following the meeting of Senate on 6 October 2011 (relates to email dated 11 October from David Newall).

4. My Campus/SLP

The Secretary of Court spoke to a report he had provided on MyCampus/SLP. Mr Newall was Chair of the Project Board.

The University's new information student system, MyCampus, had been opened to students in August. In the weeks since the new system was introduced, many staff and students had experienced considerable difficulties with Class Enrolment, which had been consuming much more staff time than had been estimated.

By 30 September, over 12,000, or 70% of eligible undergraduate students, had fully enrolled on a 120-credit programme. However, there remained a large number of undergraduates, estimated at 2,000 students, who had still to complete their enrolment. Most of these had enrolled for the large majority of their programme. For postgraduate taught programmes, as at 30 September, just 42% of full-time Postgraduate Taught students were fully enrolled.

Difficulties with the system had in some areas led to poor course choices and, in Geographic and Earth Sciences, low Level 1 student numbers. The need for coordination with advisers of studies was recognised. Mr Newall wished to express his apologies and gratitude to advisers for the additional work they had had to undertake.

The reasons for the unresolved enrolment difficulties had been discussed in recent days by the Student Lifecycle Project Team, meeting with school administrators and Chief Advisers of Study. Every effort would be made to ensure that enrolment was completed for all students as soon as possible. The SLP Board met on 4 October to review progress and revisit the Project Plan to ensure that priority was given to completing this task.

Re other aspects of implementation of MyCampus, the Registration process was now largely complete. The performance of the system hardware had mainly been good. MyCampus had routinely had 5,000 users at any one time and had been handling this volume satisfactorily. The system software had features such as American spellings that had drawn adverse comment. The supplier was developing an update of the software with UK spellings. In addition, some software configuration had been poor - an aspect that could be improved on. However, generally, the software had been doing what it was designed to do.

The immediate priority was to ensure, as soon as possible, that all students were fully enrolled on MyCampus. This was critically important in preparation for the December diet of exams. A second important action, that would be led by the Project Board in consultation with staff and students, was to learn the lessons from the experience of Registration and Enrolment in 2011. This time next year, it would not be required to migrate 20,000 student records between systems, with all the complexities involved. However, if we were to avoid the large workload that staff have faced this year, action was needed in specified areas.

The Project Board was also concerned to avoid placing further burdens on staff and in consequence decided to defer the introduction of other aspects of the system. It was recognised that piloting was

essential and that insufficient time and resources had been devoted to training and system testing in advance of Registration and Enrolment being implemented. A group, which would include four members of Senate and be chaired by Vice-Principal Professor Coton, was being formed to identify lessons learned. Queen's University, Belfast, had introduced a system from the same supplier one year previously and reported that the first year had been difficult, but that matters had now improved.

Mr Newall continued that implementation of MyCampus had been a major project, and paid credit to the many staff throughout the University for the contribution they had made to it. The development had happened at a time when the University had been going through major organisational change, with Restructuring in 2009/10 and Cost Reduction in 2010/11.

The immediate response to the introduction of MyCampus had not been positive, mainly because of the large volume of work and frustration associated with Class Enrolment. Aspects of the implementation could have been managed better. There were deficiencies associated with training, software configuration, data input, and the set up of programme and course information that had to be addressed in order to avoid a repeat of this year's difficulties.

Mr Newall apologised that the issues above had caused frustrations for students and had added to the workload of many staff, and thanked all members of staff who had worked so hard to support students through such a difficult enrolment process. He and the Project Board promised they would ensure that the Registration and Enrolment exercise worked much better in future.

In discussion at Senate, many comments were made on the experience and effects of using the new system for enrolling. The interface was seen as very difficult to use, unfriendly and not intuitive. Processes were elaborate, involving many steps, and the system slow. Screens were poor and staff reported feeling they were operating in the dark. In some contexts, use of the system took longer than manual recording of information and face-to-face interaction with colleagues and students. The call-logging function had been particularly frustrating in this regard. It was not possible for students to be enrolled on more than one course at a time; this was particularly frustrating where programmes had fixed structures and few options. Concern was expressed for the experience of students dealing with the system. There was agreement that the insensitivity of the system to compatible and less compatible combinations of courses needed to be dealt with. The Secretary of Court undertook to provide an apology to students for the difficulties many would have experienced with enrolling on the system. The Director of IT Services reported that servers were being closely monitored to ensure they did not contribute to slowing of the system. Software reconfiguration would assist and would be undertaken to streamline processes, but it would be extremely difficult to make changes that would significantly improve the interface. There was agreement that insufficient training had been provided. Many expressed concern for the toll enrolment had taken on staff - notably, for advisers of study and administrative staff, and the need to avoid repetition of the experience was strongly stressed. It was reported that workloads were such that a recently issued deadline for enrolment was impossible to meet. The Project Director confirmed that the deadline could be extended.

