

## 1. Overall Details

Project Title:	Felix Review		
Project Manager:	Tom Newman (DoMS)		
Project Sponsor (Senior Leader):	Tom Flynn (MD)		
Lead Officer:	Abhijay Sood (Union President)		
Start Date:	01/02/2021	End Date:	24/03/2021

## 2. Project Rationale

Brief Project Description	<ul style="list-style-type: none"> <li>- Long-term structural issues, brought into sharp focus by short-term challenges, have prejudiced the ability for our student newspaper to succeed. Our goal here is to address these issues, informed by clear consultation, in order to ensure the output of the paper is more consistent, improve morale within future editorial teams, and instil confidence in <i>Felix</i> for the future.</li> </ul>
What is the business problem or opportunity this project is trying to solve?	<ul style="list-style-type: none"> <li>- <b>Problems:</b> <ul style="list-style-type: none"> <li>o Inconsistent quality and quantity of output, which is deleterious to student engagement with the paper (writing and reading)</li> <li>o Issues with the role of editor:           <ul style="list-style-type: none"> <li>▪ Inconsistent performance for postholders over multiple years</li> <li>▪ Lack of accountability</li> <li>▪ Lack of clear expectations</li> <li>▪ Lack of clear support from the Union, both formally (directly contributing to the above) and informally (contributing to personal isolation, and thus indirectly to the rest)</li> </ul> </li> </ul> </li> <li>- <b>Opportunities:</b> To enhance positive aspects of <i>Felix</i>, including:           <ul style="list-style-type: none"> <li>o The production of relevant content for the student body</li> <li>o The furthering the students' interests by challenging the university and holding elected representatives to account</li> <li>o Providing a platform for students to share their views</li> <li>o Helping to develop individual skills: from writers to content and copy editors</li> <li>o Contributing to a sense of community across our campuses</li> </ul>           All of these areas contribute to furthering the Union's charitable objectives. In addition, this project aims to:           <ul style="list-style-type: none"> <li>o Restore confidence among students, Union officers, and the Board of Trustees, that <i>Felix</i> remains a worthwhile investment.</li> <li>o Preserve and further the positive traditions and history of this institution, from HG Wells to Phoenix.</li> </ul> </li> </ul>
What change will this project deliver to meet that need?	<ul style="list-style-type: none"> <li>- High performing paper, includes editor with clear expectations/accountability, cohesive team, consistency in the quality/output</li> <li>- Organisational/student buy in</li> <li>- Higher engagement/readership of the paper, meaningful content in the interests of the student body</li> </ul>

## 3. Project Plan

<p>What are the objectives for the project?</p>	<p>To review, and establish clearly in writing:</p> <ol style="list-style-type: none"> <li>1. Details regarding the editor, including: <ul style="list-style-type: none"> <li>- The selection criteria</li> <li>- The role description and responsibilities</li> <li>- How they will be held to account</li> <li>- How they will be supported by the Union</li> </ul> </li> <li>2. The structure of the <i>Felix</i> committee</li> <li>3. Recommendations regarding the future output of the paper, including: <ul style="list-style-type: none"> <li>- The frequency and number of print copies</li> <li>- The digital future of the paper</li> <li>- The place of <i>Phoenix</i> in the future</li> </ul> </li> </ol>		
<p>How will we measure the success of the project?</p>	<ul style="list-style-type: none"> <li>- <b>Short-term:</b></li> <li>- Producing tangible deliverables with <b>buy-in</b> from relevant stakeholders, particularly the <i>Felix</i> team and the Union's Board <ul style="list-style-type: none"> <li>o We should aim for a high degree of consensus, though not necessarily unanimity, over the trajectory we choose.</li> </ul> </li> <li>- The experience and output of the editor</li> <li>- Stakeholder buy in (Editor and Felix team, board)</li> <li>- Readership – without tying to counterproductive metric (engagement, interest, volume)</li> <li>- Interest in editor role</li> <li>- <b>Longer-term:</b></li> <li>- Whether the business problems and opportunities listed above are addressed.</li> <li>- We should measure the experience and performance of the editor, and track whether this improves</li> <li>- Interest in the editor role in future</li> <li>- Student engagement – number of writers, volunteer time, readership – we can consider metrics for these that are meaningful without engendering perverse incentives (e.g. a raw readership total that incentivises yellow journalism).</li> </ul> <p>As the project develops, we may wish to discuss more specifically how success might be measured into the future.</p>		
<p>What will be the project deliverables (i.e. documents, training, presentations etc)?</p>	<ul style="list-style-type: none"> <li>- Selection process (election/appointment) clearly laid out in writing</li> <li>- Role description for editor in appropriate place in Union structures (e.g. overview in Bye-Laws, details in Policy)</li> <li>- Written accountability/support process from Union</li> <li>- Clarity in Felix constitution/regulations or similar on committee roles and responsibilities, how these may be changed, schedule of delegation etc.</li> <li>- Written record of any consultation conducted (e.g. on the output)</li> </ul>		
<p>Who is on the project team?</p>	<p>Abhijay Sood*, Tom Newman, Calum Drysdale, Shervin Sabeghi, Isabelle Zhang, Andy Wang, One nominated member of Union Council (Susan Rutter)</p>		
<p>What actions and tasks are required?</p>	<p style="text-align: center;"><b>What?</b></p>	<p style="text-align: center;"><b>Who?</b></p>	<p style="text-align: center;"><b>When</b></p>
	<p style="text-align: center;">Meet Felix Editor</p>	<p style="text-align: center;">APS/TN</p>	<p style="text-align: center;">01/02/2021</p>

	Meet Leadership	<b>APS/TN</b>	02/02/2021
	Finalise project brief & team and arrange first meeting	<b>APS/TN</b>	05/02/2021
	Agree concrete steps for consultation	<b>Project team</b>	First team meeting (w/c 08/02/2021)
	Other steps to be agreed by project team	<b>Project team</b>	
	Draft outcomes prepared	<b>Project team</b>	02/03/2021
	Paper submitted to Union Council	<b>APS/CD</b>	09/03/2021
	Union Council meeting	--	16/03/2021
	Paper submitted to Board	<b>APS</b>	17/03/2021
	Board of Trustees meeting	--	24/03/2021