

# Programmatic Plans

*2013 – 2018*

# Introduction

## 1. Background

The plans which follow were approved by Presidents at their meeting held at the University of British Columbia on Friday 10 May 2013. They are the results of over three years of planning and consideration, led by the Secretariat and involving academics and practitioners from our member institutions, including the Managers' Group. Beginning with the Beaton Report and then the clarification of our map for the future, AGM 2012 at Lund University in Sweden agreed both the focus of three key strategic areas of activity and the structure for delivering these. These plans cover three areas – Educational Innovation, Researcher Engagement and Student Experience (the 'clusters').

## 2. Conceptual model

On the basis of form following function, the approach adopted has been to engage experts at member institutions to inform and develop network activity and then provide operational management through a relatively small team at the centre of the network. This model of distributed leadership, involving staff across our network with institutional responsibility and engagement with U21's key priority areas, has the advantage of providing a variety of perspectives and the support, involvement and commitment of all members – a true network approach to working. Proactive support and management from the central Secretariat is key to ensuring delivery against objectives and making the most effective use of the involvement of many senior leaders from member universities who contribute collectively to *Universitas 21's* activities. This model of distributed leadership lies at the core of how we operate as it involves engaged colleagues from around the network and enables us to share insights and involvement to ensure sustainable and robust engagement.

## 3. Oversight

Each strategic cluster has strong academic leadership – Professors Mary Bownes, Frank Coton and Pip Pattison – supported by a Steering Committee comprised of engaged academics and practitioners from member institutions. Active management and administration is provided by a dedicated member of the Secretariat, as we have reorganised our internal structure to support this strategic focus better. The leadership of activities is neither static nor solely reliant on one person – each academic lead is supported by a Steering Group drawn from around the network, with the principle of rotation of involvement embedded in how we operate. This adds to the overall richness of the work of our network.

#### **4. Plan development**

These programmatic plans were developed by each cluster, following appropriate and often extensive consultation with colleagues working in, and with a particular interest in, these areas of activity. We sought to involve as many people as possible in their development to ensure that the plans had relevance to members and added value to existing activity and a survey of practitioners in the Educational Innovation cluster confirmed the significance of planned activities in this area. In addition, there was active involvement of the Managers' Group in commenting on plans, including at the meeting held in October 2012 – draft plans were revised in the light of feedback from this and revised again following a circulation of draft plans to all members in January 2013.

#### **5. Potential impact**

The programmatic approach will help our network be more strategic in its offerings and align what we do more closely to the priorities of our members in these areas, thereby adding value at individual, institutional and network levels. The plans which follow include outline budgets for each activity, so that most of our network's income is directed towards those activities: a small amount would be retained centrally to support other agreed activities (such as the U21 Rankings Project) or unanticipated activities which have general support during the year. It is proposed that these funds are allocated via applications to the Managers' Group, as currently.

#### **6. Achievements to date**

Since AGM 2012, we have been working on focussing our activity to support the key priorities endorsed by Presidents. Adoption of these programmatic plans will not be from a standing start, as we are in the process of refining existing programmes and developing new ones to add value to the experiences of our members, their faculty and students. We have already started implementing new activities, designed to mesh with member priorities and emerging trends. Examples taken from the past year include:

- a.** EI conference at NUS on the theme Towards transformative education in the 21st century saw an almost 10% increase in participation and was described as a 'must attend event' by a returning participant;
- b.** Development of a global Three Minute Thesis competition for U21 students, based on the 3MT<sup>®</sup> format developed by the University of Queensland;

- c.** Increase in opportunities for undergraduate students beyond traditional semester exchange to include the U21 Social Entrepreneur Corps in Guatemala where U21 students were described as ‘truly amazing’ by those organising the activities on the ground;
- d.** Publication of first U21 Ranking of National Higher Education Systems, resulting in an increase of nearly 500% in ‘hits’ on our website immediately after publication and a ten-fold increase in Twitter ‘impressions’ in the same period;
- e.** Increased use of surveys and benchmarking to inform and develop best practice – the use of tools such as SurveyMonkey has made involvement easier for members and increased participation – a recent survey about teaching priorities was able to involve over 60 participants, for instance;
- f.** Reorganised Secretariat resources to support programmatic activity better.

