

# HEFCE Strategic issues

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# Strategic themes (1)

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- Increasing and widening participation
- Enhancing excellence in teaching and learning

## Strategic themes (2)

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- Enhancing research excellence
- Closer links between higher education, industry and communities

## Strategic themes (3)

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- Securing diversity of mission
- Effective leadership, governance and management
- Organisational development of HEFCE

# Generic issues

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- Parity of esteem for teaching, research and third leg activity
- Esteem of leadership
- Providing incentives, not top down planning, to change behaviour
- Collaboration with partners
- Research to inform long term planning
- Unforeseen consequences, risks and constraints

# Diversity of mission (1)

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- Resources and goals need to be better aligned
  - 4 core areas of activity (T, R, 3rd leg, WP)
  - HEIs to be encouraged to identify right mix of these 4, and across which subjects
  - Soft not hard boundaries

## Diversity of mission (2)

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- Funding methods should encourage diversity
- Consolidate funding into fewer streams to increase focus
- Strategic partnerships and alliances to deliver objectives

# Leadership, governance and management (1)

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- Develop models for governance and management
- Clear focus on leadership: identify and develop leaders
- Key issue of recruitment, retention and development of staff



# Leadership, governance and management (2)

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- Increased support for governors
- Right balance and interaction between institutional and academic leadership
- Internationally recognised management development programmes

# Widening participation (1)

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- 50% initial target is non-negotiable, provided fully funded and supply chain operates
- It's a campaign with targets and is permanent
- Widening not just increasing participation
- Needs to be within lifelong learning context

## Widening participation (2)

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- Stimulate demand and adjust supply
- New types of students across subjects
- All HEIs to engage
  - Should growth be concentrated in some HEIs?
  - Risk of over-concentration?
- Work with army, NHS, LAs etc

# Excellence in teaching and learning (1)

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- Draw partners together for quality enhancement
- Develop rewards for excellence
  - For both institutions and individuals
- Develop measures of excellence

## Excellence in teaching and learning (2)

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- Links to other funders (teacher training, health)
- Review of enhancement and reward methods

# Research (1)

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- Research to include high technology knowledge transfer
- Scholarship supports teaching in all HEIs
- How much research should be funded?
- Dual support system should be maintained

## Research (2)

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- HEIs can choose to fund own research from other sources
- Can HEIs award PhDs with no HEFCE-funded research?
  - Through collaboration with other HEIs?
  - Maintain input and output standards or PhD students

# Business and the community (1)

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- Define activities to be included and funded
  - business spins outs
  - regeneration
  - links with community organisations
  - Civic role for HEIs



## Business and the community (2)

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- Develop metrics
- Should this be core funding?
  - HEIs select from menu of options for funding
- Appropriate regional structures to work with RDAs, LSCs etc.