



Higher Education Change Programmes 2011-2012

Introduction

Building on the continued success of the highly acclaimed *Change Academy* programme delivered in partnership with the Leadership Foundation for Higher Education, the Higher Education Academy (HEA) introduced a number of thematic change programmes in 2010-2011 based on the Change Academy model of 'explore, challenge and apply'. These included *Green Academy*, with a focus on education for sustainable development, and *EQUIP*, a change programme focused on using internal institutional data to support quality enhancement. To date, a total of 190 teams from 114 institutions have participated in HEA change programmes.

In 2011-2012, in addition to Change Academy, the HEA is offering thematic institutional change programmes focusing on:

- Reward and Recognition;
- Assessment and Feedback;
- Internationalisation;
- Representing and Reporting Student Achievement

All these programmes will facilitate lasting, transformational change by providing a creative and challenging environment, access to consultants with national and international expertise, and ongoing support from the HEA.

Each programme will commence with a one day event to support leadership and team development, followed by a two day residential programme to facilitate the development of institutional initiatives, and a final one day event to share practice and support further development. Between these meetings, teams will be supported by the HEA.

Thematic change programmes 2011-12

Reward and Recognition

Research, including that carried out by the HEA and GENIE, demonstrates that teaching is perceived as having a lower esteem among individual academics compared to research. The HEA GENIE study also showed that institutional practices concerning the inclusion of teaching in promotion criteria are relatively poorly developed.

The focus of this change programme is to explore and develop institutional policies, strategies and infrastructure for the reward and recognition of teaching. It is aimed at institutions that are keen to make progress in

developing their reward and recognition criteria and systems and to build on existing research and models.

The programme will explore the outcomes of the studies published in 2010 as well as further work undertaken by GENIE and work undertaken in Australia on reward and recognition. The existing and emerging evidence will be an important 'ingredient' of the change programme and will help inform participating institutions' development of their own reward and recognition systems and processes. Participants will also explore how they might use the potential of the UK Professional Standards Framework (UKPSF) and the role of the student in the recognition and reward of excellent teaching.

There are places for 10 HEIs. The programme consists of:

- a one day meeting;
- a two day residential meeting;
- a second, one day meeting.

Assessment and Feedback

Improving assessment and feedback practices is of the utmost importance in enhancing the quality of student learning experiences. This change programme will use the model developed through the TESTA (Transforming the Experience of Students through Assessment) project to facilitate institutional teams who seek to enhance their assessment and feedback practices.

TESTA is a National Teaching Fellowship project on programme assessment led by the University of Winchester (2009-2012) and including the University of Chichester, the University of Worcester and Bath Spa University:

TESTA conducts research to map assessment environments, develop interventions and evaluate them. It works with academics, students and managers – and for students, academics and managers – to identify study behaviour, generate assessment patterns to foster deeper learning across whole programmes, and debunk regulatory myths which prevent assessment for learning.

<http://www.testa.ac.uk>

TESTA is already having an impact in the UK and overseas in its capture of compelling evidence in relation to student experiences of assessment and by enabling assessment for learning practices to develop.

Colleagues from TESTA will be involved in the delivery of this programme for up to 10 teams. The programme comprises:

- a one day meeting;
- a two day residential meeting;
- a second, one day meeting.

Internationalisation

The Higher Education Academy, UKCISA and Prime Minister's Initiative Project *Teaching International Students* has demonstrated that UK higher education institutions are keener than ever to engage with an internationalisation agenda. This change programme will work with institutional teams who seek not only to enhance their policies and practices in relation to teaching international students but also who seek to develop an culture of internationalisation within their institutions at all levels of practice.

Using experts in internationalisation as consultants, 10 teams will be involved in the programme which will comprise:

- a one day meeting;
- a two day residential meeting;
- a second, one day meeting.

