

**To: Heads of higher education institutions in Wales**

Reference: W05/19HE  
Date: Friday 22 April 2005  
Response By: no response required  
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**MECHANISMS FOR SUPPORTING EXCELLENT TEACHING IN HIGHER EDUCATION**

Circular W04/06HE, *Mechanisms for Supporting Excellent Teaching in Higher Education*, January 2004, set out the key features of the mechanisms for supporting excellent teaching to be adopted by the Council from 2004/05 onwards, namely:

- ❑ Institutional Learning and Teaching Strategies
- ❑ Institutional Human Resource Strategies: teaching-led promotions
- ❑ Thematic and Subject Enhancement

I am writing to confirm progress made in these areas, including the Council's response to your institution's Learning and Teaching (L&T) Strategy. I can also provide confirmation of the allocations made to institutions in 2004/05 and 2005/06 to support excellent teaching.

**LEARNING AND TEACHING (L&T) STRATEGIES 2004/05 – 2006/07: FEEDBACK AND REPORTING**

**Annex A** (*for individual Institutions only*) to this letter provides institutionally specific feedback following an interim analysis by Council officers of your institution's L&T Strategy. The feedback has been structured around six of the key areas identified in the guidelines for institutional submissions presented in Circular W04/28HE *Learning and Teaching Strategies for Higher Education in Wales*, April 2004. I hope that you will find our comments helpful in taking forward institutional planning.

Circular W04/28HE reported that, subject to the availability of funds, external consultants would be commissioned by the Council to analyse and give feedback on the strategies. I am happy to confirm that the Higher Education Academy (HEA) agreed to undertake this work in Spring 2005. The Academy will be in a position to provide institutionally specific feedback and a generic overview on the sector in June 2005. This process will provide a valuable opportunity for the sector in Wales to further develop their L&T Strategies in line with the views and experiences of leading HEA experts. It is also anticipated that the outcomes of this analysis will inform future HEA work in Wales, and provide advice to the Council on future policy in this area.

Circular W04/28HE also outlined arrangements for the incremental introduction by the Council of an Annual Monitoring Statement (AMS). It confirmed that the AMS format would be utilised to

monitor qualitative and quantitative targets outlined in the Strategy. A detailed circular on the AMS process was distributed earlier this week (circular W05/19HE refers), confirming the deadline for completion by 22 July 2005. The pro forma to be used for monitoring institutional L&T Strategies is attached at **Annex B**. Institutions are asked to re-define the qualitative and quantitative targets identified in the strategy, into performance indicators presented under six broad headings. The AMS will also require institutions to confirm that the allocation has been fully spent and used for the purposes for which it was provided. Council officers are willing to meet colleagues in institutions to discuss any issues linked to the L&T strategy feedback, or the performance indicators to be developed and reported through the AMS process. Please contact Karen Jones, here at the Council offices, if you wish to arrange a meeting.

### **INSTITUTIONAL HUMAN RESOURCE (HR) STRATEGIES: TEACHING-LED PROMOTIONS**

I am pleased to confirm that the Council has recently commissioned the Office for Public Management (OPM) to provide further advice and support to HEIs in Wales on the development and use of Human Resources (HR) Strategies and HR information systems (Circular W05/15 refers). OPM will provide individual feedback to institutions on the HR strategies submitted to the Council in July 2004. Feedback will be centred around the extent to which institutional strategies address a range of HEFCW priorities for the development of HR in the sector including encouraging institutions to reward teaching through their HR strategies, specifically by making excellence in teaching a demonstrably genuine criterion for the promotion of academic staff.

OPM will use individual feedback as the basis of opening a dialogue with institutions about what would help them progress the work on the strategy and its implementation. As part of the programme of support available to institutions, a seminar will be held in mid-Wales on 2 June 2005 at which we will provide an opportunity for sharing good practice and highlight common themes and areas for development across the sector. OPM will then be available, over the coming months, to provide direct, focused advice and support to institutions, both individually and, where appropriate, on a shared basis. The consultancy support could take a number of different forms and OPM will liaise with institutions about what kind of help would be most useful. More detail will be provided at the seminar about how this might be undertaken.

The outcomes of the HEA analysis of institutional L&T Strategies will be shared with OPM, and vice versa, to ensure consistency across these related policy areas.

### **THEMATIC AND SUBJECT ENHANCEMENT**

The Council is pleased that the HEA will play a key role in developing sectoral thematic and subject enhancement activities in Wales. Council officers have initiated discussions with the HEA to support sectoral collaboration through Wales-wide enhancement activities, similar to those being undertaken in Scotland. The institutional and generic feedback arising out of the HEA analysis of Welsh HEI L&T Strategies will be used as a basis for future enhancement events, the first of which will be held in September 2005. HEA and HEFCW officers will also consider the outcomes of the OPM HR Strategies analysis in advance of the September event. Advice will also be sought from the sector, and the Council's Quality Working Group at its April and July 2005 meetings, on the most effective mechanisms for identifying enhancement themes for 2005/06 onwards.

## **FUNDING ALLOCATIONS**

On 18 February 2005, HEFCW officers confirmed that all Welsh HEIs had submitted L&T Strategies for 2004/05 – 2006/07 by the end of January 2005, and that second tranche funding allocations (as outlined in Circular W04/28HE) would be released in March 2005.

