



JISC Project Plan

Overview of Project

1. Background

This project builds on the work undertaken here as part of the Higher Education Academy Pathfinder Project in 2007-08. That project identified arrangements to support academic staff more effectively in their work with work-based students, but it did not reach far enough into supporting mentors.

The University has identified that effective mentors are vital to the success of students on such programmes and we have initiated a secondment to associate dean for a member of staff in the Faculty of Society and Health, in order that mentoring arrangements across the University can be improved.

We aim to provide technology-enabled support to these mentors and to share this experience with colleagues in other universities. The associate dean will work closely on the project in the management of the change to the use of digital, rather than paper-based, support to the mentors.

The mentor is a key stakeholder in work-based learning. As part of the University's Management of Change programme it is imperative to work with mentors across the University to identify the core tools, technology and processes to be recommended as best practice for the University and the wider sector. Of paramount importance will be the Use Cases detailing the necessary interventions with all mentors to ensure the most effective support for work-based learning students that can be provided to them. This will include location-independent information provision and staff development.

2. Aim and Objectives

There are two major outcomes from this project that will be of particular value to the sector:

The Use Case models developed during this project to support mentors will be generic, but applied to a specific set of technology-enhanced solutions for our use. These models will be able to be taken and applied in alternative environments, thus contributing to the continuing development of an infrastructure for lifelong learning and workforce development.

Included within this will be the enhanced understanding of how the use of technology in the mentoring process supporting flexible lifelong learning and workforce development leading to tangible benefits to enhance the experience of students and staff (academic and mentor).

3. Overall Approach

3.1 Strategy/Methodology

The following strategy will be used to run the project:

- Engage and obtain feedback from key stakeholders both internal and external to the University
- Design and implementation of procedures, processes and Use Case model
- Purchase and implementation of suitable software and hardware
- Implement exemplar case studies and methodologies
- Evaluate and refine models
- Dissemination of information to the community

The project will be managed within the framework given by the JISC Project Management guidelines.

3.2 Scope and Boundaries

The scope and boundaries of the project will be:

Who: The test cases that will be implemented by experienced colleagues in mentorship.

What: We will be measuring the mentoring that we are currently doing, to see the 'value added' by implementing the Use Case model developed through the project.

Where: The project work will take place within the sectors of current mentor experience within the University

How: We will be using technologies in synergy with the University's management of change programme.

Identified constraints on the project are:

Funding support for the period 2009 to March 2011 are available based on matched funding from JISC and Buckinghamshire New University (Bucks). Further stages of development may require further investment from Bucks or other internal/external sources.

3.3 Critical success factors

- Time
- Cost
- Ability to adapt current technology with minimal modification for purpose

4. Project Outputs

4.1 Deliverables:

- Obtain feedback from key stakeholders
- Design and implementation of procedures, processes and Use Case model
- Development of a suitable technology architecture
- Development of exemplar case studies and methodologies
- Evaluation and dissemination of information internally and externally in a 'real time' mode
- Completion of core project documents as specified
- Completion of final report at end of project
- Ensuring sustainability of the service on completion of the initial development project within existing staffing resources

4.2 Knowledge and other outputs:

- Consolidation of currently disparate information relating to outputs within Bucks
- Wider availability of the information to the academic community from a single source
- Integration into institutional policy
- Training in use of and promotion of resources to staff within
- Advice and guidance to colleagues in other institutions
- Informing sector good practice
- Documentation of all procedures developed
- Evolve an online community repository of good practice

5. Project Outcomes

- Provide an essential accessible resource for use by colleagues within and outside Bucks.
- Improved profile for Bucks within the academic community
- The implementation of a community repository will give a single point of access to a wide range of information and support available at the point of contact when required
- Development/extension of technical and relevant policies
- Improved awareness of available resources and guidance

6. Stakeholder Analysis

Stakeholder	Interest / stake	Importance
Senior Management Team	Improve student retention	High
Associate Dean (mentor)	Managing the change with mentors	High
Mentors	More effective and therefore fulfilling	High
Academic staff	More effective mentoring relationship	High
Administrative staff	Improved relationship and communication with mentors	Medium
Students	Improved mentoring	High
Supporting directorates	Effective interaction	Medium
Other universities	Good practice in mentorship	Medium
Other bid partners	Cluster development	High
University's Commercial Partners	Integration in University transformation programme	High

JISC	Support for the sector, value for money of projects	High
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7. Risk Analysis

Risk	Probability (1-5)	Severity (1-5)	Score (P x S)	Action to Prevent/Manage Risk
Failure to locate suitable staff resources to implement and manage the project	1	5	5	Staff are currently in place who can undertake the necessary work. Extra staff will be recruited during the life of the project but this will not hold up the project.
Failure to resource purchase of suitable hardware and software	1	5	5	Budget has been earmarked.

