
MISSION

To support the 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 HLST 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, where relevant, 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
Encourage the recognition & reward of teaching	Develop a catalogue of National Teaching Fellows and Institutional Teaching Fellows, and others recognised for excellence in learning and teaching	Raised profile for Fellows and improved working links with them in subject communities
	Develop a catalogue and recognition scheme of expertise and experience in learning, teaching and assessment	Improved awareness of achievements in learning, teaching and assessment in subject communities

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 HLST Network.

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

<u>Objective</u>	<u>Activity Areas</u>	<u>Outcomes</u>
Establish, build on and promote networks and communities of practice	Workshop and events programme	Linked with professional standards framework
	Links with Subject Associations	Increasing range of engagement
	Links with Institutions	
	Links with Sector Skills Councils, professional bodies and other external agencies	Gaining mutual benefit through effective working links
	Formal representation on relevant external agencies	
	Contributions to external publications and events	
	Research Register	Growth in numbers registering and numbers using both
	External examiner register	
e-Bulletin and Twitter	Growth in circulation list/followers	
Special Interest Groups (SIGs)	Successful development of SIGs and of resources targeted at specific curriculum areas	

Objective	Activity Areas	Outcomes
Promote CPD	Information pack for academic staff	Resources developed and disseminated
	HLST publications, resources and events (cross-referenced to professional standards)	Increasing awareness of professional standards
	Pedagogic Research and Development projects	Increasing experience in researching and writing bids and undertaking research and development in subject communities
	Opportunities to contribute to HLST resources and events	Increasing skills in presenting evidence-based practice within the subject communities
	Engagement with Educational Development Units	Increasing recognition and use of resources available to support CPD
	Providing support for particular facets of an academic's performance, e.g. external examining, personal tutoring	Developing opportunities to gain insights and skills in particular areas of an academic's performance

Aim 3

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

Performance indicators:

3.1 A 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	Pedagogic Research & Development projects	An increasing range of projects completed and reported for dissemination
	Case studies of effective practice	Expanded range of resources available
	Benchmarking of effective practice	Shared practice in identified areas of learning, teaching and assessment
	Surveying student opinion Interpret National Student Survey outcomes	Increasing awareness of student views on learning, teaching and assessment
	Resource guides	Expanded range of resources available
	'Enhancing...' Book Series	Developing reputation of series
	LINK publication	Sustained reputation of established and highly regarded publications
	JoHLSTE	

Objective	Activity Areas	Outcomes
Promote the use of evidence-informed approaches to enhance the student learning experience	Maintaining a high quality website	Effectively and professionally represented activities and resources for HLST Network
	Annual Conference and workshops programme	Growth in attendance at events
	Working with CETLs and other research and development agencies	Increasing availability of resources and expertise available to HLST subject grouping
	Engagement with HEIs Institutional Partnership Working with Subject Associations Engagement with external agencies as appropriate	Increasing awareness of resources available to support enhancement of the student learning experience

Aim 4

To inform, influence and interpret policy

Performance indicators:

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

4.2 An increased number of requests for HLST contributions to policy formulation and implementation.

Objective	Activity Areas	Outcomes
Work at multiple levels to inform, influence and interpret policies relevant to the student learning experience in the HLST subject grouping	Ensure effective working links with SSCs, QAA, UCAS, HESA, JISC and other external agencies	Effective communication and thus awareness of current issues and contribution to policy and subsequent implementation
	Maintain links with professional and industry bodies	
	Develop briefing documents on policy	
	Develop links with Association of Business Schools	Improved communication with Business Schools

Aim 5

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

Performance indicators:

5.1 An increased awareness of institutional and governmental priorities amongst subject communities.

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

Objectives	Activity Areas	Outcomes
Facilitate effective change management in learning and teaching at subject level	<p>Publish overview reports from subject and institutional conferences</p> <p>Subject Associations/ Institutional Partnership meetings</p> <p>Engage with HE Academy Institutional Partnership Programme outcomes</p>	Increased awareness and understanding of contemporary issues in HE and in HEIs, and issues of priority identified
Support strategic change affecting the student learning experience by working with individuals and subject communities	<p>Subject Association meetings</p> <p>Institutional Partnership meetings</p> <p>Work with FE through institutions & organisations</p> <p>Contributions to HEI and Subject Associations conferences and events</p> <p>Offer and broker consultancy as appropriate</p> <p>HLST events and publications</p>	Focus of activity reflects contemporary issues and priorities

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 HLST Network.

Objectives	Activity Areas	Outcomes
Manage the people and resources of the organisation effectively	<p>Identify in-year priorities</p> <p>Collaborate within the HE Academy and with other Subject Centres</p> <p>Year-on-year Operational Plan and supporting budget</p> <p>Implementation of the Operational Plan and financial management</p> <p>Annual evaluation and reporting of the Network's activities</p> <p>Ensuring effective personal and professional development and review for all staff</p>	<p>Effective and efficient operations of the HLST network</p>
Communications and reputation management	<p>Maintaining effective and professional methods and standards of communication, internally and externally</p>	<p>Improving operational effectiveness of HLST</p>

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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