

**Learning and Teaching Strategy, 2015-18 action plan
Progress Report 2016**

L&T Strategy ref	Summary of aim	Action	By whom/when	Additional background information	Progress
5. Teaching & learning	Emphasise the importance of teaching to the wider University	Request that the recruitment process include giving a sample lecture or class to make expectations clear	HR Committee requested by GB to consider best practice guidance on recruitment	In responding to the Teaching Excellence Framework (TEF) the University needs to raise the profile of high quality teaching.	Several work streams have been set up under the emerging People Strategy. The work stream reviewing recruitment procedures for academic and academic-related officers will be developing guidance on recruitment in 2016-17.
		Ensure teaching quality is included more explicitly in induction, probationary processes and as a criterion for confirmation of appointment for academic staff; and the Senior Academic promotions procedures.	HR Committee requested by GB to ensure quality of teaching is given greater prominence in promotion criteria, so that it, with the addition of administrative contribution, is given equal weight to research quality across all levels in the SAP scheme.		HR's People Strategy work stream is reviewing the University's current arrangements for managing the probation and promotion of its academic staff. It will be developing in 2016-17 revised evaluative criteria for research, teaching and general contribution, taking into account the need to give greater prominence to the quality of teaching.

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	Develop additional ways of recognising and rewarding excellent and innovative teaching	Review Pilkington Teaching Prize to ensure that the very best teachers are nominated.	GBEC through TLC 2015-16 for 2016 prizes	CUDAR have requested that responsibility for the Pilkington Prize transfers to another part of the University.	<p>The CCTL Steering Committee consulted with previous prize winners, Heads of Departments and Councils of the Schools to review the nomination and award process during 2014/15. A second year of a revised process has just begun. This has opened up the Prize to ALL departments in ALL years. Schools collect nominations from their departments and provide a rank list to the CCTL for consideration. The CCTL has also taken on the responsibility for the award ceremony. A successful ceremony and dinner was held in June 2016 with a view modifications to help raise the profile of the winners. This included an announcement in the Reporter, news items on the Staff webpages, as well as on the CCTL website, along with Twitter announcements.</p>
	Undertake activities to promote the effectiveness and efficiency of teaching	Develop accredited in-house training	Academic Practice 2015-16 and beyond	Requirements of TEF, role of HEA all under review.	<p>PG Cert in Teaching and Learning approved in Lent 2016, and first cohort commenced Michaelmas 2016.</p> <p>University funding has been approved to cover the costs of the certificate for three years.</p>

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		Promotion of TLIF and results of funded projects	DTLS/CCTL 2015-16 and beyond		<p>Selected award holders spoke at the Teaching Forum and other projects were highlighted through poster sessions. Case studies are published on the CCTL website.</p> <p>Information about funding available through the CCTL website and promoted through wider dissemination of the call for bids.</p>
		Development of plans for a Centre for Teaching and Learning	GBEC 2015-16	Centre to provide a strategic and functional focus for educational enhancement at Cambridge building on existing initiatives and activities	The Cambridge Centre for Teaching and Learning was launched at first Teaching Forum in Lent 2016. Initial funding to establish a programme of events has been secured, and a Steering Committee has been set up.
		Development of teaching, learning and examination space strategy.	<p>Teaching Accommodation Oversight Group</p> <p>Room Booking Project Board 2015-16, 2016-17</p>	The Group is responsible for developing and monitoring standards for the effective use and management of teaching and examination accommodation across the University estate. Its decisions are directed by the educational policy set by GBEC, the Board of Examinations and the BGS. The Group reports to the General Board	<p>Work plan agreed for 2016-17</p> <p>Room Booking Project: testing of new system taking place in early MT 2016. Feedback will determine pace of further role out.</p>