<http://www.heacademy.ac.uk/teaching-international-students>

Representing and Reporting Student Achievement

As students start to pay increased tuition fees from September 2012 inevitably their expectations of their learning experiences will rise. Enhancing their employability will be a key concern for both students and their institutions. To support this, HEIs will need to provide secure, verifiable means of recording students' achievements, both academic and non-academic, and enabling students to articulate their skills and experiences to employers or other selectors.

The focus of this change programme is to explore and develop policies, strategies and infrastructural support to enable institutions or cognate disciplines to enhance systems to record, represent and report their students' achievements.

We would welcome applications to join the programme from **institutions** that would like to engage with:

- establishing a cross-institutional group with appropriate representation;
- working upon the detail of the academic elements of any student record, including the detail of academic assessment;
- working on how far development and achievement outside the curriculum should be recorded and reported by the institution;
- developing appropriate technical infrastructure.

Focal points for development might include the implementation of the new Higher Education Achievement Report (HEAR), which builds on the European Diploma Supplement to enable institutions to provide a fuller record of student achievement. Other examples might be the development of Graduate Attributes and Graduate Impact Statements.

Consideration will also be given to collaborative proposals from staff working in **cognate disciplines in different institutions**. In such circumstances we would welcome collaborative bids from inter-institutional teams.

Using consultants with a range of expertise to provide support between meetings, the programme comprises:

- a one day meeting;
- a two day residential meeting;
- a second, one day meeting.

The programme will involve up to 20 institutional teams.

Other change programmes offered by the HEA in 2011-2012

In addition to the programmes outlined above, the HEA is offering other change programmes to specific communities:

Employer engagement

The Scottish Higher Education Employability Forum (SHEEF) will be running a programme for Scottish HEIs focused on enhancing students' employability, employer engagement and entrepreneurship. This will be led by HEA in partnership with the SHEEF stakeholders including Scottish Funding Council and QAA Scotland.

Responding to NSS scores in the disciplines

The HEA is offering change programmes to support subject communities who wish to explore and address issues that have been raised by their NSS data. The programmes will draw on institutional data from the NSS and other sources, augmented by HEA analysis of discipline-level data. The purpose of the programme will be to support subject teams in using the data to identify, explore and address areas for improvement in learning and teaching. The programmes comprise:

- a one day meeting;
- a two day residential meeting;
- a second, one day meeting.

Dates and pricing

The thematic change programmes will run between December 2011 and September 2012. Specific dates and timescales for each individual programme will be announced in the calls for submissions, which will be issued via the HEA website over the coming weeks.

For each thematic change programme, the price per team for institutions subscribing to the HEA is £3600 (based on a maximum of five members per team). This includes a 20 per cent discount for subscribers.

For non-UK institutions, the price per team is £6750.

(Please note: this pricing does not apply to Change Academy.)

Internal Change Academies

Some HEIs that have participated in the national Change Academy event have gone on to use the Change Academy approaches to support change programmes within their own institutions. If you are interested in discussing the development of an internal change programme within your own institution or department, please contact Steve Outram (details below).

Change Symposium

There will also be an Academy Change Symposium on March 8th 2012. This event will be an opportunity for colleagues who have already participated in one of the Academy's change programmes to come together and disseminate the outcomes of their change initiatives to each other and to colleagues who have not yet participated in such a programme.

2012-13 Change Programmes

Change Academy 2012-13

Building on the success of previous years, the annual *Change Academy* will be offered in 2012-13 in partnership with the Leadership Foundation for Higher Education. The programme comprises:

- a one day meeting;
- a four day residential meeting;
- a second, one day meeting.

Thematic change programmes 2012-13

During 2012 the HEA will also invite institutions to join the following thematic change programmes:

- Green Academy (education for sustainable development)
- Evidence-based Quality Improvement Programme (EQUIP)
- Retention and success
- Flexible learning

Further information about these programmes will be announced in 2012 when institutions will be invited to submit proposals.

Contact details

For general enquiries about HEA change programmes, please email:

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If you would like to discuss any aspect of the change programmes with a member of the team, please contact:

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