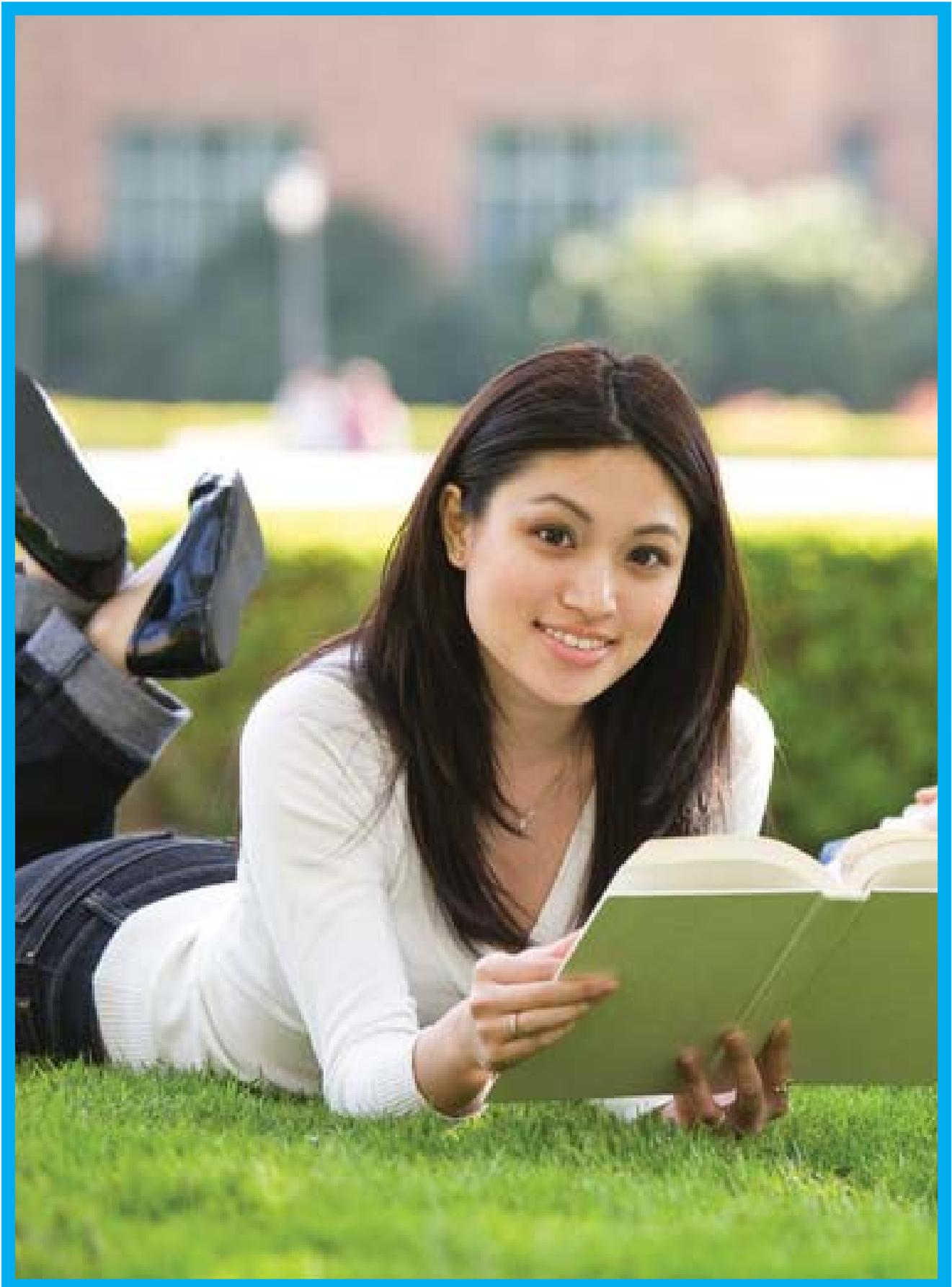
## **7. Conclusion**

Since our foundation in 1997, we have sought to work collaboratively to achieve more than might be possible for each member working alone or through traditional bilateral relationships. We have sought to widen international opportunities for students; to prepare staff and students to live and work confidently in the changed and changing world; to realise the benefits of research-inspired teaching in a more mobile world; to embrace change by sharing experiences and learning together through collaboration. These plans build on that and provide an ambitious programme of work for the next five years which maximise opportunities identified by practitioners on the ground and yet give enough flexibility to respond to as yet unidentified opportunities and challenges.

**Jane Usherwood**  
**Secretary General**  
**13 May 2013**

# Educational Innovation

Cluster programme of activity



## Educational Innovation

This plan of activity begins from the start of the next financial year (1 November 2013) and covers a five year period (up to 31 October 2018, except where stated otherwise). The plan is submitted by **Professor Pip Pattison** and **Lavinia Winegar-Gott**. [Professor Bairbre Redmond became Cluster Lead in 2014.] Questions about the proposals should be addressed to Lavinia Winegar-Gott.

### Executive Summary

The Educational Innovation cluster aims to articulate the leadership challenges, and identify, share and develop strategies for advancing, at scale, the following challenges:

- 1.** Effective and sustainable approaches to learning and teaching in a rapidly changing digital environment (including through MOOCs, online and blended learning);
- 2.** Broadening of the educational experience and strengthening of student engagement through a shared focus on global citizenship;
- 3.** Strengthened teaching-research nexus, supported by contemporary scholarship;
- 4.** Effective virtual and physical learning environments, adaptable to changing learner needs.

We recognise these challenges are multi-faceted and will involve conceptual articulation.

In late 2012, the Steering Group conducted a survey of staff involved in educational innovation at member universities (formerly the Teaching & Learning Network). The survey sought to rate EI-related strategic priorities among member institutions in order to ensure strong relevance of our shared activities. Responses received clearly confirmed the priorities above and we are confident that the proposed activities identified in this programmatic plan are of strategic relevance at both an institutional on-the-ground level and at a network level.

