



Advance HE Collaborative Development Fund: New challenges, new solutions

Application pack

The Future Student Experience Project

Contents

1. Invitation to apply	4
Phase 1: A CDF project to generate and examine future student experience scenarios	4
Phase 2: A generative project to examine potential student experiences	5
Advance HE	6
2. Application information	7
2.1 The study of the project	7
2.2 Methodology	9
2.2 Outputs	10
2.3 Outcome	10
2.4 Application requirements	11
2.5 Reasonable adjustments	12
2.6 Conflicts of interest	12
2.7 References	12
2.8 Fees	12
2.9 Application submission	13
2.10 Selection criteria	13
2.11 Timing	14
2.12 Contracting	14
2.13 Reporting responsibilities	14
2.14 Further information	14
Appendix A	16
Section 1	16
Section 2: Team Details	16
Section 3: Experience and Interests	16
Section 4: Approach and Methodology	17
Section 5: Costing and Budget	17

Section 6: Equality, Diversity and Inclusion	18
Section 7: Legal	18
Section 8: Any Other Information	18
Appendix B	19

1. Invitation to apply

Advance HE invites applications to deliver Phase 1 of The Future Student Experience Project. The overall aim of the project is to create a toolkit that can be used by senior leadership teams at Advance HE member institutions to stimulate debate about the future student experience.

The project will be delivered in two phases. Phase 1 will be delivered through this Collaborative Development Fund (CDF) and Phase 2 will be delivered through a generative project facilitated by Advance HE. Details of Phase 2 are provided to help applicants to the CDF to frame their submissions.

Phase 1: A CDF project to generate and examine future student experience scenarios

Advance HE was formed in March 2018, following the merger of the Equality Challenge Unit (ECU), the Higher Education Academy and the Leadership Foundation for Higher Education.

Aim

The aim of Phase 1 is to generate approximately six provocative scenarios outlining potential future student experiences.

Approach

The scenarios should be identified from an analysis of the current trends in the sector and would include a consideration of the potential social, financial, technological and environmental drivers and disruptors that could create alternative futures. A number of possible scenarios are provided for illustration purposes. Advance HE would welcome

- + bids from single institutions that explore one or more of the scenarios provided or identify their own
- + joint bids from a consortium who would work in parallel to explore different scenarios.

We particularly welcome bids that include under-represented individuals and mission groups.

Outputs

The expected outputs to be created by the award recipients in Phase 1 include:

- + an infographic* summarising the scenario, the drivers and the impact on the student experience

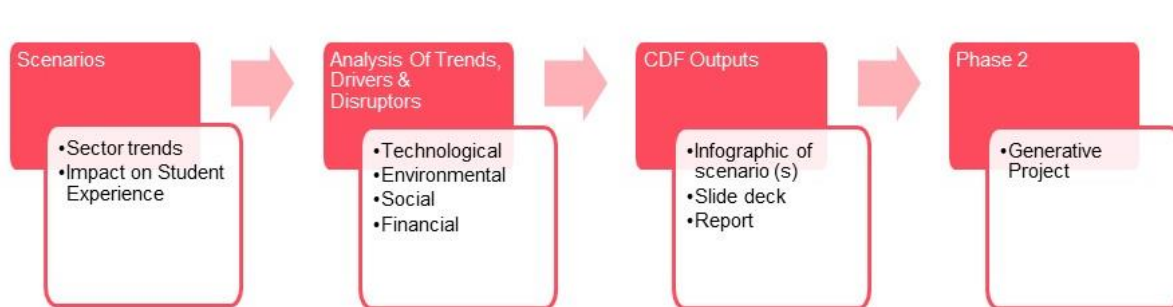
The Future Student Experience Project

Application pack

- + contribution to a slide deck* summarising the scenario, drivers and evidence base and on the student experience
- + a report setting out the evidence base and its analysis from across the social, financial, technological and environmental domains and any assumptions that informed their outputs.

*To ensure consistency across the outputs Advance HE will provide a template for the infographic and the slide deck.

Figure 1: Process and outputs for Phase 1 of the Future Student Experience Project



Phase 2: A generative project to examine potential student experiences

Aim

The aim of Phase 2 is to examine the impact on the student experience through the lens of Advance HE members, sector bodies and mission groups.

Approach

The outputs from Phase 1 will be used to stimulate discussion and debate through roundtable discussions with mission groups, sector agencies and other interested stakeholders. This will provide the opportunity for the community to sense-check the scenarios and develop vignettes of envisioned student experiences for each scenario.