8. Standards

Name of standard or specification	Version	Notes
Documentation in PDF format	9	Common Standard
Web standards HTML	5	Universal acceptability
Image standards JPEG		
Audio standards	MP3	
Video standards	WMV	
Metadata	Dublin Core	
Alerting standards	RSS	
e-Learning standards	SCORM	Where appropriate
Frameworks and Models	BPML, UML2.0*	*Aligned to the OMG standards where possible

Project Acronym: SMART (Supporting Mentors and Resource Transformation)

Version: 1

Contact: Project Team

Date: 5th May 2009

9. Technical Development

Best practice project management will be used in line with JISC project management guidelines. Where hardware and software development takes place full testing and quality control procedures will be implemented. We do not intend to write software, in preference existing software will be reutilised. Full version control will be implemented and supported by appropriate documentation.

10. Intellectual Property Rights

Buckinghamshire New University will own the IPR in the case studies use cases and management of change models developed during the project. The JISC will be given a non-exclusive licence allowing the JISC or its representatives to utilise, archive and disseminate the work as appropriate.

Project Resources

11. Project Partners

None.

12. Project Management

Project management will be within the JISC Project Management guidelines. The Project Board will report to Senior Management through standard communications channels already in place. During the lifespan of this project senior management structure is planned to change, however a named senior management sponsor will be maintained.

The Project Team comprises of:

Elizabeth Chamberlain [Elizabeth.Chamberlain@bucks.ac.uk]

Support Services Manager within Learning and Information Services. Project Manager for JISC Institutional Repository project (ends March 2009).

Crystal Oldman [Crystal.Oldman@bucks.ac.uk]

Head of School with the Faculty of Society and Health for several years, now Associate Dean with specific responsibility for looking at mentoring across the faculties and deriving a model of good practice for all to follow.

Bill Schaaf [Bill.Schaaf@bucks.ac.uk]

Head of School within the Faculty of Creativity & Culture for several years, now Associate Dean with specific responsibility for looking at the use of IT across the faculties to recommend good practice, as well as „blue skies“ computing curriculum developments.

Richard Jones [Richard.Jones@bucks.ac.uk]

Head of the Flexible and Distributed Learning Centre developed in the faculty of Enterprise & Innovation. Richard has spent many years as an e-learning champion in the faculty, including as a Senior Teaching Fellow and has widely published in the field along with presentation at international conferences and Academy workshops.

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Justin Luker [Justin.Luker@bucks.ac.uk]

Senior Lecturer in the Faculty of Enterprise & Innovation. Justin previously was employed as a learning technologist within Learning and Information Services and was a key member of the HEA Pathfinder Project team and has undertaken major roles in supporting technology-enhanced Learning (t-eL) within the University.

Other staff will be allocated to the project as required.

Training needs will be reviewed early in the project. Initial cascade training on current mentoring practice by the University to the project team. Training needs identified will be met using externally available training provided through JISC and other organisations.

13. Programme Support

Support currently provided via the programme and the Institutional innovation projects in lifelong learning and workforce development will be used.

14. Budget

As per **Appendix A**

Detailed Project Planning

15. Workpackages

As per **Appendix B**

16. Evaluation Plan

Timing	Factor to Evaluate	Questions to Address	Method(s)	Measure of Success
Termly	Programme of demonstrations	All stakeholders	Inform and engage	Regular demonstrations of project to date will be provided for staff and students during the life of the project.
Monthly	Project progress	Is it on schedule?	Project Board meetings	Progress in line with the plan
Quarterly	Affect on other University projects	Is it linking with other projects as expected?	UPMB	Resource issues, interlinking with other projects, value for money
As required	Project progress	Is it on schedule?	JISC Programme meetings	Progress in line with the plan
April 2011	Lessons learned	What can we learn for the next project?	Post Project Review	Lessons identified

17. Quality Plan

Output					
Timing	Quality criteria	QA method(s)	Evidence of compliance	Quality responsibilities	Quality tools (if applicable)
Obtain feedback from key stakeholders	Confirmed agreements of mentor experts	Peer review	Agreed definitions	Focus group lead	Webex, Tandberg
Design and implementation of procedures, processes and Use Case model	UML2.0 standards, BPML standards	OMG	Models developed as sound and complete	Project team	Select Enterprise, Visio, BPML tools as appropriate
Development of a suitable technology architecture	Fitness for purpose underpinned by current standards	User evaluation	User feedback and benchmarking	Technical development lead	As appropriate
Development of exemplar case studies and methodologies	Accessibility for a wide audience	User evaluation	User feedback and benchmarking	Project team and research assistant	
Evaluation and dissemination of information internally and externally in a 'real time' mode	Meets the requirements of relevant standards above	Evaluate against the standard	Standards evaluation report	Research assistant	
Completion of core project documents as specified	Completion of required progress reports	Reports submitted on time.	Reports accepted by funding body.	Project Team.	
Consolidation of currently disparate information relating to outputs	Fit for purpose	Review implementation by project panel	Questionnaire and brief report	Research assistant	Snap Professional 9: Online Survey Tool
Wider availability of the information to the academic community from a single source	Fit for purpose	Review implementation by project panel	Questionnaire and brief report	Research assistant	Snap Professional 9: Online Survey Tool
Integration into institutional	Internal quality control for	Alignment with institutional	Student and Academic	Student and Academic	

