



Annual Report

2017/18

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Overview

The Centre for Management Learning (CML), Surrey Business School was launched in February 2017, 23rd. Since the launch the CML has grown through academic, industry and independent partnerships. and responds to the growing need of business schools to engage in management education development and research. The CML was launched and continues to be a competency centre for curriculum design, pedagogic research, teaching innovation and staff development.

This document outlines what the CML achieved in each area in its first year and outlines future opportunities for the next year.

1. Teaching Innovation & Curriculum Design

The CML is actively involved in supporting teaching innovation in the School and outside the University. This year CML supported the following projects:

Institute for Continuing Education (ICE), University of Cambridge

CML, Christine Rivers designed an interdisciplinary Pre-Master in Research Methods for Engineering and Business Management, for the Institute for Continuing Education (ICE), University of Cambridge. The programme was designed in collaboration with an academic from the Department of Engineering, University of Portsmouth. The programme was recently approved by the internal validation body at ICE – project completed.

A second project was agreed between CML, Christine Rivers and ICE, which also involved JUDGE business schools to design a level 3 part-time Certificate in Higher Education for Business and Management. The project is in the beginning, however internal validation body has recently approved the programme specification and supporting case which was co-created with CML – project ongoing.

Teaching Inside Out

For the project: *TIO – Teaching inside out* – Christine Rivers' work was highly commended by the British Academy of Management Education in Practice Award.

SBS Teaching Innovation Support

Monica Hope, Surrey Business School focused on offering a more blended learning experience to Marketing Principle, Level 4 students this year. CML was consulted for syllabus design, content creation and assessment strategy. The module running in Semester 2/ 2018 – project completed.

Will Lanham-New launched the Prison project, which focuses on developing a business incubator and business management degree programme inside a prison. The project is in its early stages and involves various stakeholders. CML was brought on board to advise on the programme and educational aspects of the project. The project has now received ethical approval.

External Teaching Innovation Support

Zsuzsanna Vitai, University of Pecs, Hungary wanted to offer online exams for her Organisational Behaviour module. CML was consulted to support the design of online exams and for content creation. The exams went very well and students were satisfied with the structure. The module was running in Semester 1/ 2017 – project completed.

2. Research

CML advocates pedagogic research and encourages academics globally to share research findings, insights and submit research bids.

In 2017 CML was involved in 3 research bid submissions:

Bridging the Gap: The construction of shared meaning through feedback was a collaborative submission between Department of Higher Education led by Emma Medland and other departments at Surrey including CML. The submission was successful.

Next Generation Leadership – UGPN (University Global Partnership Network) submission with Grace McCarthy, University of Wollongong, Irene Muir, University of Sao Paulo – the submission was not successful, however Irene from Sao Paulo submitted the project separately and received a research grant, which is fantastic news.

CML was co-investigator for a submission to SPheir with the project: INHERENT – Innovation in Higher Education and REforms NeTwork. The submission was led by Prof Lampros Stergioulas and colleagues in Pakistan. – the submission was unsuccessful.

2 Successful Publications

Rivers, C. & O’Brien, J. (2018) Developing Business Ready Graduates – Teaching Inside Out in Bui, H. (Eds). Innovate Higher Education to Enhance Graduate Employability, Higher Education Academy. In press.

Anderson, L., Mason, K., Hibbert, P., & Rivers, C. (2018). Management Education in Turbulent Times: Journal of Management Education Special Issue. Journal of Management Education, in progress.

3. Events

The CML organised and run two events in its first year both supported and in collaboration with the British Academy of Management.

8th of June 2017 – Developing Business Ready Graduates – the panel discussion was well attended with approx. 20 participants from outside SBS and 5 academics from SBS including academics and industry partners.

8th of November 2017 – Digital Learning in Management Education – the panel discussion was less well attended, approx. 8 individuals from outside SBS and 2 individuals from SBS.

Comment: SBS attendance at in-house workshops remains an issue and might need addressing by SMT. The workshops were organised on a Wednesday morning or lunchtime to enable academics to attend. It also included lunch.

4. Staff Development & Programmes

Staff development in management education is an important aspect for CML. In 2017 CML supported academics at SBS and at other institutions.

CML mentoring

- 2 academics – Promotion to STF
- 1 academic – Promotion to PTF
- 1 academic – module development and leadership

CML Teaching Development Programme

CML also developed the first Teaching Development Programme for SBS, which started in the end of January 2017. The TDP focuses on blended learning journeys for digital spaces. All sessions are 1-2 hours long and developed in collaboration with Department for Higher Education, Department for Technology Enabled Learning.

