

**The Business, Management, Accountancy and Finance
Network
Strategic Plan 2009-12**

MISSION

We support provision of the best possible learning experiences and opportunities for all students in our subject areas in Higher Education

WE WILL REALISE THIS WITHIN THE BMAF SUBJECT AREAS THROUGH THE FOLLOWING STRATEGIC AIMS

Aim 1

To celebrate and raise the status of teaching

Aim 2

To broker and facilitate the sharing of effective practice

Aim 3

To identify, develop and disseminate evidence-informed and effective approaches to learning, teaching and assessment

Aim 4

To inform, influence and interpret policy

Aim 5

To support colleagues in responding to strategic change at institutional level and government policy directives

Aim 6

To operate a professional and sustainable working environment that can be responsive to changing priorities and needs

We shall:

1. Work **across the four nations of the United Kingdom**, recognising the distinctive policy contexts and priorities in England and each of the devolved administrations in Scotland, Wales and Northern Ireland, but also providing opportunities to share expertise among them.
 2. **Provide national leadership** in developing and disseminating evidence-informed practice to enhance the student learning experience in our subject grouping.
 3. Function as an **independent broker**, enabling expertise to be shared across institutions and subject areas.
 4. Work at **multiple levels**; with individual academics, subject communities, departments, faculties and institutions.
 5. **Represent our subject grouping** in external liaison.
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We value:

- **High standards**, both academic and professional.
 - **Independence, integrity and impartiality.**
 - **Responsiveness** through engagement with and anticipation of the needs of our subject communities.
 - **Creativity** and fostering a culture of innovation and experimentation.
 - **Sharing of knowledge** across the sector.
 - **Inclusiveness**, working with everyone who has a role in improving the student learning experience.
 - **Student engagement**, encouraging student involvement in the enhancement of quality.
 - **Evaluation** of what we do in order to improve effectiveness.
 - **Accountability, transparency and value for money**
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Aim 1

To celebrate and raise the status of teaching

Performance indicators:

1.1 Increased recognition of Teaching Fellows in subject communities.

1.2 Improved access to and awareness of expertise within subject communities.

Objectives	Activity Areas	Outcomes
Celebrate good teaching and promote professional standards	Identify and raise awareness of individuals recognised for excellence in learning and teaching by their HEIs, the HE Academy and other external agencies	Raised profile for Fellows and improved working links with them in subject communities
	Encourage more applications for Senior Fellows from business education	Increase in number of business education Senior Fellows
Encourage the recognition & reward of teaching at institutional level	Support individual application for HEI scholarships, NTSF etc.	Increase in number of awards for business education staff

Aim 2

To broker and facilitate the sharing of effective practice

Performance indicators:

2.1 A year-on-year increase in the number of staff who engage with the BMAF Network.

2.2 A year-on-year increase in the number of staff contributing to the BMAF Network's activities.

Objectives	Activity Areas	Outcomes
Establish, build on and promote networks and communities of practice	Maintain and expand BMAF circulation list	Appropriate expansion of network
	To work with the Association of Business Schools (ABS) through an agreed year-on-year service level agreement	Maintaining mutual benefit of efficient working links
	Identify and increase number, range and depth of engagement	All relevant HEIs have key contacts, in full spread of BMAF subjects
	Maintain an up-to-date list of Deans in Business Schools	Targeted communication as appropriate
	Supporting Special Interest Groups (SIGs)	Additional networks as needs arise; events and resources for wider dissemination
	Links with equivalent and relevant overseas bodies (e.g. ALTC (Australian Learning and Teaching Council))	Increasing range of engagement and outputs with mutual benefit
Promote Continuing Personal and Professional Development (CPPD)	Workshops and events programme	Linked with professional standards framework
	Encourage Academy Fellowship and Senior Fellowship	Contributing to increased professionalism
	Providing support for personal and professional skills, e.g. external examining, personal tutoring, course management	Developing opportunities for individuals to gain insights and skills in particular areas of their own performance
	Opportunities to contribute to BMAF resources and events	Increasing skills in presenting evidence based practice

Aim 3

To identify, develop and disseminate evidence-informed and effective approaches to learning, teaching and assessment

Performance indicators:

3.1 Year on year increase in resources available to support enhancement of the student learning experience.

3.2 Growth in the level of engagement with practitioners, subject associations, working groups and institutions, reflected in numbers of contacts, event attendees, applications for grants, case studies, publications distributed and/or viewed.