policy	formal documentation	guidelines	Services approval	Services	
Training in use of and promotion of resources to staff within	User feedback	User evaluation	User feedback and benchmarking	Project team and training manager	
Advice and guidance to colleagues in other institutions	Fit for purpose	Review implementation by project panel	Questionnaire and brief report	Research assistant	Snap Professional 9: Online Survey Tool
Informing sector good practice	JISC dissemination	JISC standard method	JISC feedback	Project team	
Evolve an online community repository of good practice	Compliance with standards	Suitable web analysis tools	Reports and other available data	Research assistant	

18. Dissemination Plan

Timing	Dissemination Activity	Audience	Purpose	Key Message
Termly from May 2009	Article in Connections in-house journal	Bucks staff	Inform	This channel will be used to provide regular feedback to the Bucks community.
Oct 2009	Setup and population of project web site	All users	Inform and raise awareness	Setup of project and other basic information.
March 2009	Blackboard organisation	Project Team & other relevant staff	Inform, raise awareness, engage	Project organisation will share information with the team and other staff.
Sep 2009	Establishment of Project Board meeting regularly	Project Board and UPMB	Awareness, reporting of progress	Scoping, monitoring and advising project team.
As required	Programme meetings	JISC, other project teams and related bodies	Awareness and sharing of progress	All organised programme meetings will be used to share progress and good practice.
As required	Progress report to JISC	JISC	Progress of project	Progress to date & modifications to plans

Termly	Staff briefing	Champions and key stakeholders	Inform	Basic information on project; timescales and initial progress.
March to Dec 2009	Workshops	Focus groups of staff and students	Engage and provide feedback	Workshops will be used to collect user input through the period of the project.
June 2009, June 2011	Conference papers	All interested parties	Promote and provide feedback on good practice	Paper on development of project, lessons learned to date and other developments via contacts within the community.

19. Exit and Sustainability Plans

Project Outputs	Action for Take-up & Embedding	Action for Exit
Design and implementation of procedures, processes and Use Case model	Uptake by organisation committees in future business development	Integrate into RPPOG
Development of a suitable technology architecture	Integration into transformation programme	Initiated from project start
Development of exemplar case studies and methodologies	Integration into mentorship programme	Integrate into programme module proformas and validation documentation
Wider availability of the information to the academic community from a single source	Development of an information portal	Deployment of feeds and distribution technologies
Training in use of and promotion of resources to staff within	Integration into mentorship and CPD programmes	Integrate into programme module proformas, validation documentation and appraisal scheme
Advice and guidance to colleagues in other institutions	Continued reasonable support and promotion to external colleagues	Publication of support models and exemplar materials
Evolve an online community repository of good practice	Integration with the information portal	Publication of mentor independent models, specific exemplar models and transformation models

See table above in relation to sustainability and products developed through the project.

Appendixes

Appendix A. Project Budget

Directly Incurred staff	Mar-09	Apr 09 – Mar 10	Apr 10 – Mar 11	TOTAL £
Trainer	£1,900	£22,800	£20,900	£45,600
research assistant	£900	£10,800	£9,900	£21,600
System developer	£1,900	£22,800	£20,900	£45,600
Total Directly Incurred Staff	£4,700	£56,400	£51,700	£112,800
Non-Staff	Mar-09	Apr 09 – Mar 10	Apr 10 – Mar 11	TOTAL £
Travel and expenses		£5,000	£5,000	£10,000
Hardware/software		£10,000	£10,000	£20,000
Dissemination		£1,000	£2,000	£3,000
Evaluation		£	£1,000	£1,000
Other		£	£	£
Total Directly Incurred Non-Staff	£0	£16,000	£18,000	£34,000
Directly Incurred Total	£4,700	£72,400	£69,700	£146,800
Directly Allocated	Mar-09	Apr 09 – Mar 10	Apr 10 – Mar 11	TOTAL £
Staff	£1,650	£19,800	£18,150	£39,600
Estates	£176	£2,113	£1,936	£4,225
Other		£	£	£
Directly Allocated Total	£1,826	£21,913	£20,086	£43,825
Indirect Costs	£684	£8,211	£7,527	£16,422
Total Project Cost	£7,210	£102,524	£97,313	£207,047

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Amount Requested from JISC	£4,167	£50,000	£45,833	£100,000
Institutional Contributions	£3,044	£52,524	£51,480	£107,047
Percentage Contributions over the life of the project				
No. FTEs used to calculate estates charges, and staff included		JISC 48%	Institution 52%	Total 100%

Appendix B. Workpackages

See attached document.