Activity	Who is involved in delivering this?	Year in which activity will take place
Annual EI Conference	<b>Oversight:</b> Steering Group <b>Logistics/delivery:</b> Host and Secretariat	As a flagship activity, this event is held annually. It is intended that this event becomes a 'must attend' event for Educational Innovation leaders from U21 institutions.
Commissioned works of relevance to theme of Annual EI Conference	<b>Oversight:</b> Steering Group	Annually
Master Class Workshop programme	<b>Oversight:</b> Steering Group <b>Logistics/delivery:</b> Host and Secretariat  The theme of one of these annual workshops will be established by the Steering Group; the other will be open to proposals from across the EI community in our network, with selection by the Steering Group	Annually
Commissioned work on Master Class Workshop	<b>Oversight:</b> Steering Group <b>Logistics/delivery:</b> Host	Where appropriate
Assisting the SE cluster with assessment of learning outcomes for SE activities by reviewing the learning outcomes of the programmes in the SE cluster	<b>Oversight:</b> Steering Group <b>Logistics/delivery:</b> Secretariat (SE cluster taking lead)	2013/14 initially
Exploring potential collaborative online programs	<b>Oversight:</b> Steering Group <b>Logistics/delivery:</b> Secretariat (EI cluster taking lead)	2013/14 initially and then to be reviewed annually for relevance.
Supporting the SE Cluster in enhancing the impact of the Global Issues Programme (GIP) by extending course offerings and number of institutions involved, including a review of learning outcomes	EI cluster through consultation with, and assistance from, the SE cluster. SE cluster is the lead.	To be reviewed annually for relevance.
Undertaking a contemporary analysis of the 'Research-teaching nexus'	<b>Oversight:</b> Steering Group <b>Logistics/delivery:</b> Secretariat (EI and RE clusters working collaboratively, with EI cluster taking lead)	To be reviewed annually for relevance.
Tracking progress on priorities by analysing approaches for measurement and benchmarking of progress; commissioned papers on indicators/measures	<b>Oversight:</b> Steering Group, working closely with member universities which work to track progress locally	To be reviewed annually for value