Outputs

The expected outputs to be created by Advance HE in Phase 2 include:

- + a toolkit that can be used by our members to stimulate debate around the future student experience to enable the setting of strategy and policy that helps them deliver the student experience that aligns with their mission and values.

Advance HE

Advance HE was formed in March 2018, following the merger of the Equality Challenge Unit (ECU), the Higher Education Academy and the Leadership Foundation for Higher Education.

Advance HE is a global member-led organisation and a registered charity that is dedicated to the development and enhancement of higher education (HE) for the benefit of students, staff and society.

By further developing expertise and new thinking Advance HE can help institutions meet the challenges of the present and evolving HE sector landscape.

We bring together HE-focused expertise in governance, leadership, teaching and learning, and equality, diversity and inclusion, to help deliver world-leading teaching, research and scholarship, and student outcomes. We do this through the provision of specialist knowledge and resources, externally recognised benchmarking and recognition schemes, and a member-focused, collaborative approach.

Further information about Advance HE is [available on our website](#).

We currently have 390 members in over 27 countries, comprising universities, colleges, research institutes and other forms of higher education provider.

2. Application information

2.1 The study of the project

2.1.1 Overview

The rapid switch to emergency remote teaching at the start of the pandemic exposed the strengths and weaknesses of the global HE sector, but also accelerated thinking about the future of HE provision and how the ways the sector might evolve to meet the growing demands for quality HE and enhanced student experience.

Predictions about the future are both challenging and often inaccurate but it is important that we analyse the current direction of travel and identify the uncertainties. This allows us to plan and prepare for future changes and mitigate risks in order to create the vision we want for our institutions.

This project will start with visioning scenarios of what HE might look like in 2035 based on an analysis of current trends and potential drivers and disruptors.

Successful applicants will examine provocative and visionary scenarios through an evidence-based analysis of the potential social, financial, technological and environmental drivers and disruptors that would be needed for such a scenario to take place. These will be reported through a slide deck and infographic that will be used by Advance HE in the second phase of this project.

Phase 1 of the project will create outputs that will provide Advance HE and its members a set of resources which can stimulate debate and discussion with our stakeholders.

Illustrative scenarios

The following scenarios and the potential impact on the student experience are provided for illustrative purposes. These, plus other evidence-based trends may be considered by applicants:

A tertiary education eco-system

Learning is space agnostic, taking place in the workplace, the further education sector and the proliferation of alternative providers and through open education providers.

Students learn at a pace and place that suits them. Students feel little or no allegiance to an individual institution.

Digital experiences and capabilities

4IR technologies, including internet of things, augmented and virtual reality are embedded into learning and teaching, providing opportunities for all students to experience authentic and engaging student-centred learning and to develop the skills they will require for the 21st Century workplace.

Students learn through and about 4IR technology.

Quality higher education for all

Emergent technologies have gained wide-spread usage to support a global, quality, higher education sector, including

- + learning analytics (providing on demand feedback to students)
- + adaptive learning (providing personalised learning pathways for students)
- + social network analysis (puts connection and linkage to the fore)
- + discourse analytics (providing automated assessment)
- + semantic web technologies (automated personalised enabling of customised support and content feeds)
- + virtual problem based learning (immersive environments to develop virtual collaboration and inter-disciplinary problem solving skills)
- + online proctoring and authentication technologies (Iris recognition, key stroke pattern) that would automate learning validation.

Students learning is monitored, analysed and adapted to their needs and aptitudes.

Universal HE

As more countries seek to develop knowledge-based economies there is a drive towards universal HE, leading to a competency driven first degree programme, with discipline specialisation reserved for post-graduate study.

Students feel higher education is an extension of compulsory education and have limited agency or engagement

2.1.2 Study or project areas

The project proposal should outline one or more future student experience scenarios, setting out:

- + a brief description of the scenario
- + the evidence base they plan to explore as part of the research: the social, financial, technological and environmental drivers and disruptors for the scenario
- + the outputs of the project will comprise a report, an infographic, a slide deck and vignettes. Advance HE will provide templates for the outputs.

2.2 Methodology

Advance HE wishes to work collaboratively with the appointed team(s) to develop and define the projects parameters and methodology, undertake the fieldwork and produce the draft outputs.

The project should be undertaken between January 2022 to May 2022 and the outputs (report, slides and infographic) should be submitted to Advance HE by 30 June 2022. Advance HE invites submissions to outline a proposed for delivering the project within the allotted timeframe.

Advance HE's maximum budget to explore approximately six scenarios is £24,000. Project proposals are invited that explore one or more scenarios and should be costed accordingly.

