

## Wales-specific

Operational objective 2006-2007	Continuing services	Developments/initiatives for 2006/07	Timing QTR	Key Performance indicator	<b>PROGRESS</b>
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**Strategic aim 1 – To be an authoritative and independent voice on policies that influence student learning**

	To develop a strategic approach for work in Wales	<p>Develop key stakeholder relationships:</p> <p>with the Welsh Assembly Government (WAG)</p> <p>Develop relationship with Higher Education Wales (HEW)</p> <p>Further develop relationship with HEFCW</p> <p>Input into the development of comparative policy analysis (divergence/convergence) through Regional SA (Wales, Scotland, NI) + Deputy Chief Executive meetings</p>	Q4	<p><b>Schedule of business</b> written</p> <p>Hold 3 meetings inc Chief Executive with Minister for Education, Lifelong Learning and Skills and Chief Executive Department of Education, Lifelong Learning and Skills (DELLS)</p> <p>Hold 2 meetings with Special Advisor to Minister</p> <p>Chief Executive address HEW Committee 3 meetings held</p> <p>Chief Executives meeting held Hold 3 (formal) meetings Attend 5 L&amp;T Committee meetings</p> <p>5 meetings held</p>	<p><b>Draft schedule for 2007 -2008 completed</b></p> <p><b>3 held</b></p> <p><b>Meeting held Dr David Bacon</b> Head Higher Education (DELLS)</p> <p><b>Meeting held 30 May</b> (Re-scheduled from 28 February)</p> <p><b>Held including with new Deputy Chief Executive 18 September 2007</b></p> <p><b>Held</b></p> <p><b>4 Meetings held in York</b></p>
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**Strategic aim 2 – To support institutions in their strategies for improving the student learning experience**

	<p>To provide institutional liaison service</p> <p>Support and development for individual and groups of institutions</p> <p>Curriculum design and development</p>	<p>Complete (Round 1) visits to Welsh subscribing institutions</p> <p>Provide end of year individual institutional report</p> <p>Establish Welsh Institutional Liaison Contacts Group</p> <p>To review existing arrangements for educational development in Wales, identify constituency, stimulate and develop support</p> <p>To support quality enhancement at institutions within Wales including joint QAA/Academy meeting in Wales</p> <p>To provide consultancy-type support and work intensively to aid:</p> <ul style="list-style-type: none"> <li>• Implementation and</li> <li>• Self-evaluation</li> </ul> <p>Of institutional LTA and enhancement strategies</p> <ul style="list-style-type: none"> <li>• To develop strategy for supporting assessment in Wales <ul style="list-style-type: none"> <li>a) Event in Wales?</li> <li>b) possibly intensive work with HEIs</li> </ul> </li> <li>• To develop strategy on work-based learning in Wales <ul style="list-style-type: none"> <li>a) Sector driven event in Wales</li> </ul> </li> </ul>	<p>Q4</p> <p>Q4</p>	<p><b>Visit reports written and sent to 13 HEIs in Wales</b></p> <p><b>Each HEI receives institution-specific report on engagement</b></p> <p>Hold 3 meetings</p> <p>tba</p> <p><b>Draft 'Programme of Enhancement Activities'</b> produced for October meeting of HEFCW Learning and Teaching Committee</p> <p><b>Positive feedback from 2-3 institutions</b></p> <p><b>Event held (or intensive work undertaken)</b></p> <p><b>Conference held</b></p>	<p><b>Achieved. Reports written</b></p> <p><b>Achieved. Reports sent to HEIs January 2007</b></p> <p><b>2 Meetings held</b></p> <p><b>Meeting cancelled due to low numbers</b></p> <p><b>Completed</b></p> <p><b>On-going</b></p> <p><b>Work with one HEI only. Senior Associate Professor Rob Cuthbert undertook review of institutional learning and teaching strategy at one HEI. Positive feedback received.</b></p> <p><b>24 hour event held to review progress</b></p> <p><b>Enterprise and Employability pan Wales 2 day conference held and will help inform planning for 2007 – 2008.</b></p>
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		To further develop e-(blended) learning strategy for Wales Document	<ul style="list-style-type: none"> <li>Research-informed/lead teaching                     <ul style="list-style-type: none"> <li>a) Event in Wales?</li> <li>b) possibly intensive work with HEIs</li> </ul> </li> <li>Support HEFCW</li> <li>Undertake feasibility and costings analysis for benchmarking in Wales</li> <li>Ensure input from TechDis on exclusivity and accessibility</li> <li>Ensure input on e-portfolios/PDP</li> </ul> <ul style="list-style-type: none"> <li>To support identified institutions with management of change.</li> </ul> <ul style="list-style-type: none"> <li>PDP (CRA)                     <ul style="list-style-type: none"> <li>a) Event in Wales?</li> <li>b) Work intensively with HEIs</li> </ul> </li> </ul>		<p><b>Event held (or intensive work undertaken)</b></p> <p><b>Wales-specific sector strategy developed and Implementation Plan produced</b></p> <p><b>Positive feedback from 2-3 institutions</b></p> <p>Work intensively with 2 HEIs</p> <p>Consultancy visits made</p>	<p><b>Professor Alan Jenkins worked with one HEI.</b> Further planning work in progress for an event to include the subject centres for 2007 -2008.</p> <p><b>Seven HEIs included in benchmarking.</b> On-going. A report on the outcomes and a dissemination workshop are in planning for 2007 – 2008.</p> <p><b>Two HEIs offered support by Senior associates (one as above).</b></p> <p><b>CRA event took place at NEWI;</b> CRA will be working with one HEI intensively and a programme of work is being planned for 2007 - 2008</p>
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**Strategic aim 3 – To lead, support and inform the professional development and recognition of staff in higher education**

