

## ALLIANCE MANCHESTER BUSINESS SCHOOL

### WAM MANAGEMENT GROUP

Tuesday 19<sup>th</sup> October 2021

#### NOTES & ACTIONS

**Present:** Fiona Devine (Chair); Janine Ellis; Helen Dean; James Bamber; Elinor O'Connor; Jenny Rodriguez; Cornelia Lawson; Nikolay Mehandjiev; Sue Barker (Notes)

**1. Apologies:** None

**2. Welcome to new members and review of Terms of Reference**

- Welcome to Jenny and Cordelia.
- No changes to WAM model as last year considered to be exceptional circumstances.
- Terms of Reference changes: Membership: 'member of 2017/18 WAM Working Group' to be replaced by 'Divisional Representative'; 'on a quarterly basis' to be replaced by '3 times a year'; Frequency of meetings: '4 meetings per annum' to be replaced by '3 meetings per annum'.

**3. Matters arising from last meeting.**

Action Point	Action	Outcome
4.2	Update on 'blended learning' allowance	Last year considered to be exceptional circumstances; no change to be made to teaching and related allowances.
4.5	WAM for ITMB final year project supervisions / dissertations	Course outlines have been reviewed: A&F are allowed 9 hours per student (individual projects) and ITMB 80 hours per group of 12 (group project). It is recommended that the same allowance be applied to both; Janine & Elinor to agree procedure.
5.	AMBS PGR Divisional coordinator workload review	Admin processes to change in October as a result of SEP. Some interim recommendations made but no change to be made to WAM allowances.
6.	Citizenship allowances: Janine to feedback to FD and agree final allocations for 20/21	Agreed

#### **4. Issues raised by Divisions/Activity Areas**

##### **4.1 Allowance for PGR supervision (NM)**

**Noted:** Benchmarking still underway, to be sorted out in January.

##### **4.2 Allowance for Ethics Reviews (NM)**

**Noted:** A late report was received; benchmarking is still underway. This proposal would affect programme accreditation.

**Action:** to be discussed with Elinor (an Ethics issue in Psychology) and Karen Niven, Head of Psychology.

##### **4.3 Allowances for Productivity Institute Roles (FD)**

**Proposed:** that AMBS will provide an in-kind contribution to the Productivity Institute through a 10% WAM allowance/buy-out for Kieron Flanagan for his role as Academic Lead for the North West Productivity Forum.

**Agreed**

##### **4.4 KTP WAM (Jamie Burton)**

Is this equitable? The actual hours required to run KTPs exceed the allowance for KTP activity in WAM. This has a dampening effect on KTP capacity.

**Noted:** KTP has a double allowance; further information needed.

##### **4.5 Editorship (Silvia Massini)**

**Proposed:** Editorship to be considered against people's total time, like a research buyout, not only out of the teaching time.

**Noted:** This allowance is worked out on hours (50-100) and not a percentage. Nikolay to be supplied with last year's list of editorships. Standard policy should be checked – other institutions do not give awards for 3\* editorships.

##### **4.6 Co-Piloting (Stuart Hyde)**

**Proposed:** Allowances for 'co-piloting' etc (TAs and fixed-term lecturers)?

**Noted:** This is a normal contribution and expectation of part of an academic's role in mentoring TAs/FTLs and is classed as citizenship with no specific allowance.

##### **4.7 BSc Business Accounting allowances (Stuart Hyde/Anne Stafford)**

The new programme BSc Business Accounting differs from all other AMBS UG programmes in having compulsory placements of one term in each of years 2, 3 and 4. Therefore, for each of years 2, 3 and 4, as well as carrying out the usual Academic Adviser role in the time when students are on campus, the Academic Advisers also need to carry out 2 contacts with students whilst on placement, and mark a reflective piece of work.

**Proposed:** Academic Advisers on this programme should be allocated 70 WAM points for years 2, 3 and 4. This reflects the additional work involved (on the basis of around 14 students per Academic Adviser per year).

**Noted:** there is an argument for some increase but not to 70 for years 2 and 3; there is not the same work load as year 1.

**Agreed:** Increase allowance to 45 hours.

##### **4.8 Programme Direction (Jamie Burton)**

Programme Director WAM is very low considering the work involved, particularly in light of rising student numbers.

**Proposal:** Is there scope to consider raising this?

**Noted:** A sliding scale of allowances was specified several years ago. Only IMP and Management are affected (BSc Management appointed a Deputy Director). MSc numbers have remained consistent.

**Agreed:** No changes to be made to allowance.

#### **4.9 Programme Direction and coordination allowances (Silvia Massini)**

These seem too have big jumps between categories: coordinating 101 students is very different from 240.

**Proposal:** To consider a linear approach, with a common starting allowance and additional marginal element based on actual number of students as we used to have, or increments on intervals of 10 students?