Objective	Activity Areas	Outcomes
Gather, synthesise and make available relevant evidence	Teaching, Research & Development Grants	An increasing range of projects completed and reported for dissemination
	Internally/externally funded projects	
	Annual Conference, workshops, think tanks and other events	Growth in numbers attending events and range of HEIs represented
	International Journal of Management Education (IJME)	Sustained reputation of established and highly regarded publication
	'Enhancing...' Book Series	Series continues to attract and reflect issues of perceived importance to communities
	Surveying student opinion (including student essay competition)	Increasing awareness of and responding to student views on learning, teaching and assessment
Interpret the outcomes of relevant student surveys, e.g. NSS, i-Graduate		
Special Interest Groups (SIGs)	Events, project grants, resources and increasing engagement with practitioners and subject associations	

Objective	Activity Areas	Outcomes
Promote the use of evidence-informed approaches to enhance the student learning experience	Maintaining high quality websites	Effectively and professionally represents activities and resources for BMAF Network
	BMAF Magazine and e-news	
	Special Interest Groups (SIGs)	
	Papers and presentations to conferences within the HE Academy and to external agencies	Increase in spread of BMAF services
	Institutional visits programme Workshops and events programme	Increasing awareness of schools and academics of resources available to support enhancement of the student learning experience
	Working with and disseminating evidence from other agencies	
Evaluation	Surveys and other processes to follow up the use of resources to seek evidence of enhancement of the student learning experience	

Aim 4

To inform, influence and interpret policy

Performance indicators:

4.1 Increasing availability to subject communities of resources and events to help them to interpret policy and choose appropriate action.

4.2 An increasing number of requests for BMAF contributions to policy formulation and implementation.

Objectives	Activity Areas	Outcomes
Develop and use our knowledge base and networks to influence national policy	Ensure effective working links with SEDA, JISC, SSCs, QAA, UCAS, HESA, ABS and other external agencies	Increased awareness of organisations and key individuals of policy, implications and influence, leading to increased recognition of and invitation for BMAF contribution
	ABS Teaching and Learning programme	
	Accrediting bodies	
Work at multiple levels to inform, influence and interpret policies relevant to the student learning experience in the BMAF subject grouping	Maintain effective links with developments in all parts of the United Kingdom	Ensure BMAF participation and recognition of BMAF value
	Engage with ABS	Maintaining contribution to ABS events and discussions as appropriate
	Resources, events and consultancy as appropriate	Dissemination of expertise relating to policy and the practical implications
	Within the HE Academy, contribute to awareness, identification and recognition of implications of policy	Increased awareness and prioritisation of activity

Aim 5

To support colleagues in responding to strategic change at institutional level and government policy directives

Performance indicators:

5.1 Increased awareness of institutional and governmental priorities amongst subject communities.

5.2 Increased awareness of approaches to learning, teaching and assessment which can contribute to institutional and government priorities.

Objectives	Activity Areas	Outcomes
Ensuring familiarity and maintaining awareness of current priorities relevant to learning and teaching at subject level	Work with SIGs and professional associations	Events, guidelines, resources and information made available and/or produced collaboratively
	Interpret for our communities, reports, surveys and other information with external partners as appropriate	Informed decisions for BMAF planning and raising awareness of policies and their implications
	Work with CETLs and other agencies	Events, guidelines, resources and information made available
Support strategic change affecting the student learning experience by working with individuals and subject communities	Institutional visits programme	Focus of activity reflects contemporary issues and priorities
	Promote change as opportunity arises	
	Contributions to HEI and Subject Associations conferences and events	
	Offer and broker consultancy as appropriate	
Encourage student participation in BMAF activity (e.g. student essay competition)	Ensure student voice is a measure of change	

Aim 6

To operate a professional and sustainable working environment that can be responsive to changing priorities and needs

Performance indicator:

6.1 A sustained reputation for the high quality, relevance and usefulness of products and services provided by the BMAF Network.

Objectives	Activity Areas	Outcomes
Manage the people and resources of the organisation effectively	Annual evaluation and reporting of the Network's activities	Formal and informal feedback from Key stakeholders, (e.g. Advisory Board, Deans list, Key Contacts) in terms of 'effectiveness' of operations Peer review from other SCs and the Academy
	Year-on-year operational plan and supporting budget	
	Collaborate within the HE Academy and with other Subject Centres	
	Implementation of the Operational Plan and financial management	
	Identify in-year priorities	
Communications and reputation management	Ensuring effective personal and professional development and review for all staff	
	Maintain and develop effective and professional methods and standards of communication, internally and externally	Improving operational effectiveness of BMAF

Programme areas of the Higher Education Academy

The Higher Education Academy has identified areas of work and associated programme areas to which our Strategic Plan and supporting Operational Plans developed from it will contribute. Areas highlighted in bold have been identified as priorities.

Area of Work	Programme area
Better Teaching	Recognition of Achievement
	Reward and Recognition
	Programme Accreditation
	NTFS - Support, individuals, projects
	OER
	Islamic Studies
	NSS
	External Examiners
Flexibility of Learning	ELT
	Assessment - Burgess
	Inclusion
	Student Awards
	HE in FE
	TIS - Teaching International Students
Graduate Impact	EEL
	Postgraduate work
	ESD
	Student Engagement



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