



Objective: Student Experience (Learning & Teaching)	
Objective title <i>(provide short title)</i>	Update and redesign the NHS Education Scotland; Care and Management of Diabetes, 20 credit, level 9 module
Objective type <i>(tick appropriate box)</i>	<input checked="" type="checkbox"/> Individual Objective <input type="checkbox"/> Team Objective <input type="checkbox"/> Personal Development Objective
Attachment date <i>(date you start the objective)</i>	31/01/21
Description <i>(Outline your SMART objective here, align to dept. plan / strategy)</i>	<p>Specifically, I would need to:</p> <ul style="list-style-type: none"> • Evaluate the current course structure and content by carrying out a survey of past students to collate suggestions for improvement. • Use evametrics feedback from previous module. • Review feedback from internal and external examiners • Investigate new ways of delivery for fully on-line modules, especially for complex issues such as insulin regimens. • Investigate WebEX for virtual discussions to support or replace Padlet boards. • Update and redesign the content and include the effects of Covid on care and management of patients with diabetes. <p>This module is designed for Practice and District Nurses. Over the previous 18 months with increasing diabetes prevalence, and the pandemic, there has been an increase in diabetes care within primary care and the community. Fully-online modules are necessary due to working patterns and workload. It is important for ENU to collaborate with NHS educational institutions and NHS nurses. Many of these nurses have not experienced virtual learning.</p> <p>Success could be measured by</p> <ul style="list-style-type: none"> • Evidence of implementing suggested content and design improvements • In the introduction, mid-point and final WebEX discussion ask participants for feedback regarding virtual meetings and support. • In the final assessment ask participants to summarize their learning and changes in clinical practice in a reflective account. • Improvement of final non-submission % based on pre and post student satisfaction survey. Although this could be based on external issues in the NHS.
Additional information <i>(Outline support required and supporting info)</i>	Support required: <ul style="list-style-type: none"> • Collaboration with NES for survey. • IT and DLTE staff for advice and support
Target completion date	01/09/21
Priority	<input type="checkbox"/> Low <input checked="" type="checkbox"/> Medium <input type="checkbox"/> High



Objective: Student Experience	
Objective title <i>(provide short title)</i>	Produce 'list of dissertation expertise' to guide students in their research topics
Objective type <i>(tick appropriate box)</i>	<input checked="" type="checkbox"/> Individual Objective <input type="checkbox"/> Team Objective <input type="checkbox"/> Personal Development Objective
Attachment date <i>(date you start the objective)</i>	01/04/21
Description <i>(Outline your SMART objective here, align to dept. plan / strategy)</i>	<p>What: Produce updated 'List of dissertation supervisory expertise' for our Undergraduate dissertation students.</p> <p>Why: The list of supervisory expertise is a critical resource to guide students not only in choosing their research topic but also showcasing the research specialisms of our subject group academics. I will update the existing list of supervisory expertise for tourism, hospitality and event academics.</p> <p>How:</p> <ul style="list-style-type: none"> • Review existing documentation • Collaborate with line managers & HoSG to identify relevant supervisors for the upcoming academic year • Produce a template for all colleagues to identify their current research interests and expertise • Collate and format the document inline with ENUBS branding guidelines and link to external staff profiles • Release document via the T, H & FE dissertation learning space and programme pages. <p>Measures of success:</p> <ul style="list-style-type: none"> • Successful production and release of new documentation • Peer feedback from academic colleagues and Subject Group Executive • Monitor engagement (via number of downloads) of student engagement with the documentation with a specific target of 75% of T, H & FE Year 4 cohort accessing the document. • Capture qualitative student feedback on the value of the document via a standalone touchpoint survey question on the T, H & FE dissertation learning space
Additional information <i>(Outline support required and supporting info)</i>	<p>Support needed:</p> <ul style="list-style-type: none"> • Colleague input for current areas of expertise • Programme Leader & Year Tutor support to showcase the documentation to respective student groups. • Access to the Edinburgh Napier University Brand Hub to format the document with Business School brand identity.
Target completion date	06/09/2021