**Action:** Janine, Elinor and Ben Goldblum to see if resources can be moved round for programme support at peak times of year.

**Action:** Cornelia to email Janine list of areas needing attention.

**Noted:** A new XXL (500+) category has been created and the allowance changed for 400+

#### **4.10 MBA Co-ordinator allowances (Jamie Burton)**

In contrast to Programme Direction WAM hours the MBA co-ordinator role WAM might now be slightly over generous. This used to involve a huge task of individual project assignment, which is when requests were submitted to increase the WAM loading. We have now moved to group project allocation which is easier to manage. As a result there is an equity issue between the co-ordinator roles.

**Noted:** This is a Divisional, not a Course Co-ordinator, role and attracts an allowance of 15 hours. More information is required; to be discussed at next meeting with a revisit of the role description. No change to allowance at present.

**Action:** Xavier to be asked about the role description, then see if workload has changed.

#### **4.11 Allowances for 20 credit courses in one semester (Silvia Massini)**

These are very high, both for coordination (which in reality is the same as 10 or 15 CR courses running in one semester) and for marking, especially when weighted for the level. Also in large 1<sup>st</sup> year courses assessment is often based on group work, so instead of marking say 400 individual essays/exams they would mark 80 – 100 pieces of work, but the marking is based on the number of students. A (single semester) 3<sup>rd</sup> year 20 CR course has 80 minutes per student for marking, assuming all assessment is individual, when normally the coursework is in groups. In a course of 180 students it adds to about 240 hours, which is about 7 weeks, and that does not seem right in an 11 weeks course.

**Noted:** There is more marking required for a 20-credit unit, which is built into the allowance.

**Agreed:** No changes to be made to allowance.

#### **4.12 MBA allowances (Silvia Massini)**

These seem extremely high and should be looked at – readjusting it would also help with extra payments for some staff who appear to have high WAM because of their regular MBA/GMBA activities and then get substantial extra payment.

**Noted:** repeat-lectures issue to be discussed further.

**Action:** for discussion with Xavier and Silvia, then revisit at next meeting.

#### **4.13 WAM for formative assessment (Jamie Burton)**

In terms of WAM issues pertaining to poor student feedback performance scores:

- There is very little incentive for staff to include formative assessment in their courses because there is no workload reward for this significant investment. Specific recognition may be complex, but without it we may continue to perform badly on this.
- Group dissertation supervision has particularly low WAM associated with it, which makes provision of sufficient feedback very difficult.

**Noted:** Formative feedback is a mandatory part of the course coordinator role and is expected and required. Different marks for different types of assessment are not possible.

**Noted:** The allowance for MSc group dissertation supervision was looked into several years ago when it was recommended that it was appropriate.

**Agreed:** No changes to be made to allowance.

#### **4.14 Moderation of RTP course units (Pippa Paga)**

**Proposal:** Should these receive the same allocation as UG and MSc course units?

**Noted:** student numbers are not high and only 10% are moderated, although each piece of assessment may pass through the moderator's hands 2 or 3 times. Formal moderation is being brought in by PGR Office in 2022.

**Action:** James and Janine to look into details.

#### **5. Executive Education WAM proposed changes:**

**Noted:** Exec Ed academic staff have a different WAM.

**Action:** Bryan Lukas, Jane, Fiona and Janine to discuss and clarify the proposal.

#### **6. Data Presentation & communications around WAM**

**Noted:** James gave a presentation on PowerBi.

#### **7. WAM Scheme for use in 2021/2022**

**Noted:** For info only; Helen to check for any omissions.

#### **8. Updated WAM report for 2020/2021**

**Noted:** For info only; Helen to check for any omissions.

#### **9. Any other business**

None

#### **10. Date of next meeting**

22<sup>nd</sup> March 2022

Action Point	Action	To Action
5.2	<b>Allowance for Ethics Reviews:</b> To be discussed with Karen Niven as there are ethics issues and a possible effect on accreditation.	NM/EO'C
5.9	<b>Programme Direction and coordination allowances:</b> To check whether resources can be moved round for programme support at peak times of the year.	JE/EO'C
5.9	<b>Programme Direction and coordination allowances:</b> Cornelia to send Janine list of areas needing attention.	CL/JE
5.10	<b>MBA Co-ordinator allowances:</b> Discuss role description with Xavier Duran then see if workload has changed. No change to be made at present.	JE
5.12	<b>MBA Allowances:</b> discuss repeat-lecture issue with Xavier and Silvia.	JE
5.14	<b>Moderation of RTP course units:</b> James and Janine to look into details.	JB/JE

6.	<b>Executive Education WAM proposed changes:</b> James, Jane, Fiona and Janine to discuss and clarify proposal	<b>JB/FD/JE</b>
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