Discussion also covered the development process for MyCampus. A number of members commented that they had not felt they had been listened to during the consultation stages. Matters had been widely identified that should be customised, but did not seem to have been addressed. It was stated that desirable modifications to the software could have been made in advance, and that the IT system was driving the University rather than serving it. The software was not well aligned with needs. Schools were also being requested to provide significant amounts of information for reasons that were opaque to them. It was also recalled that the budget for the new system had included only direct costs, and not

reflected the significant amounts of additional time staff were now spending on operating the system. Cost estimates for future projects might be undertaken so as to reflect the full cost of implementation.

Comment was also made on the related matter of the advising system. The coincidence of the changes to the advising system and implementation of the enrolment function of MyCampus had in some ways been unfortunate. The new advising approach had been predicated on the removal from advisers' roles of the more mechanical aspects of course choice; that the latter had not worked well had placed strain on continuing advisers of study, it also frustrated the intention that advisers would now be free to concentrate on pastoral support for students. The matter of continuing need for advisers who were experts on programme structures was considered. However, the President of the SRC also noted that the previous advising system had had its faults. These had included the need for increased pastoral support. Mr Ritchie also noted that the development of the new advising system had taken several years. It was imperative that progress was made in this regard as well as with MyCampus.

With respect to the future, consideration was given to the possibility of either reverting to the previous system, WebSURF, or retaining it to operate in parallel with MyCampus as a safeguard. It was explained that this would itself be an elaborate exercise and not straightforward. Some who had spoken in criticism of MyCampus also put the view that reverting to WebSURF would not be feasible. Senate was reminded that there were serious loading issues with WebSURF and that aspects of it had started to falter. It was also recalled that Senate had been kept abreast of, and supported, the development of the system. MyCampus was still scheduled to bring substantial improvements to University processes.

The information that the introduction of a number of components was being deferred was welcomed by many. It was also noted that benefits these new elements of the system would bring were also thereby delayed. There were challenging and critical academic management processes in the period that lay ahead that needed to operate successfully: it was essential that potential difficulties with these were anticipated and circumvented. The forthcoming student number return to the Funding Council, internal income allocation, the December and then spring examination diets were noted in this regard. Progression decisions would fully test the programme plans that the system utilised. A number of members noted that it would be vital to properly resource training for the next steps of implementation.

It was recognised that time was limited for the identification, by the group convened by Professor Coton, of lessons learned. However, it was agreed that the overriding concern was to get things right and ensure that the Registration and Enrolment exercise in 2012 would operate satisfactorily. Professor Coton's group would address this as a matter of urgency, and would report to the next meeting of Senate, on 8 December.

Mairi Gray

From: David Newall [David.Newall@glasgow.ac.uk]
Sent: 23 October 2011 17:03
To: smg@glasgow.ac.uk
Subject: SMG Paper - 24 Oct
Attachments: MyCampus,OctSMG.doc

Dear all

Here is a brief paper on MyCampus implementation which I'll speak to at SMG tomorrow.

David

David Newall
Secretary of Court & Director of Administration University of Glasgow Glasgow G12 8QQ
0141 330 4246

University of Glasgow, charity no SC004401

MyCampus

Update on Implementation for SMG, 24.10.11

1. Action to ensure full enrolment for 2011/12

The most urgent task at present is to ensure full enrolment for this current year

Undergraduate

For several weeks, School- and College-based staff have been contacting all those students who appear not to have enrolled for their full curriculum to encourage them to do so. There is now a high level of confidence that there are very few students remaining who have not completed their first-semester enrolment. At the start of last week, undergraduates were sent a standard annual message drawing their attention to the need to ensure that records are accurate for the December exam diet and giving them a deadline of 19 October to complete their enrolment.

