



Senate

Paper title	The QMUL Model Risk Register and QMUL Model update
Outcome requested	Senate is asked to note the QMUL Model Risk Register and update.
Points to note and further information	<p>The QMUL Model, is a project that will bring distinctive and personalised elements to undergraduate programmes to increase the social and cultural capital of our students and help ensure that they achieve success after graduation.</p> <p>There are two changes to the Risk Register: R24 (links in with Personal Advisers) and the amendment to R11 as requested at the December meeting of Senate.</p>
Questions to consider	Is Senate satisfied with the QMUL Risk Register?
	<p>Aligns with the following:</p> <p>QMUL Academic Regulations QMUL Academic Credit Framework QMUL OFFA Access Agreement QAA Quality Code, especially Chapters B1 Programme Design, Development and Approval, and B4 Enabling Student Development and Achievement Professional, Statutory, and Regulatory Body (PSRB) requirements</p>
Strategy and risk	<p><i>Strategy</i> The QMUL Model positively addresses the QMUL Strategy (2014-2019), especially SA3 (1, 2, 4) and the SETLA Strategy (2014), especially SA2 (4, 5).</p> <p><i>Risk</i> Please refer to the detailed risk register, attached.</p>
Reporting/consideration route	Senate to note.
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QMUL Model update

The QMUL Model Working Group is overseeing the implementation of the Model for first year students starting in September 2017 via a number of work streams with input from all parts of the institution. Schools, Institutes and Professional Services Departments have all been working extremely hard to ensure that the various strands of work are developed to allow for a successful launch next Academic Year.

Part of this work has involved confirming with Schools/Institutes those modules (some newly developed for this purpose) that will form part of the Model in the first year. Schools and Institutes have submitted module amendment proposals for level-4 modules. These were considered by a panel on 15 February 2017. Proposals for new level-4 modules are due to be submitted by 03 May 2017. Some Schools and Institutes are also preparing for years beyond 2017/18 but more extensive curriculum and process review for inclusion of new modules allowing inter-School movement will be undertaken later this year and in 2017/18.

Other strands of work include:

- Developing QMUL Model-specific learning outcomes to inform the development of modules for the initiatives, building on the existing [QMUL Graduate Attributes](#). These have now been defined.
- Working on adapting a range of existing CPD short-courses to be delivered as part of the QMUL Model. The modules will cover topics such as leadership, developing critical thinking, problem solving, innovation and change, and personal effectiveness.
- Turning the existing QConsult and QEnterprise schemes into credit-bearing modules to give students experiences within commercial and charitable workplaces, business development, volunteering, and research. The assessment for these activities are being piloted.
- Working on the development of an e-portfolio, which will be the vehicle for students to capture their interactions with their academic adviser, and record and monitor their progress. Work on Mahara (QMplus Hub, our e-portfolio platform) will be completed in time for 2017/18.
- Developing options to enhance the international experience of our students via the Model. Plans are being developed to pilot short (4-day) outward mobility programmes as part of the Model. This will involve working with carefully selected universities in the destination locations, with QMUL and local students collaborating around specific themes such as housing, health, transport, employment or technology. These structured programmes are intended to encourage students to undertake other overseas opportunities over longer periods.
- Developing a competency framework to underpin the skills audit that students will use to inform their personal learning plans. An online tool will be developed within Mahara for students to use throughout their studies. This will help students and academic advisers to identify the most appropriate QMUL Model module selections and to target the development of the skills most relevant to ensuring the students' personal success after graduation.
- Developing guidance and supporting materials to help academic advisers in their key role in helping students make informed selections for the QMUL Model.
- Scoping an evaluation project and baseline data collection to support a formal evaluation exercise of the QMUL Model.

To bring together those involved in the Model developments across QMUL, a series of network events has been initiated (meeting approximately every six weeks). Alongside this raft of mainly internal activity, we have continued to engage with many external organisations, such as JP Morgan and Santander, who have expressed interest in supporting the Model and its objectives.

**Project Name: QMUL Model Project
Risk Register**

1-7
8-14
15-25

The risk register is a live document.