# Researcher Engagement

Cluster programme of activity



## Researcher Engagement

This plan of activity begins from the start of the next financial year (1 November 2013) and covers a five year period (to 31 October 2018, except where stated otherwise).

The plan is submitted by **Professor Mary Bownes** and **Dr Gemma Marakas**. [**Professor Les Field** became Cluster Lead in 2014]. Questions about the proposals should be addressed to Gemma Marakas.

### Executive Summary

Research-intensive universities rely on strong research collaborations and producing outputs with significant international impact. This future will best be realised if we invest in the next generation of researchers – facilitating networks and helping them develop a progressive global perspective.

We will achieve this over the coming years by offering opportunities both virtually and in person, to increase participation in U21 activities. The new Virtual Researcher Community will evolve with an increasing number of students and staff making use of it to improve and expand their skills and networks. By holding annual face-to-face-workshops, we will continue to build international networks of emerging researchers and inform best practice involving staff at multiple levels.

Moreover, new collaborations in the areas of research integrity and research impact will increase awareness and improve mechanisms to share experience. Members will gain greater ability to monitor current global perspectives and prepare jointly for more sophisticated ways to monitor, measure, train and react to upcoming challenges in these areas.

Facilitating the submission of joint bids to support research fellowships between U21 universities is an example of how we will seek funds to support our activities. We will pursue similar opportunities for external funding and international joint bids to encourage mobility and networking.

The Researcher Engagement cluster has six goals which fall into four priority areas:

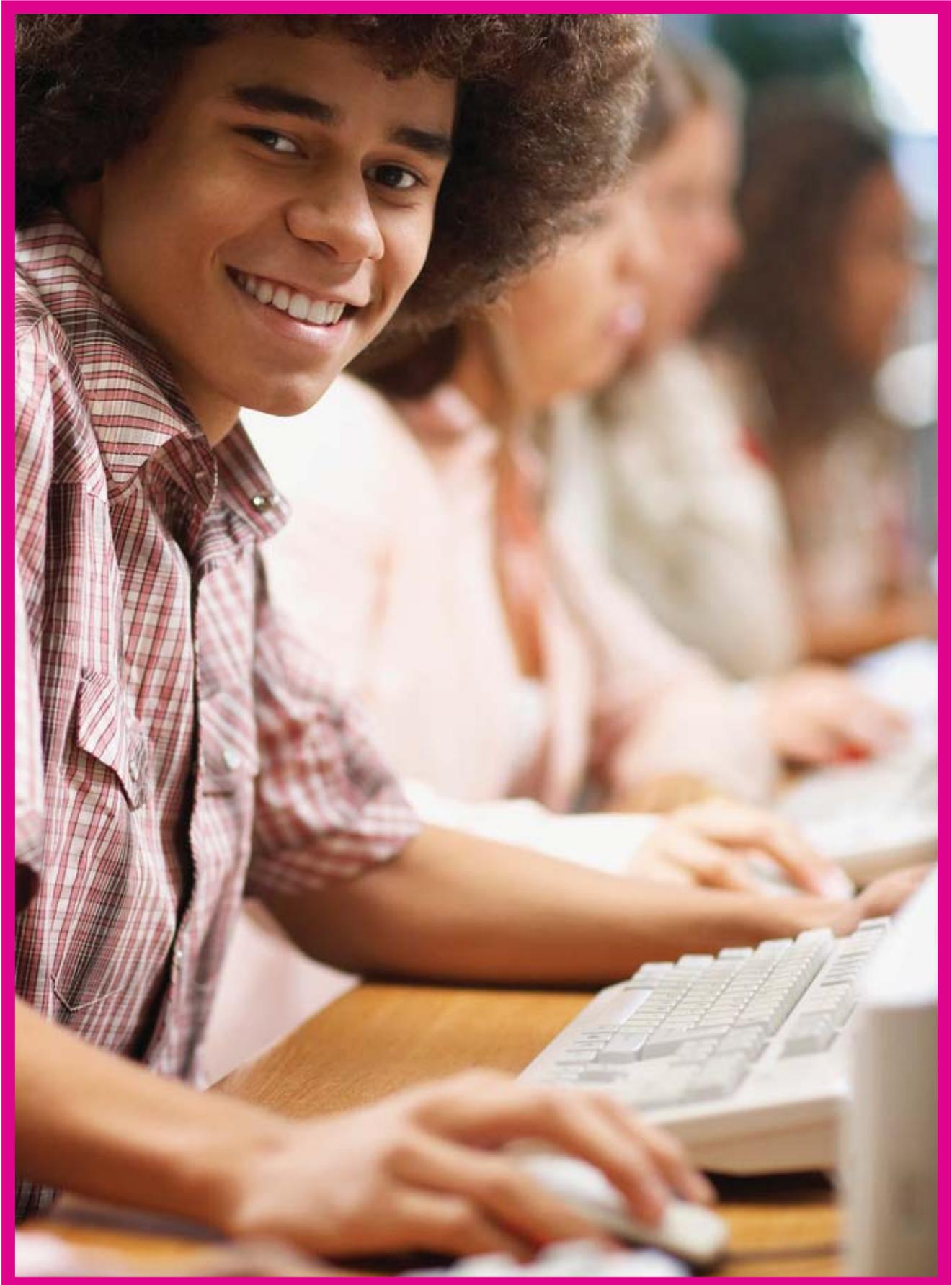
- Networking and skills development for early career researchers
- Research Integrity, ethics and misconduct
- Research impact and communication
- Benchmarking and shared learning

## Researcher Engagement

Activity	Who is involved in delivering this?	Year in which activity will take place
Graduate Research Conference	<b>Oversight:</b> DDoGS Group <b>Logistics/delivery:</b> Host and Secretariat	Annually
Early Career Researcher Workshop	<b>Oversight:</b> RL Group <b>Logistics/delivery:</b> Host and Secretariat	Annually
Researcher Collaboration Group Workshop	<b>Oversight:</b> Professor Des Fitzgerald (RE SG) and RL Group <b>Logistics/delivery:</b> Secretariat and group chair	Annually
U21 3MT	<b>Oversight:</b> Professor Dick Strugnell (RE SG) and DDoGS Group <b>Logistics/delivery:</b> Secretariat and The University of Queensland	Annually
The Virtual Researcher Community	<b>Oversight:</b> RL and DDoGS Groups <b>Logistics/delivery:</b> Secretariat	Annually
Travel budget for Secretariat to attend key meetings/ present at conferences	<b>Oversight:</b> RE Academic Lead and Secretary General <b>Logistics/delivery:</b> Secretariat	Annually
Research Impact Workshop	<b>Oversight:</b> RL Group <b>Logistics/delivery:</b> Host and Secretariat	Biennially (starting in year 1)
Research Integrity Workshop	<b>Oversight:</b> RL Group <b>Logistics/delivery:</b> Host and Secretariat	Biennially (starting in year 2)
Contribution to work developing models of 'global citizenship'	<b>Oversight:</b> Academic Lead <b>Logistics/delivery:</b> Secretariat (led by SE cluster)	One-off

# Student Experience

Cluster programme of activity



## Student Experience

This plan of activity begins from the start of the next financial year (1 November 2013) and covers a five year period (to 31 October 2018, except where stated otherwise). The plan is submitted by **Professor Frank Coton** and **Sue Dengate**. Questions about the proposals should be addressed to Sue Dengate.