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				through the Planning and Resources Committee.	
	Develop resources via the Teaching& Learning@ Cambridge website and other means to support innovation.	Review of current website	The CCTL and officers with advice from UIS Learning Technologists 2015-16 and beyond.		Revised content integrated into website for the Centre for Teaching and Learning. 'Ambitious Futures' intern secured for Lent 2017 to develop case studies for the website and other materials for the Centre.
	Cultivate an effective network of Directors of undergraduate and graduate teaching in Faculties and Departments	Regular events for discussion of and sharing of good practice; discussion of email circulars and other ways of communication and supporting the teaching community.	CCTL, 2015-16		<p>A regular programme of meetings with Directors of Undergraduate and Graduate Teaching in Faculties and Departments, chaired by the PVC Education has been established. Topics discussed include the Digital Education Strategy, research-led teaching, and inclusive teaching. Support for this network is now provided by the CCTL.</p> <p>The meetings are well attended, and the feedback has been very positive.</p>
6. Examining & Assessment	Review of examination arrangements.	On going	GBEC/BoE Phased reporting and action in 2015-16 and beyond.	Sub group of Examination Review to focus on examination arrangements in 2016-17.	On going. Final report expected in Lent Term 2017.

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	Reflect on nature and objectives of the Tripos.	For the time being, GBEC to keep watching brief on performance of Joint Triposes and national expectations.			On going.
7. Student Wellbeing and Equality	Seek to address wellbeing issues	As detailed under the Student Wellbeing Strategy	Mindfulness Project: to report Lent 2017		Mindfulness Project and evaluation on its impact of reducing student stress and building resilience ongoing and due to produce preliminary report in Michaelmas Term 2016.
	Investigate and address workload issues		Working Group on behalf of GBEC. 2015-16		Working Group has reported and made recommendations to Faculties and Departments in particular in respect of making expectations clear and keeping workload under review.
	Review of student complaints and appeals systems	Development of revised procedures and consideration of enabling mediation	GBEC Michaelmas 2015	New OIA Framework published 2015	Draft Report and revised procedures considered by the Education Committee in Michaelmas Term 2015. Further work is underway in the light of the establishment of the Office of Student Conduct, Complaints and Appeals (OSSCA).

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	Monitor and address equality and diversity issues in teaching, learning and examinations.	Gender attainment work on going. Development of good practice in inclusive teaching.	GBEC Standing Committee on E&D		<p>New governance arrangements for E&D issues in respect of students under consideration by the GB and Council along with updated action plan. Work underway towards applying for the Race Charter Mark. 'Ambitious Futures' intern secured for Lent term 2017 to undertake a project on inclusive teaching practices at Cambridge.</p> <p>The CCTL will host 'Diversity in the Curriculum' events in 2016-17.</p>
8. Enhance Graduate provision	Improved management of graduate numbers.		PAC in consultation with Schools, PRAO and ESP 2015-16 and on-going		Discussions underway across the collegiate University on Graduate numbers and development of a graduate recruitment and funding strategy. First graduate open day to be held in November 2016.
	Fitness for purpose of admissions procedures.		PAC		Graduate Applications Project underway and rolling out improvements to the application process.
	Development of a strategy for graduate recruitment.		GBEC in consultation with Schools and PAC 2015-16 and on-going		First Graduate recruitment Open Day to be held in Michaelmas 2016. Discussions underway with the Colleges on graduate numbers. Graduate Funding Strategy in development.

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8.1 Master's programmes	Improving Master's provision.	Development of CoP for Master's courses	GBEC for MT2016		Review of reporting arrangements for master's students will inform development of a Code of Practice.
		Roll out self-evaluation to all Master's programmes	GBEC MT 2015		Role out to all masters courses on hold because of technical difficulties and pending a review of reporting requirements.
8.2 Research programmes	Improved funding opportunities	Fundraising and alignment of arrangements with expectations of RCs	CUDAR monitored and supported by BGS 2015-16 and on going		Graduate funding strategy in development.
	Promote compliance with CoP	Review as part of LTRs, monitor via PRES	GBEC, on going		
	Improved feedback to students	BGS – new reporting tool	BGS 2015-16		Review of reporting requirements underway to inform an improved system.
	Researcher development	Development of online feedback and logging tool	Researcher Development Committee:	The Researcher Development Executive approved (April 2015) a revised set of objectives for RD at all levels. Work is ongoing to articulate this for general reference.	Enhanced system constructed to enable attendance tracking and online feedback – currently in pilot with Graduate School of Life Sciences New 'Quality Management Plan' for each provider will ensure effective feedback and evaluation for RD activities.