The team(s) will need to consider issues of confidentiality in terms of the production and dissemination of the report(s). Furthermore, issues of staff confidentiality will need to be carefully considered to ensure an appropriate ethical response in relation to participant anonymity.

Advance HE has 390 member organisations in over 27 countries. We welcome applications that are representative of our membership.

In relation to the possible use of a qualitative survey, the team(s) will need to adopt an inclusive and accessible methodological approach, recognising the diversity of the staff population and the importance of collecting input from across the spectrum of experiences and opinions of our members as a diverse and global community. Decisions on methods will need to be carefully considered in relation to time, location and accessibility to ensure meaningful involvement. For example, it may be possible to group interviews and focus groups by location or conduct online/telephone interviews. The team(s) will need to agree the project methods with Advance HE.

Before the project commences the project team will be required to confirm that the appropriate ethical approval required for the use of the data and information collected and disseminated as part of this grant is in place. If required for expediency, the proposal can be reviewed through the Advance HE Research Ethics Review Committee.

2.2 Outputs

The team(s) will be expected to produce outputs, as detailed below. Interim outputs will include regularly reporting to Advance HE and other awardees on progress. The appointed team(s) should allow for up to six meetings with the Advance HE project manager to agree strategy and monitor progress.

Advance HE requires the following outputs including:

- + a report by the awardees for members setting out the evidence base from across the social, financial, technological and environmental domains and the assumptions that informed their outputs
- + contribution to a slide deck summarising the scenario and evidence base (template provided by Advance HE)
- + an infographic illustrating the scenario, the drivers and the impact on the student experience (template provided by Advance HE).

For transparency, it is expected that the final report and outputs are primarily shared with member institutions. To be agreed, some aspects will be shared with the wider HE and research sector. The team(s) will need to present the project findings and recommendations at dissemination events as agreed by Advance HE.

All data collected by the team(s) during the course of the project shall be passed to Advance HE at the conclusion of the project and any copies of said data, or related analysis, held by the team(s), are to be destroyed at this point.

2.3 Outcome

The project will provide scenarios and supporting evidence which will be used by Advance HE to promote debate and discussion across the sector. Advance HE will use the outputs to develop a toolkit to enable members to plan and develop strategies to position themselves to take advantage of changes in the tertiary education landscape and create future student experiences that align with their mission and values. The projects should therefore consider a broad range of evidence to maximise the value of the outputs to the broad base of Advance HE members.

2.4 Application requirements

Teams should deliver a concise application, focusing on the proposed work and budget. The application should include the following information:

- + team and/or organisation details including name, legal status, full contact details and lead contact
- + details and/or CVs of staff who will undertake the work and a clear breakdown of how much time each person will contribute to the project
- + details of professional experience and expertise relevant to the project, including any experience gained in the HE and/or research sector and/or in the governance of HE and/or research
- + samples of other pieces of work which are similar in focus, scope and tone to the project
- + reasons for interest in undertaking the work
- + any other details considered relevant
- + proposed approach and methodology to deliver the project, including:
 - suggested timetable for the work, including key milestones and clear timescales for completing the project
 - details of how you will work closely with Advance HE, the institutions involved in the project and relevant sector stakeholders
 - details of any potential or actual sensitivities involved in undertaking the work and how they will be managed
 - details of how you will attract relevant participants to be involved in the project
 - risk assessment of the proposed approach and how the risks will be mitigated
 - outline of quality assurance processes
- + schedule of all costs including a detailed breakdown of how costs will be allocated in terms of staff hours, expenses, VAT (if applicable) etc, including any preferred variation to the payment terms (set out in **Section 2.8** below)
- + outline of the team or organisation's approach to equality and diversity
- + details of any claims of unlawful discrimination upheld against the team by any court or employment tribunal in the last three years
- + details of any outstanding claims of litigation against the team(s)
- + details of the team's insurer, the policy numbers, extent of cover, and expiry dates in respect of public liability and professional indemnity insurance, together with copies of the policies.

If the application contains a sub-contracting relationship, please state:

- + the main contractor and sub-contractors
- + the nature of the relationship.

2.5 Reasonable adjustments

Advance HE will consider reasonable adjustments as requested.

2.6 Conflicts of interest

Details of the team's policy on handling conflicts of interest which may exist or arise regarding this engagement must be provided. In the event that a director, partner, employee or employee's representative of the team has an interest or connection in Advance HE, please provide that person's full name, position and the nature of the connection or interest in Advance HE.

2.7 References

The name and contact details of two referees for whom the Team Lead has recently worked (within the past five years only) are to be available on request.