Objective: Line Management, leadership and admin	
Objective title <i>(provide short title)</i>	Line manage and help to develop a team of XXX academics
Objective type <i>(tick appropriate box)</i>	<input checked="" type="checkbox"/> Individual Objective <input type="checkbox"/> Team Objective <input type="checkbox"/> Personal Development Objective
Attachment date <i>(date you start the objective)</i>	01/02/21
Description <i>(Outline your SMART objective here, align to dept. plan / strategy)</i>	<p>Specific tasks:</p> <ul style="list-style-type: none"> • Contribute to departmental planning and resourcing • Conduct 1-1 conversations with respective team to discuss objectives, personal development and provide coaching and feedback • Arrange and facilitate regular (monthly) team meetings • Deal with all aspects of attendance and performance management <p>Success measures:</p> <ul style="list-style-type: none"> • evidence of 1-1 conversations (min once a quarter) • successful completion of MYC system activities by self and team member • Meeting records evidencing contribution to planning/resourcing • Feedback from direct reports and peers • Compliance with HR policy
Additional information <i>(Outline support required and supporting info)</i>	Support required from Head of Subject
Target completion date	01/02/22
Priority	<input type="checkbox"/> Low <input type="checkbox"/> Medium <input checked="" type="checkbox"/> High

Objective: Leadership and Management / research example	
Objective title <i>(provide short title)</i>	Stimulate the development of research and scholarship within the school
Objective type <i>(tick appropriate box)</i>	<input checked="" type="checkbox"/> Individual Objective <input type="checkbox"/> Team Objective <input type="checkbox"/> Personal Development Objective
Attachment date <i>(date you start the objective)</i>	02/02/21
Description	Stimulate the development of research and scholarship by:



<p><i>(Outline your SMART objective here, align to dept. plan / strategy)</i></p>	<ul style="list-style-type: none"> • Effective participation in the school research Innovation & Commercialisation Working Group • Support the school research strategy by reviewing research bid applications for other SEBE schools • Introduce ambitious research targets for the group and identify individual targets which have been part of My Contribution discussion • Mentoring early career colleagues in MED to provide support and advice on how to secure bidding <p>This can be measured by:</p> <ul style="list-style-type: none"> • Evidence of multidisciplinary research (Familiarisation with research activities in other schools aims to develop multidisciplinary research) • Evidence of supporting 3 early career researchers during the academic year. The success can be measured by their achievements at the end of the year (i.e., research papers, submitted research grants, modules delivery, etc.)
<p>Additional information <i>(Outline support required and supporting info)</i></p>	<p>Sufficient WAM and possible help from the school support team</p>
<p>Target completion date</p>	<p>01/10/21</p>
<p>Priority</p>	<p><input type="checkbox"/> Low <input type="checkbox"/> Medium <input checked="" type="checkbox"/> High</p>

<p align="center">Objective: Research</p>	
<p>Objective title <i>(provide short title)</i></p>	<p>Progress in-depth research into Graduate Apprenticeships and work-based learning</p>
<p>Objective type <i>(tick appropriate box)</i></p>	<p><input checked="" type="checkbox"/> Individual Objective <input type="checkbox"/> Team Objective <input type="checkbox"/> Personal Development Objective</p>
<p>Attachment date <i>(date you start the objective)</i></p>	<p>01/09/2020</p>
<p>Description <i>(Outline your SMART objective here, align to dept. plan / strategy)</i></p>	<p>Why? GAs provide new ways opportunities for people to get degrees, whilst gaining industry experience. They provide opportunities for widening access and building relationships with industry. As they are relatively new, our research can help improve our understanding and delivery.</p> <p>What:</p> <ul style="list-style-type: none"> • Continue: longitudinal research with GAs, their routes in and experiences, including work with first years, direct entrants and final years. • Continue: Investigate impact of covid-19 restrictions and their relevance to future strategies. • New: research with employers and mentors. • Continue working with and expanding GA research networks (SICSA, UK, International). • New: Establish GA research network within Napier.



	<p>Measure:</p> <ul style="list-style-type: none"> • Continue collecting good quality data. • Publish articles and conference papers as appropriate (target=2). • Disseminate key results regularly to GA delivery teams (target=once per trimester). <p>Aligned SoC objective</p> <ul style="list-style-type: none"> • Innovation in learning approaches to promote aspiration and inclusion
Additional information <i>(Outline support required and supporting info)</i>	Support from GA team and GA research team in SoC. Support from Head of Graduate Apprenticeships and Skills Development.
Target completion date	31/07/2022
Priority	<input type="checkbox"/> Low <input type="checkbox"/> Medium <input checked="" type="checkbox"/> High

