

# Changing the learning landscape.



## Invitation to apply for free consultancy advice and support on the strategic use of learning technologies

### Introduction

These are the guidance notes on how to apply for free consultancy to help develop the use of on-line learning.

The Leadership Foundation for Higher Education together with its partners Jisc, Association for Learning Technology (ALT), National Union of Students (NUS) and the Higher Education Academy (HEA) is inviting proposals from institutions to use consultancy expertise to support institutional change in the use of technology-enhanced learning and teaching, as part of the wider Hefce-funded programme to support the effective strategic use of learning technologies.

We shall be supporting the development of ideas, strategies and plans that enable institutions to get to the next stage in their thinking on the use of new technologies in the learning and teaching environment. In 2012-13 up to 300 days of funded support and expertise will be given to approximately 50 English HEIs. We invite you to apply for between 1 – 6 consultancy days to be used by Monday 1 July 2013 in the second round of applications which will close on Thursday 14 February 2013.

### Background

The Changing the Learning Landscape programme has been set up to support institutions in making strategic use of technology in learning and teaching with the aim of improving learning experiences in an efficient institutional context. The overall programme is managed by the Leadership Foundation. Changing the Learning Landscape will run for the academic year 2012-13. For further information about the programme please visit: [www.lfhe.ac.uk/cll](http://www.lfhe.ac.uk/cll)

### How to apply

Institutions are invited to submit a short proposal (max 2000 words) outlining the needs to be addressed and demonstrating senior management support and engagement in the process. The deadline for applications is 14 February 2013.

Applications should be presented under standard headings as indicated below, to allow us to make comparisons. The information you provide should be sufficient to enable us to understand your proposals, and your expected outcomes, so that we can make informed decisions about what support to offer.

Please keep applications brief (no more than 2000 words). They should include:

- Project title
- Name and contact details of Project leader and team who will be managing and administering this project
- The issue or challenge that you wish to address, with evidence for the need for this work
- Theme/s to be addressed (see Appendix A – List of themes)
- The level of student involvement and engagement (minimum 250 words)
- An outline plan, including an indication of how you intend to use the number of consultancy days support requested. (Support must be used by Monday 1 July 2013)
- The anticipated impact, and how it links with other institutional initiatives in the area of learning and teaching (max 500 words)
- An indication of how you will assess whether the project has been successful.
- A statement of support from an in-house 'champion' (such as a member of the institution's senior management team).

Please note: We will accept and consider multiple applications from one institution. However, each application must be approved by a member of the Senior Management Team of the institution

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## The Consultants

If your application is approved, we shall match you with a consultant who will best meet your needs. Consultants will be drawn from a pool of consultants which has been jointly developed by all the programme partners, and therefore offers a wide range of expertise.

Advice and support will be available for institutions on their strategic use of learning technology, in a number of ways:

- To provide informal advice, strategic guidance and learning on the use of learning technologies to support institutional strategies
- To work as critical friends, supporting and advising on major change initiatives
- To help in the early stages of a change project – prior to it being implemented
- To help with implementation and facilitation – where help is needed to make plans a reality
- To review existing change initiatives and to help gauge their impact and effectiveness

**Please refer to Appendix A for a list of suggested themes under which we can provide support and guidance**

## Selection Criteria

Applications will be assessed by a panel comprised of members of the Changing Learning Landscape Operations Board and the Leadership Foundation partners, Jisc, ALT, HEA and NUS. Other expertise will be brought in as required. Applications from eligible higher education providers which meet all the requirements above will be assessed against the following criteria:

1. Evidence of need for the proposed work and consultancy support
2. Appropriateness of the proposed work and use of consultancy support in meeting this need
3. Anticipated impact of the work and support requested on the strategic use of technology to support learning and teaching

If an application is successful, the CLL partners will select the consultant or team which has the best skills match with each application, and award time from that consultant/team to the institution.

## Application Deadline

Applications must be submitted by **Thursday 14 February 2013**

We will only be accepting applications submitted electronically in Microsoft Word or PDF format to [CLL@lfhe.ac.uk](mailto:CLL@lfhe.ac.uk)

On Friday 22 March 2013 we will write to inform applicants of the status of their application. Successful applicants will be issued a letter of agreement to confirm contractual arrangements and award of consultancy support. The Leadership Foundation reserves the right to decide on the allocation of specific individuals/consultants to institutions.

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## Appendix A

### List of Themes

Institutions don't have to use all (or even many) of the themes listed below – their purpose is to give you an idea of the kind of themes that you might want to consider when writing your bids requesting consultancy support. Please use the themes to inform your bid and to give you ideas of the focus that your project would have.

#### 1) Student experience

- Developing staff and students' digital literacies.
- Understanding and evaluating learners' experiences of e-Learning.
- Advice on implementing agile and responsive institutional learning environments to support the digital student experience.
- Using students as mentors to support institutions and staff to develop digital capability.

#### 2) Strategic thinking and strategic change in learning and teaching use of technology.

- Facilitating strategic thinking with SMT on use of online technologies. (Clarifying strategic objectives).
- Review or authorship of strategic planning processes and outputs – and to help identify key strategic objectives that will deliver strategies.
- Development and implementation of pedagogically-aligned CPD strategies that support effective engagement of staff and align with UKPSF
- Implementation and refinement of workforce planning, reward and recognition, and performance management systems related to strategic change in Learning and Teaching.
- Reviewing educational objectives and link to online learning / technology to enhance student experience.
- Transfer of the HEA 'Enhancement Academy' approach to strategic use of learning technologies.
- Ensuring consistency between strategies.

#### 3) Effective use of technology to support learning and teaching

- Making the most of online and physical technology-enhanced learning environments.
- Effective assessment and feedback in a digital age.
- Developing and using open educational resources.
- Effective use of social media in learning and teaching communication.
- Use of technology to support flexible, lifelong and work-based learning.
- Effective practice with e-portfolios.
- Making the most of online collaborative tools.
- Technology-enhanced learning in the disciplines.
- Matching pedagogy and technology.

#### 4) Facilitating educational and organisational change for learning technologies

- Change management.
- Process improvement.
- Managing projects and change programmes.
- Designing a sustainable change initiative.
- Evaluation and impact.
- Ethics – policies and policing, what needs to be changed for students and staff?
- Legal matters, what students (and staff) need to sign up for, notifications, creative commons licensing, IPR etc. How to manage HEI involvement to ensure compliance with law.

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- The risks and technical and other consequences of an increasing emphasis on BYOT (bring your own technology) including PCs, tablets, software, data, smart-phones etc.
- Advice on working with students as partners in change agency.
- Advice about the setting up or leadership of major change initiatives.
- Developing the key staff who support the change agenda.

## 5) Improving organisational efficiency

- Effective approaches to curriculum design.
- Managing student information.
- Managing course-related information.
- Managing and tracking your digital assets
- ICT for environmental sustainability.
- The open agenda in software, VLEs, publishing, materials and resources etc. Pros And cons.
- Making the most of business intelligence.
- Costing technology and services.
- Technology implications of mergers and restructures.
- Managing electronic documents and records.
- Development of activity-based management and workflow management tools.
- Support to devise policy framework and processes in relation to secure document sharing and OER.

## 6) Managing technological change

- Making the most of mobile technologies.
- Considering cloud computing.
- Considering shared services and activities.
- Enterprise architecture for business and organisational change.
- Technological approaches for a sustainable architecture.
- User needs analysis and designing technological interventions.
- Processes for selecting and implementing pedagogy and technologies.
- Making the most of (and coping with) social media (Facebook, Twitter, etc).
- Google analytics and how to use them more effectively to engage with and attract students.