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	Improve student feedback to shape provision		Early adopter rollout in December 2015, full implementation by 2017.		
	Improve coordination across university to ensure uniformity of provision and access	RD consultants continue to work with individual Schools to promote opportunities for graduate teaching assistants	Commencing 2014-15	RDC has commenced a strategic review of School-based provision which will focus on this aim	PPD's RD consultants lead on on co-ordination of RD between central services and Schools, with input into work programme of Centre for Teaching and Learning.
	Increase opportunities for students to gain teaching experience	Through PPD, increased investment in Teaching Associates Programme	RD consultants and Careers Service – promote awareness of teaching opportunities and development. Teaching experience and career development needs included in planning for the CCTL.		Delivery and enhancement of TAP is now integrated into the work plan of Centre for Teaching and Learning.
	Strengthen links between personal and professional development and career trajectory	Smarter use of destination data to inform more tailored planning of provision			

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	Consolidate personal and professional development information	Develop online resources as a 'one-stop-shop'		RDC portal currently under development – possible launch in 2018/9	<p>Trial of Vitae RDF planner in Michaelmas 2017.</p> <p>PPD's RD team has introduced new website with higher profile and improved presentation of development opportunities (rdp.cam.ac.uk).</p>
		Improve reporting from RD stakeholders	RD consultants and Careers Service advising on provision through planning round	Portal likely to form part of wider, HR-sponsored project	Logging tool will deliver greatly enhanced management information.
			Annual reports will be sourced through 'logging tool' from 2015-16 onwards		
9. Use of technology to support and enhance education		Development of digital strategy	GBEC through DTLS 2015-16		Digital Education Strategy approved by the GBEC and GB in Easter Term 2016. Actions supporting the strategy to be reviewed termly by DTLS.
		Identification of digital champions in Schools, Faculties and Departments	GBEC/TLSSG 2015-16		Postponed pending further discussion by DTLS about recognition and role description

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		Promote Teaching & Learning Innovation Fund and continue initial work on identifying and disseminating information about innovative ways of teaching	DTLS/TLC 2015-16 and on going		Ongoing: DTLS and CCTL are working together to promote the fund and better to disseminate information about projects that receive funding.
		Develop proposals for lecture capture, and typed examinations and ensure that new teaching spaces, or those that are refurbished, include appropriate equipment.	CCTL in consultation with DTLS for GBEC 2015-16		Pilot projects on lecture capture and electronic exams to be run in 2016-17. Recruitment of participating institutions for each pilot has taken place and setup is underway. Project Boards have been formed for each and will report regularly to DTLS.
10. Broadening of academic and related opportunities	Identify gaps in employability skills, seek ways to improve routes to skills development.		GBEC in consultation with Careers Service, Faculties and Department, employers and students.		Cambridge is a partner in a HEFCE-funded project on learning gain, due to report in 2018-19.

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	Articulate the value added by a Cambridge education.	Development of graduate outcomes materials.	GBEC in consultation with Careers Service, Faculties and Department, employers and students.		Work underway in the context of the TEF.
	Promote opportunities for students, at undergraduate and graduate levels, to spend time either elsewhere in the UK or overseas either studying, working or undertaking an internship	Discussions about extending the UROP scheme offered by Engineering.	GBEC		Discussions underway in Standing Committee on Student Mobility and in the context of Brexit.
	Promote mobility between Triposes	Roll out central lecture listings and promote opportunities for students to attend teaching in other areas	GBEC/DTLS 2016-17	Staff/student interfaces for Lecture listings software developed for 2015-16.	Timetable system to be rolled out across all Triposes 2016-18.

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	Encourage interdepartmental collaboration at the level of individual modules, papers, or courses.	Monitoring of development of the joint Triposes and consideration of models for further similar collaborations	GBEC	Joint Triposes between MML and History and Politics under discussion for 2017-18	
	Promote opportunities for language acquisition through the Language Centre.	Engage Faculties and Departments through broader discussion of employability skills.	GBEC/Language Centre		

Acronyms and abbreviations

BGS	Board of Graduate Studies
CCTL	Cambridge Centre for Teaching and Learning and its Steering Committee
CGSRS	Cambridge Graduate Supervision Reporting System
DTLS	Digital Teaching and Learning Sub-Committee
PPD	Personal & Professional Development
CUSU	Cambridge University Students' Union
GBEC	General Board's Education Committee
PRES	Postgraduate Research Experience Survey
PTES	Postgraduate Taught Experience Survey
CUDAR	CU Development and Alumni Relations
UIS	University Information Services