		Raw risks						
ID	Risk Description	Likelihood	Impact	Severity	Mitigation Plan	Owner	Status	Date Closed
R1	Senate does not approve Model	3	5	15	*Ensure Senate are updated on concept and consultation *Ensure model is clearly defined and implications fully explored	RJL	Closed	09/06/2016
R2	Lack of resources for development of Model	2	5	10	* Funding has been secured via PAR * Identify funding opportunities and apply for them * Ongoing review of resource requirements as project develops	RJL	Open	
R3	Lack of resources for delivery of Model	1	5	5	* Funding has been secured via PAR * Identify funding opportunities and apply for them * Ongoing review of resource requirements as project develops	RJL	Open	
R4	Timeframe for delivery not achievable	3	5	15	*Appoint project team *Clarify project plan and feasibility of delivery within timeframe *Ensure resource is available to Schools, Institutes and Directorates for preparation and implementation (via QMUL and external funding) in tight timeframe	RJL/Project team	Open	
R5	Lack of engagement by staff and students with the Model	3	2	6	*Ensure students are kept informed of concept and development via SSLCs and reference group *Ensure staff are consulted on the concept and development via consultations, school visits and reference group *Ensure that students and staff understand the importance of these modules (as with all modules) given their importance in the degree award rules (which only allow for a narrow degree of failure)	Project team	Open	
R6	Lack of engagement with staff and students in development of Model	3	5	15	*Ensure staff are consulted on the concept and development via consultations, school visits and reference group *Ensure students are kept informed of concept and development via SSLCs and reference group *Ensure concept and model is clearly communicated * Regular communications to all staff, showing where feedback has been used to amend proposals and inform developments.	RJL/Project team	Open	
R7	Lack of engagement with <i>prospective</i> students in development of Model	3	3	9	*Ensure concept and model is clearly communicated *Undertake market research to test Model	Project Team/TRT	Open	
R8	Implementation of Model leads to staff departures and/or unhappiness and uncertainty.	2	4	8	*Ensure staff feel engaged with and understand benefits of the Model	Project Team	Open	
R9	Model leads to under-recruitment of students	2	5	10	*Market testing to evaluate appeal of the Model *Appropriate marketing and comms planning to ensure Model is promoted and understood	Project Team/TRT	Open	
R10	Timetabling: there is no suitable space in the teaching week in which students (on different programmes) can take the QMUL Model modules.	4	5	20	* Discuss this issue with the timetabling team and develop scenarios, potentially including data modelling, and solutions, for example blocking out a certain part of the week for QMUL Model activities (including existing modules that fit into that category). * Working Group to focus on optimised timetabling, considering the QMUL Model as a specific work stream. * Explore opportunities for blended and distance learning, where appropriate to a module's learning outcomes.	Project Team	Open	
R11	Students do not get the QMUL Model choices that they want/some modules are oversubscribed.	5	4	20	* Management of student expectations. * Consider a regulation making clear that not all options will be possible for all students. * Develop a prioritisation/selection process for popular modules, considering issues such as students' backgrounds, bursaries, WP status, etc, and also whether they had their first choices in a different developmental year (if not, they might receive priority the next year). It is acknowledged that schools/institutes will implement a variety of selection criteria. This proposal is not intended to be prescriptive, rather a guide as to how the issue of selection for popular modules might be addressed * Monitor the popularity of particular options and, where possible, scale up the provision for future years through multiple occurrences or the development of similar options.	Project Team	Open	
R12	Students from the home department are displaced by visiting QMUL Model students on academically relevant modules (where numbers are capped and registration is first come-first served).	3	3	9	* Provide advice to schools/institutes on module selection. * Look into the possibility of two sets of capping rules (i.e. allotting x places for home school students and y places for the QMUL Model).	Project Team	Open	