Some actions are still required to complete undergraduate enrolment. Certain cohorts of continuing students in MVLS have still to be block enrolled. There are gaps to be filled in enrolment for students who are studying abroad. And a small number of undergraduates who should have enrolled for a full 120 credits have not yet done so, and will have to take an additional second semester course to achieve this.

Postgraduate

There remain many Postgraduate students who have not yet fully enrolled. However, in most cases there are good reasons. For example, postgraduates in Arts were not enrolled on their curricula at the start of the semester, pending Induction sessions being held. And many other postgraduates, including in the Business School, have deliberately not enrolled for Semester 2 at this stage, as they have still to make curricular choices.

One difficult issue with Postgraduates relates to fees for continuing part-time students. MyCampus automatically calculates part-time fees in relation to credits enrolled and any exceptions require manual intervention. There is a large number of amendments to fees calculated particularly for some continuing students whose fee levels were previously charged at 50% of the full time fee irrespective of credits taken.

2. The Project Plan

Continuing progress is being made with the Project Plan, with a commitment to minimise any additional workload this may place on staff in Schools. The main areas of current development are as follows:

- UCAS admissions has gone live and is working satisfactorily.
- The current direct admissions system is being used for all non-UCAS applicants who are applying for entry later in 2011/12.

- It is planned to use the new MyCampus Direct Admissions System for non-UCAS entrants in September 2012. This will be subject to satisfactory testing with staff in RIO and with approximately 20 non-RIO staff based in Graduate Schools.
- Gradebook continuous assessment will not be implemented in 2011/12.
- Implementation work is continuing on: HESA and SFC reporting; internal management reporting; and Customer Relationship Management. These developments do not impact on the work of staff based in Schools.
- The Project Board will undertake a full review of further plans and resource requirements in the light of the report it receives from the Lessons Learned Panel.

3. Lessons Learned

The Lessons Learned Panel comprises:

Professor Frank Coton, Vice-Principal Learning & Teaching (convener)
 Fred Cartmel, Chief Adviser, Social Sciences
 Professor John Chapman, Vice-Principal and Head of College
 Dr Don Spaeth, Senior Lecturer, History
 Karen Lee - SLP Team
 Lillias Robinson, Head of School Administration, Life Sciences
 Professor Joe Sventek, Head of Computer Science
 Eleanor Waugh, SLP Team
 Janice McLellan - SLP Team (secretary)

The Panel has met and has started an extensive consultation exercise. It will report to the SLP Project Board on 5 December, and an update report will be given to Senate (8 December) and Court (14 December).

4. Other

Aside from the issues mentioned above, and from wider issues that will be covered by the Lessons Learned Panel, some other matters are being given early attention:

- Clarity on Process for notifying No Shows to Registry
- Content of Academic Advisement Reports, particularly in relation to progression
- Speed of response of the system, particularly re quick enrolment
- Security permissions/access for MVLS staff
- Issues arising from the Research Institute structure, and ensuring PG programme plans are correctly attached to Research Institutes

DN, 23.10.11

Mairi Gray

From: Alec Scrimgeour
Sent: 26 October 2011 16:49
To: Carol Clugston; Catherine Martin; Gordon Duckett; Nancy Donald
Cc: The Principal
Subject: SLP Visits

Carol, Catherine, Nancy and Gordon

Just a quick note to thank you and your colleagues for arranging the Principal's visits to staff re SLP. I think the Principal found it useful and informative and I appreciate your efforts in putting the details together and in keeping them as natural and free flowing as possible!!

Worth it I think.

Alec

Alec Scrimgeour
Executive Assistant to the Principal
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Glasgow G12 8QQ
UK

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The University of Glasgow, charity number SC004401

Mairi Gray

From: Christine Barr [Christine.Barr@glasgow.ac.uk]
Sent: 27 October 2011 14:47
To: 'smg@glasgow.ac.uk'
Cc: 'college-secretaries@glasgow.ac.uk'; 'hr-hrms@gla.ac.uk'; Patricia McBride
Subject: Recognition & Reward 2010-11

Dear All

I am writing to advise you that we will shortly be launching the Recognition & Reward round for staff on grades 1 - 9 of the 52 point scale through the Heads of Schools/Directors of Research Institutes and Heads of Service. There will be specific reference included in this communication to management recommendations for one-off exceptional contribution cases that Colleges/University Services may wish to put forward in relation to the introduction and implementation of SLP/My Campus to ensure that there is a consistent approach to the treatment of such applications.