Objective: Student Experience / Learning & Teaching	
Objective title <i>(provide short title)</i>	Module Handbook development and study guide
Objective type <i>(tick appropriate box)</i>	<input checked="" type="checkbox"/> Individual Objective <input type="checkbox"/> Team Objective <input type="checkbox"/> Personal Development Objective
Attachment date <i>(date you start the objective)</i>	29/10/19
Description <i>(Outline your SMART objective here, why it is important, align to dept. plan / strategy)</i>	<p>Lead the creation of a module handbook that provides guidance to first year student on the module content, learning outcomes and assessments, as well as a week-to-week study guide.</p> <p>Complete and disseminate the handbook to new students in time for launching the module in 2019. Sign off by peers on content and student feedback at 80% satisfaction</p> <p>This is linked to <i>'building careers and creating opportunities (strategic pillars)</i>. The aim is to engage students from different programmes on the relevance of microbiology to their study programme and to the real world.</p>
Additional information <i>(Outline support required and supporting info)</i>	Support of Applied Microbiology route leader, year 1 program. Seek feedback and input.
Target completion date	20/06/20
Priority	<input type="checkbox"/> Low <input checked="" type="checkbox"/> Medium <input type="checkbox"/> High



Objective: Research (REF)	
Objective title <i>(provide short title)</i>	successfully coordinate the University's Research Excellence Framework 2021 submission across all 13 units of assessment in adherence to the updated REF guidance, in pursuit of an optimal University submission (March 2021)
Objective type <i>(tick appropriate box)</i>	<input checked="" type="checkbox"/> Individual Objective <input type="checkbox"/> Team Objective <input type="checkbox"/> Personal Development Objective
Attachment date <i>(date you start the objective)</i>	01/12/2019
Description <i>(Outline your SMART objective here, align to dept. plan / strategy)</i>	<p>I will coordinate and oversee the University's REF2021 submission across all 13 units of assessment, in adherence to the updated REF Covid guidance as issued by Research England, in pursuit of an optimal University submission (March 2021).</p> <p>This will involve coordinating and overseeing:</p> <ul style="list-style-type: none"> -Development and maintenance of the University REF2021 project plan (to March 2021) - Completion of remaining output scoring and final selection in accordance to the REF Code of Practice (by Feb 2021) - Final development and proofing of 33 impact case studies (by Feb 2021) -Final development and proofing of 14 environment statements (by Feb 2021) - Coordination of the final sign off from senior management and UoA leaders in each of the Schools (by Feb 2021) -Completion of the full data set in the REF submission system with no system errors preventing submission (by March 2021) -Completion of a final Equality Impact Assessment with recommendations for future improvements to promote inclusivity and fairness (approved by University inclusion team) (by July 2021) - Oversight of internal system integration to ensure accurate REF and HESA data (HR connect with Worktribe) (ongoing to March 2021) - Effective communication with key stakeholders (UoA leaders / Heads of Research) to communicate and achieve the remaining project plan activities and deadlines. (ongoing to March 2021). <p>Success will be measured as follows:</p> <ul style="list-style-type: none"> - Achieving completion of all REF mandatory data within the REF2021 submission system, before the submission deadline and with relevant sign off by University senior management. (March 2021) -Responding to post submission audit requests with sufficient evidence and detail by which to 'close' the audit enquiry and mitigate unclassified scoring. (to Dec 2021) - Measures of quality will be evident through mock submission data presented to University Court (Nov 2020), final eligibility and validation checks (Feb 2021), internal and external scoring (Dec 2020), and comments from both internals and externals (Dec 2020). The actual quality outcome will not be know until April 2022.

	This objective aligns with the RIE annual plan objective to support the preparation, and submission to national assessment frameworks and is aligned to the University strategic pillar to advance knowledge and deliver impactful research.
Additional information <i>(Outline support required and supporting info)</i>	-Support from 2 x REF Project Officers to complete the project plan activity to completion and to target deadlines. - Engagement from systems specialists (HR; IS; SoC) to ensure accurate and reliable system integration for REF data -Engagement (and dedicated time) from Senior management for thorough sign off process to occur prior to submission.
Target completion date	31/07/2021
Priority	<input type="checkbox"/> Low <input type="checkbox"/> Medium <input checked="" type="checkbox"/> High