### Executive Summary

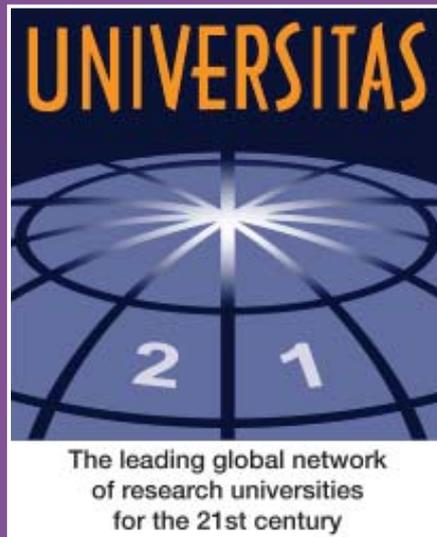
The programme of activity presented here aims to increase the effectiveness and impact of our activities by building on current success with regard to student developmental experiences, extending the type and range of student mobility and increasing active student engagement. A key enabler for this, through partnership working with the Educational Innovation (EI) and Researcher Engagement (RE) clusters, is the development of a shared understanding of the attributes of a 'global citizen' to focus on progressively configuring U21 activities towards adding value to the current offerings of members and enhancing the developmental experience of students within our network. Specifically, the cluster will continue to have at its core the successful U21 Summer School and Undergraduate Research Conference. To these we will add a new student forum which, in addition to providing a mechanism to identify and respond to developing student needs, will create opportunities for student-led activity within the network. An on-line mechanism to capture the student perspective and a competition to encourage student-led activity will provide an added stimulus for the forum in the coming years. The role that students who have previously participated in U21 activities could play in informing and enhancing student engagement will also be actively explored.

The cluster recognises the central role of student mobility within the network and so we will work with the existing Student Mobility Network to develop new, flexible, non-traditional short-term and virtual opportunities to increase overall student mobility. Throughout, the focus will be on providing experiences of the highest quality and establishing U21 as a global leader in this area recognised through the development of a U21 quality mark for students undertaking an international study experience within the network.

To ensure achievement of the cluster goals and to gauge the success of the activities, we will continue to closely monitor the impact and learning outcomes of the international study experience; to document student experience best practice; and to benchmark across the network. Some of the activities described above will be achieved through refocusing of existing interactions within the network and are resource neutral. Those that require U21 investment are detailed in the table below.

## Student Experience

Activity	Who is involved in delivering this?	Year in which activity will take place
U21 Summer School	<b>Oversight:</b> Student Experience Manager <b>Logistics/delivery:</b> Host member	Annual
U21 Undergraduate Research Conference	<b>Oversight:</b> Student Experience Manager <b>Logistics/delivery:</b> Host member	Annual
Student Forum and Undergraduate Student Workshop	<b>Oversight:</b> Steering Group, Student Experience Manager <b>Logistics/delivery:</b> Students, Host member	Annual
Student Mobility Network AGM	<b>Oversight:</b> Student Experience Manager <b>Logistics/delivery:</b> Student Experience Manager, Student Mobility Network	Annual
Conference attendance	<b>Oversight:</b> Student Experience Manager	Annual
Cross cluster investigation into 'Global Citizen'	<b>Oversight:</b> Steering Group, Student Experience Manager <b>Logistics:</b> Student Experience Manager	2013/2014
Student engagement - An on-line capability to capture the student voice	<b>Oversight:</b> Steering Group, Student Experience Manager <b>Logistics:</b> Approved Consultant, Student Experience Manager, Students	2013/2014
Student engagement - A competition (for students) to support the development of the attributes of global citizens.	<b>Oversight:</b> Steering Group, Student Experience Manager <b>Logistics:</b> Student Experience Manager, Student Mobility Network, Students	2013/2014



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