The first SBS TDP were held on the 30th and 31st of January.

30th of Jan 2018, Skills for engaging Large Groups (Simon & Julia – external providers) – 16 participants

31st of Jan 2018, Digital Content Creation & Assessment Design (Christine Rivers, internal) – 22 participants

The next SBS TDP sessions are:

- Technologies for the blended learning journeys with DTEL & Christine Rivers – Wednesday 28 February 2018
- Effective feedback for large groups with Naomi Winstone – Wednesday 28 March 2018
- Engaging large groups with Zeineb Cox (Research seminar)
- Integrated Exam Design for blended learning with Andy Adcroft & Christine Rivers – date tbc
- Research-led teaching – what does it mean & how can we do it? With Steve Wood & Christine Rivers – date tbc
- Embedding Ethics, Responsibility & Sustainability in blended programme design with Zeineb Cox & Christine Rivers – date tbc

External TDP design:

CML designed a TDP for PhD students at JUDGE Business School – this is still in progress.

CML offered a TDP for Majan College in Oman – this is still in progress.

Post Graduate Certificate in Management Education

CML developed the first credit bearing PG Cert in Management Education. The programme was validated on the 14th of September 2017 by external assessor Prof Lisa Anderson, university of Liverpool.



The programme was advertised via Social Media and recruited 7 students: 2 male, 2 female, 5 from the UK. 1 from China, 1 from Barbados. The programme started on the 8th of January 2018. Since the start two students have withdrawn, 1 due to job changes and 1 due to personal reasons. The programme remains within its target of 5 students for the current year. So far students are progressing well. The programme costs £4000 per students.

	2018
Target	5
PG Cert ME applications	7
Students enrolled	5

SBS Apprenticeships

Andy Adcroft and Jon Teckman are driving the development of the apprenticeship programme forwards. The apprenticeships are offered in collaboration with QUBE learning.

5. CML Partnerships

Since the launch the CML introduced a CML partnership for academic, industry and independent partners. The CML partnerships continue to grow.

	2017/18
Academic Partners	11
Independent Partners	14
Industry Partners	5

International partners	7
Total	37

6. Engagement Activities

With the launch of the Centre a twitter account was created linked to Christine Rivers twitter account as well as CR's personal LinkedIn account is used for distribution of news and the CML cast series.

@CMLSurrey Twitter account followers: 92. This number might be lower than expected, however most engagement is taking place through @CBRivers. We continue to grow the followship and engagement.

The CML Cast series had some good engagement with up to 500 views of some clips. Each month CML interviews a practitioner about their industry, trends and challenges and asks about the practitioner's tips for Management Education and Graduates.

We interviewed 12 people so far from various industries. The CML Cast series is a regular engagement feature of CML and will continue with the series.

7. Future Opportunities and Goals

The landscape for management educators is changing. There is a trend in business schools to recruit academics with strong evidence of pedagogic expertise and research. CML sees an opportunity in supporting business schools to either develop their own staff in this area further and new appointments. For the next year CML will:

Teaching Innovation & Curriculum Design

- Continue collaborative projects in teaching innovation & curriculum design with other HE institutions and departments related to Management Education
- Continue supporting teaching innovation in SBS
- Share teaching innovation projects with CML community
- Develop and test engagement point system for module attendance

Research

- Support colleagues in SBS to disseminate teaching innovation/ pedagogic work
- Continue collaborative research activities and research bid applications with academics outside SBS (e.g. interdisciplinary, international)
- Publish findings of teaching innovation projects e.g. developing management educators
- Support PhD applications

Events

- Organise 1st CML Symposium, 14th of July 2018; *Management Educator – Back to the Future*

- CML Business Breakfast – Smart City Guildford in Collaboration with Guildford Borough Council

Staff Development & Programmes

- Continue mentoring SBS colleagues
- Continue recruiting next year's PG Cert in Management Education cohort
- Continue developing Teaching Development Programmes for other Business Schools
- Continue improving TDP SBS
- Continue to support Apprenticeship development
- Continue to support the prison project
- Continue to support SBS education strategy

CML Partnerships

- Continue to grow CML partnerships
- Sponsorship for CML Symposium

Engagement Activities

- Increase twitter and LinkedIn activity
- Continue CML Cast series
- Launch *Management Educator*