Objective (Personal Development)	
Objective title <i>(provide short title)</i>	Develop knowledge of research grant funders and application processes
Objective type <i>(tick appropriate box)</i>	<input type="checkbox"/> Individual Objective <input type="checkbox"/> Team Objective <input checked="" type="checkbox"/> Personal Development Objective
Attachment date <i>(date you start the objective)</i>	31/08/20
Description <i>(Outline your SMART objective here; identify specific and measurable development actions / activities, link to strategy)</i>	Develop my knowledge of research grant funders and application processes by: <ol style="list-style-type: none"> 1) Seeking advice from RIE on how to locate funders and prepare grant applications 2) Attending one of RIE's grant application workshops 3) Look for any relevant external workshops, e.g. The Carnegie Trust 4) Speak to colleague or peer who has a sustained track record of securing bids (find mentor) <p>Success can be measured by; increased confidence in preparing submission, favourable internal (pre-submission) peer review feedback of draft application and submission of a grant application</p>
Additional information <i>(Outline support required and supporting info)</i>	Timely advice and guidance from RIE Line manager support to attend workshops and feedback on my draft application Time to develop a grant application
Target completion date	25/06/21
Priority	<input type="checkbox"/> Low <input type="checkbox"/> Medium <input checked="" type="checkbox"/> High

Objective (Personal development)	
Objective title <i>(provide short title)</i>	Develop knowledge of quantitative (or qualitative) research methods
Objective type <i>(tick appropriate box)</i>	<input type="checkbox"/> Individual Objective <input type="checkbox"/> Team Objective <input checked="" type="checkbox"/> Personal Development Objective
Attachment date <i>(date you start the objective)</i>	01/10/20
Description <i>(Outline your SMART objective here; identify specific and measurable development actions / activities, link to strategy)</i>	Develop knowledge of quantitative (or qualitative) research methods to assist when supervising quantitative (or qualitative) dissertations and with my own research by specifically developing my skills in statistical methods and analyses using SPSS. (Or qualitative methods using NVivo). <p>I will do this by:</p> <ol style="list-style-type: none"> 1) Attending the two-day RIO workshop on SPSS (or NVivo) 2) Seeking to supervise a quantitative-based dissertation (or qualitative-based)



	<p>3) Shadow a colleague when they deliver a lecture on quantitative (or qualitative) methods</p> <p>Success can be measured by:</p> <ul style="list-style-type: none"> • Having attended the two-day workshop Increased confidence around the use of SPSS (or NVivo); • Positive student feedback and peer review
Additional information <i>(Outline support required and supporting info)</i>	Support from line manager to attend two-day workshop; Allocation on quantitative-based dissertation(s) Feedback from peer on draft paper
Target completion date	20/05/21
Priority	<input type="checkbox"/> Low <input checked="" type="checkbox"/> Medium <input type="checkbox"/> High

Objective (Personal Development / Skill development)	
Objective title <i>(provide short title)</i>	Develop my coaching skills
Objective type <i>(tick appropriate box)</i>	<input type="checkbox"/> Individual Objective <input type="checkbox"/> Team Objective <input checked="" type="checkbox"/> Personal Development Objective
Attachment date <i>(date you start the objective)</i>	01/03/21
Description <i>(Outline your SMART objective here; identify specific and measurable development actions / activities, link to strategy)</i>	<p>Develop my coaching skills by doing the following:</p> <p>:</p> <ol style="list-style-type: none"> 1) Find a mentor who also is an accredited coach 2) Attend coaching skills workshops (accredited course) 3) Apply coaching practices with my 2 team members (once a month meetings with both individually) 4) Keep a coaching journal of all my coaching meetings to reflect on my coaching effectiveness and to discuss once a month with my mentor <p>Measure of success:</p> <ul style="list-style-type: none"> • Successful completion of minimum of 12 hours of 1-1 coaching as evidenced in coaching journal over a 6-month period • Pass coaching accreditation course and assessments <p>Enhancing coaching skills will help with effective collaboration with peers and also my own direct team. It could enhance engagement and be an effective way to support others in their development.</p>
Additional information <i>(Outline support required and supporting info)</i>	<p>Support required:</p> <ul style="list-style-type: none"> • Time to attend workshop • Help via my manager to find an accredited coach • Feedback from mentor on my coaching effectiveness (monthly)

	<ul style="list-style-type: none">• Feedback from my 2 team members (collect bi-monthly)
Target completion date	01/03/22
Priority	<input type="checkbox"/> Low <input checked="" type="checkbox"/> Medium <input type="checkbox"/> High