		To continue to work with the Welsh Medium Teaching Development Unit (WMTDU) to align Academy work	<p>To develop support strategy for professional development/CPD for staff delivering through the medium of Welsh and bilingually</p> <p>To exploit the e-learning strategy to support Welsh medium provision</p> <p>To continue supporting HEIs with implementation of Professional Standards Framework</p> <p>To provide Welsh speaking accreditors</p>	Q2	<p><b>Joint WMTDU/Academy agreed focus developed</b></p> <p><b>Accredited ‘component’ developed.</b></p> <p><b>Appointment/s made</b></p>	<p><b>Achieved.</b></p> <p><b>Ongoing.</b> Professor Rob Norris is liaising with the WMTDC and the new Welsh Medium Higher Education Sector Group.</p> <p><b>Meeting with Director of HEW has taken place to discuss.</b></p>
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**Strategic aim 4 – To promote good practice in all aspects of support for the student learning experience**

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	Publicity, Communications, PR	To raise the visibility and profile of the Academy (including subject centres) through the development of a Communication/publicity strategy for Wales in conjunction with Head of Public Affairs  Wales newsletter  Develop Academy policy on publications in Welsh  Contribute to Enhancement Theme activities through  a) Welsh representation of working groups/(steering) committees	Q2/4	Wales included in Academy public relations & publicity  Minimum 2 issues produced  Draft policy written  Welsh HEIs/agencies contribute to/attend at least 6 UK-wide events Welsh HEIs/agencies contribute to/attend at least 5	Wales now included in Academy publicity  2 Academy Wales Newsletter published (one bilingual) and disseminated  In draft  Achieved. Welsh HEIs included in NSS Working Group (2 HEIs), pan Wales assessment project (9), pan Wales Work-based learning conference planning team (10), BME research project (2); UK e-learning benchmarking (7); mhhe Policy Group (4); BMAF Wales Key Contacts Group (5)
<b>Strategic aim 5 – To lead the development of research and evaluation to improve the quality of the student learning experience</b>					
		Publication of Welsh component of Enhancing Quality in Post Graduate Research	Q2	tba	Steering group established and event planned w/c 14 or 21 January 2008
<b>Strategic aim 6 – To be a responsive, efficient and accountable organisation</b>					
	To establish base-line data on subject centre engagement in Wales  To develop engagement /continue integration of Academy York and SCs work in Wales	Undertake an analysis of SC 2005-06 Annual reports and 2006-07 Op Plans  Develop strategy for Wales (to include Welsh sc 'country consultants') to provide support, advice briefings and co-ordination of subject centres in Wales  Develop a communication/publicity strategy for all aspects of the Academy's work in Wales	Q2	Data collected and analysed  Strategy written and disseminated  Continued payment of subscriptions of HEIs Publication written on work of the SCs Increased profile of SCs	Review of reporting. New reporting process currently in development.  On-going. Focus on subject centres in planning for 2007 -2008 Wales being included in Academy strategy