Kind regards

Christine I

Christine Barr
Deputy Director - Human Resources
Gilbert Scott Building
Tel: 0141 330 3148
Email: Christine.Barr@glasgow.ac.uk

The University of Glasgow, Charity Number SC004401

Mairi Gray

From: Neal Juster [Neal.Juster@glasgow.ac.uk]
Sent: 09 November 2011 14:40
To: smg@glasgow.ac.uk
Cc: Alec Scrimgeour
Subject: Output from Heads Away Day
Attachments: SMG Strategy Day Actions.docx; Investments Output - Heads Day post SMG day.docx; Research Output - Heads Day - post SMG day.docx; Barriers Output - Heads Day post SMG day.docx

Dear all

Following discussion at PAG on Monday I attach the summaries of the outputs of the Heads Away Day (together with a draft cover sheet for SMG next week)

I have attempted to place the comments in order of importance/urgency of action. This is, of course, only my take on the issues.

If you have any comments on the attached could you please let me know by Tues (15th) lunchtime. This will enable me to update and circulate for SMG on Wed.

Although folks may wish to comment on the paperwork at SMG I am hoping that we can agree the paperwork prior to SMG meaning that this will not need to take up much of the agenda next week.

When the paperwork is circulated to Heads I will invite them to identify the top 6 issues on each sheet to help us prioritise actions.

Neal

Professor Neal Juster
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Vice-Principal (Strategy and Resources)
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The University of Glasgow, charity number SC004401

Taken from Heads of Schools, Directors of Research Institutes and Heads of Service

Strategy Day - 17 October 2011

Output: Investments for Success (not research) (relates to email dated 9 November from Neal Juster)

Proposed Investments and Actions

Investments identified by Heads	Proposed Action	Action Owner	Timescale
Repair MyCampus	A group chaired by the VP(L&T) is addressing the ongoing problems associated with MyCampus. The Project Board will act on the recommendations of the Group.	SLP Board	Ongoing

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Mairi Gray

From: The Principal
Sent: 11 November 2011 13:21
To: David Newall
Cc: Andrea Nolan
Subject: Re: Direct Debits

Thanks David

Anton

Sent from my iPhone

Professor Anton Muscatelli
Principal and Vice-Chancellor
University of Glasgow
Glasgow G12 8QQ
Tel: 0141 330 5995

On 11 Nov 2011, at 18:34, "David Newall" <David.Newall@glasgow.ac.uk> wrote:

> Anton

>

> The feel levels were correct, but for some students there has been a
> failure to adjust the Direct Debit to take account of a financial aid
> award. This is being addressed now and the SLP Team will to
> send revised advice to the affected students as soon as possible.
> Their estimate is that the number of students affected is 190.

>

> David

>

>

>

> -----Original Message-----

> From: The Principal

> Sent: 11 November 2011 12:21

> To: David Newall

> Cc: Andrea Nolan

> Subject: Re: Direct Debits

>

> David

>

> Thanks - do we have any idea how many direct debit notices are
> incorrect? Was there a check carried out of levels of fee charges
> before the direct debits were activated?

>

> Anton

>

>

> Sent from my iPhone

>

> Professor Anton Muscatelli

> Principal and Vice-Chancellor

> University of Glasgow

> Glasgow G12 8QQ

> Tel: 0141 330 5995

>

>

> On 11 Nov 2011, at 16:51, "David Newall" <David.Newall@glasgow.ac.uk>
> wrote:

>

>> Andrea, Anton

>>

>> I followed up your query about Direct Debits with Registry staff.

>>

>> Direct Debit charges have been activated this week - for home and
>> international students - and there have been a number (103 to be
>> precise) of queries raised about the level of charge. These are
>> being addressed by the Registry Fees staff. This is usually a team
>> of 4, but down to 3 today because of illness. If the queries are
>> taking much time to resolve, they will bring in temporary assistance
>> early next week.

>>

>> Anton - I think you heard a concern about staff not being present at
>> the student services desk. I've just been up there myself. The desk
>> is manned, and there is not a queue.

>>

>> I hope the above covers the points you have been concerned about, but
>> if there's any aspect of it I've missed please come back.

>>

>> David

>>

>> David Newall

>> Secretary of Court & Director of Administration University of Glasgow

>> Glasgow G12 8QQ

>> 0141 330 4246

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>> University of Glasgow, charity no SC004401

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