R13	Model displaces content modules and dilutes the programme of study, or is viewed as having done so.	2	5	10	<ul style="list-style-type: none"> * Programme diets remain in the control of school/institutes, to determine which elements must be retained. * Consult on the possibility of moving to an academic credit framework based on multiples of 10 credits in order to free up space in the curriculum for additional, smaller modules (both QMUL Model and elective). * Communicate clearly the fact that the QMUL Model thread is designed to strengthen the programme overall and is both an academically rigorous element and in many cases something that can draw together other elements. 	Project Team	Open	
R14	Module(s) is (are) not sufficiently flexible to recognise and address different students' different starting points in terms of understanding (within the same module, or across various modules).	3	3	9	<ul style="list-style-type: none"> * Develop a skills audit exercise for all new students to identify strengths and weaknesses. * Personal advisers to use the results of the audit in helping students to make suitable choices to address their particular skills needs. * Results of skills audit to be used in the continuing development and proposal of QMUL Model modules to directly address the particular deficits. * Supporting the further development of teaching skills to deal with students with a range of starting points. 	Project Team	Open	
R15	The Model is not sufficiently quality assured	1	5	5	<ul style="list-style-type: none"> * Standard processes to be applied, including module evaluation, double marking/moderation, exam boards. * Annual Programme review-type activity to regularly review the QMUL Model provision as a whole. 	Project Team	Open	
R16	External reviews/reviewers respond negatively to the Model	2	5	10	<ul style="list-style-type: none"> * Standard processes to be applied. The QMUL Model will be one more element in the diet. * Add an additional question to the QMUL External Examiner Report template to elicit views on the Model once it is up and running. * To be considered in relation to HER, TEF, external examiners, Periodic Review, etc. 	Project Team	Open	
R17	Insufficient appropriate QMUL Model options are available to cater to all students (including constraints on academic levels).	3	5	15	<ul style="list-style-type: none"> * Complete a review of all QMUL modules to identify suitable modules, and gaps. * Develop, replicate, and scale up provision. * Work with schools/institutes to identify relevant elements in first year curricula for 2017/18. 	Project Team Schools/institutes	Open	
R18	Insufficient time/resource to develop programmes and modules for 2017/18 (and beyond)	1	5	5	<ul style="list-style-type: none"> * For delivery in 2017/18, agree that a minimum requirement of implementing only one QMUL Model Learning Outcome per QMUL Model module. * Small scale changes for 2017/18 to be accommodated within standard QMUL QA approval processes * Communicate with ARCS colleagues to ensure sufficient support is in place for schools. 	Project Team/ ARCS	Open	
R19	Introduction of the Model leads to revocation of accreditation from Professional and Statutory Regulatory Bodies (PSRBs).	1	5	5	<ul style="list-style-type: none"> * Write to PSRBs throughout the project and inform them of the aims (complete) and detail. * Ensure that the Model does not displace core content required for accreditation. * Should a PSRB express concerns, modify the Model to accommodate their needs for that programme. 	Project Team	Open	
R20	Model leads to over-assessment of students	1	5	5	<ul style="list-style-type: none"> * Establish a sub-group of Education Quality Board to develop general guidance on appropriate assessment loads and innovative assessment modes (not specific to the QMUL Model). * The risk relates in part to the proposal to consult on a credit framework based on multiples of 10 credits, with the notion that this will mean more modules, each with more assessment. Clarify that the number of modules may not increase (as 20 and 30 credits modules can be included), and that this can be an opportunity to 'reduce' assessment (by retaining the existing contact hours and reducing the assessment to reduce the credit value from, e.g. 15 to 10). 	EQB	Open	
R21	Disruption to school/institute budgets through net-importing/exporting of students to QMUL Model modules.	3	4	12	<ul style="list-style-type: none"> * Ensure that schools/institutes understand that funding will follow students to the school/institute delivering the module. * Given the above, encourage all schools to make attractive QMUL Model offerings to bring in students. * Introduce systems of capping on QMUL modules to manage registrations (see R11) 	Project Team	Open	
R22	The Model does not have (or is not viewed as having) sufficient academic rigour	2	5	10	<ul style="list-style-type: none"> * QMUL Module modules to undergo exactly the same processes in terms of development and delivery as any other module. * Monitoring and audit of provision to ensure that all included modules are suitable for the Model and are fit for purpose in QA terms, including appropriate level/credit/assessment/learning outcomes. 	Project Team	Open	
R23	Additional QMUL Model modules increase staff teaching loads	1	5	5	<ul style="list-style-type: none"> * QMUL Model fits within the existing 120 credits per developmental year, so the modules should be alternatives rather than additions in most cases. * Monitor net import/export of students through QMUL Model, and ask schools/institutes to monitor and report on any issues. * Manage student registrations through module caps and eligibility criteria to ensure that class sizes are manageable. * Consider centrally delivered modules with dedicated teaching resource for skills and placement modules. 	Project Team	Open	
R24	Personal tutors not equipped to advise students on QMUL Model choices.	5	4	20	<ul style="list-style-type: none"> * Ensure that all relevant information is communicated to personal tutors. * Include QMUL Model in the (existing) Personal Adviser Training Support Programme from 2016/17. * Consider an electronic training module. * Finalise the social capital skills audit and its implementation process. * Ensure results from social capital skills audit are made available to personal tutors and students through QMPlus Hub 	Project Team	Open	
R25	Insufficient oversight/administrative support for placements and internships	3	3	9	<ul style="list-style-type: none"> * Establish a central administrative unit to support the set-up and management of placements and internships. 	Project Team	Open	
R26	Insufficient accommodation for new staff	3	4	12	<ul style="list-style-type: none"> * Add the QMUL Model as a specific work thread for the (existing) active space planning exercise. 	Project Team	Open	
R27	Negative impact on student survey results and satisfaction	2	4	8	<ul style="list-style-type: none"> * Monitor survey results for comments on the Model and, where appropriate seek remedial action. * Ensure that students understand and engage with the Model. 	Project Team	Open	

R28	Lack of a robust mechanism for evaluation of the Model's success	2	3	6	* Robust and timely setting of an adequate baseline. * Ensuring an external perspective on the evaluation.	Project Team	Open	
R29	Model does not improve, or worsens, students' post-HE outcomes	1	4	4	* Monitor via DLHE returns. * Make amendments to the Model to address (or build upon) patterns identified in the returns.	Project Team	Open	
R30	Lack of sustainable continuity in central staff resourcing for the Model.	3	3	9	* Succession planning. * Avoidance of a single point of failure. * Embedding the Model as a standard part of the culture of the institution. * Clear and complete record keeping.	Project Team	Open	