In addition, at its meeting in March 2005, the Council agreed to make an additional payment of £102,000 to cover Welsh institutional subscriptions to the HEA in 2004/05. This funding was issued alongside the second tranche L&T Strategy allocations in late March 2005. It is anticipated that the Council will be able to provide a similar payment to cover institutional HEA subscriptions in 2005/06. Institutions are asked to report activities linked to institutional and individual engagement with the HEA, in terms of staff development and recognizing and rewarding teaching excellence, through the Annual Monitoring Statement (AMS) process.

Following the submission of a satisfactory AMS in July 2005, the first tranche of L&T Strategy allocations for 2005/06 will be released, pro-rata to each institution's total funded credit values for 2005/06. The 2005/06 allocations are set out in **Annex D**. Payments will be made in two tranches: 50% of funding will be paid by the end of September 2005, the rest in March 2006. A one off payment to cover institutional HEA subscriptions for 2005/06 will also be released in September 2005, subject to the availability of funds. Institutions will be expected to monitor and update their strategies, including an account of expenditure, at the end of AY 2005/06, through the AMS. Institutions will be required to confirm that the allocation has been utilised for the purposes for which it was intended.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'Phil Gummatt', with a long horizontal flourish extending to the right.

**PROFESSOR PHILIP GUMMETT**  
**CHIEF EXECUTIVE**

## SECTION TWO: LEARNING AND TEACHING ACTIVITY

Activity	2004/05 performance indicators	Progress against performance indicators	2005/06 performance indicators	Proposed changes to expenditure in 2005/06, including proposals for use of funding carried forward from previous year (where appropriate)
<p><b>Enhancing The Student Experience</b> (Provide an account of the key priorities/performance indicators for enhancing the quality of the student learning experience)</p>				
<p><b>Staff Development And Training</b> (Provide an indication of the mechanisms used to support teaching excellence and innovation amongst new staff, established staff and postgraduate teaching assistants)</p>				
<p><b>Recognising and Rewarding Teaching Excellence</b> (Provide an indication of the mechanisms used for recognising and rewarding academic and support staff commitment to enhancing the</p>				

student learning experience)				
<b>Innovation In Learning And Teaching</b> (Provide an indication of the mechanisms employed for supporting and introducing innovation in teaching and learning and dissemination good practice)				
<b>Enhancing Graduate Skills And Employability</b> (Provide an indication of the measures taken to improve employability of graduates and diplomats)				
<b>Engagement with Assembly and HEFCW priorities</b> (Provide an indication of how the strategy has contributed to addressing the priorities of the Assembly Government and the HEFCW)				

**Funding Allocation for 2004/05 = £xx**

I confirm that the above allocation was used broadly according to the proposed expenditure outlined in the institution's Learning and Teaching Strategy 2004/05 – 2006/07, subject to any major changes or funds carried forward to 2005/06 that I have outlined below.

Signature (Head of institution or appropriate Deputy) .....

Date .....

*Please indicate below any changes to planned expenditure, with brief explanation:*

**Funding allocation for 2005//6 = £xx**

## INSTITUTIONAL LEARNING AND TEACHING FUND ALLOCATIONS

**PAID IN MARCH 2005**

Institution	2nd Tranche L&T Strategy Funding 50% of Total Allocation  Paid March 2005	One-off Payment to Cover Institutional HEA Subscriptions for 2004/05  Paid March 2005
University of Glamorgan	£52,500	16,000.00
University of Wales, Aberystwyth	£41,270	10,000.00
University of Wales, Bangor	£35,036	8,000.00
Cardiff University	£67,500	24,000.00
University of Wales, Lampeter	£15,000	2,000.00
University of Wales Swansea	£44,213	10,000.00
University of Wales Institute, Cardiff	£38,921	10,000.00
University of Wales, Newport	£30,413	6,000.00
North East Wales Institute	£21,584	6,000.00
Swansea Institute of Higher Education	£23,563	6,000.00
Trinity College Carmarthen	£15,000	2,000.00
Royal Welsh College of Music and Drama	£15,000	2,000.00
<b>Total</b>	<b>£400,000</b>	<b>£102,000</b>

## Learning and Teaching Strategies – Actual Allocations 2005/06

Institution	Total Allocation 2005/06	1st Tranche 50% of Total Allocation Paid Sept 2005	2nd Tranche 50% of Total Allocation Paid March 2006
University of Glamorgan	105,000	£52,500	£52,500
University of Wales, Aberystwyth	93,863	£46,932	£46,931
University of Wales, Bangor	78,043	£39,021	£39,022
Cardiff University	105,000	£52,500	£52,500
University of Wales, Lampeter	30,000	£15,000	£15,000
University of Wales Swansea	100,506	£50,253	£50,253
University of Wales Institute, Cardiff	87,971	£43,986	£43,985
University of Wales College, Newport	67,720	£33,860	£33,860
North East Wales Institute	47,929	£23,964	£23,965
Swansea Institute of Higher Education	52,330	£26,165	£26,165
Trinity College Carmarthen	30,000	£15,000	£15,000
Royal Welsh College of Music and Drama	30,000	£15,000	£15,000
<b>Total</b>	<b>828,362</b>	<b>£414,181</b>	<b>£414,181</b>