2.8 Fees

The total amount available for this work, including all fees and expenses is up to £24,000 including VAT. This includes all attendance fees, conference fees and expenses related to the project, including giving presentations at any sector dissemination events.

The printing costs of any final publication, and the costs of any dissemination events or conferences, will be borne by Advance HE.

Our preference is to pay for the work in three stages: a payment of 40% on signing the contract, a second payment of 40% on presentation of the draft report, and a final payment of 20% on receipt of the final report. Payments will be made on submission of an invoice.

Advance HE wishes to agree a fixed price for the work.

In calculating the fee, account should be taken of the fact that Advance HE is a registered educational charity and non-profit making body.

Advance HE is not bound to accept the lowest priced application and shall not be bound to accept the contractor as a sole supplier.

2.9 Application submission

Please complete the [online application form](#) in English.

The questions within the application form is provided in Appendix A to allow for drafting of proposals.

Applications will close at 12 noon (GMT) on Tuesday 21 December 2021.

Advance HE shall have the right to disqualify any teams who submit incomplete or late applications.

2.10 Selection criteria

In awarding the contract, Advance HE will consider the balance between the quality of the application and value for money, taking account of the factors listed in these guidelines and in particular the proposed methodology.

Each application shall be assessed on the following:

- + viability of scenario – realistic based on current social, financial, technological and environmental trends
- + the evidence base they plan to explore as part of the project
- + feasibility of completing the proposed programme of work to a high quality within the specific timetable
- + understanding of the need to work closely with Advance HE throughout the project
- + risk mitigation
- + overall value for money.

As a charity with limited resources, we are unable to provide any feedback on unsuccessful applications.

A full assessment matrix can be found in Appendix B.

2.11 Timing

The project will be undertaken between January 2022 and December 2022. The team should note the following key dates:

- + deadline for receipt of applications: 12 noon (GMT) Tuesday 21 December 2021
- + opportunity for Advance HE to ask for clarifications if required: w/c 10 January 2022
- + award of application to successful team: w/c 17 January 2022
- + interim report submitted by 27 May 2022
- + final report submitted by 12 noon on 30 June 2022.

The dates set out in this paragraph are provisional only and may be altered by Advance HE at its discretion.

Please note that all outputs of your project will need to be produced in Advance HE branding and ensure as broad a range of accessibility as possible. This will be supported by the Advance HE Marketing and Communications Team who will provide brand and style guides, assisting with briefings to marketing agencies, graphic designers and providing feedback. As such, all successful grant winners will be asked to meet with Advance HE's Marketing and Communications Team as part of project initiation to discuss specific branding and proofing requirements in order to agree timescales and budget for these activities prior to publication.

2.12 Contracting

This application is being issued by Advance HE. Any queries relating to the contract should be outlined in a cover letter to your submission.

2.13 Reporting responsibilities

The successful team will report to Catherine Hack, Principal Advisor

2.14 Further information

For further details, please contact the [Membership Services Team](#), Advance HE:

Any queries should clearly reference the appropriate paragraph in the documentation and, to the extent possible, should be aggregated rather than sent individually. The deadline for submitting queries is **12 noon (GMT) on 7 December 2021**.

Advance HE will respond to all reasonable requests for clarification of any aspect of this application pack and supporting documents as soon as is reasonably possible.

The Future Student Experience Project

Application pack

For open applications: Please note that the response to your query may be posted on Advance HE's website without identifying you, therefore your query should not contain any details which are confidential. Please consult [Advance HE's website](#) for any updates.

Please note that no pre-application negotiations are permitted.

Appendix A

Advance HE Collaborative Development Fund: New challenges, new solutions Application Form

Section 1

1. Please identify which project you are applying for:
 - + Utilising the Professional Standards Framework for Teaching and Supporting Learning for Strategic Change
 - + College-based HE Network: a collaborative space for developing HE culture and practice
 - + Exploring an integrated framework for equality charters
 - + The Future Student Experience Project
 - + Inclusive institutions: enabling and supporting culture change.

Section 2: Team Details

2. Please detail the Organisations represented in the application and the Lead Organisation for the project.
3. Please provide details of the Lead Contact (name, organisation employed at, role and full contact details)
4. Please provide details of the other team member including name, organisation employed at, role and full contact details.
5. Please upload a current CV for each member of the team. Please upload as an integrated single document with the organisation and project area that you are applying for in the title.

Section 3: Experience and Interests

6. Please provide details of the team's professional experience and expertise relevant to the project, including a clear breakdown of how much time each person will contribute to the project.
7. Please detail the team's reasons for wishing to undertake the work and any links to samples of other pieces of work which are similar in focus, scope and tone to the project.

Section 4: Approach and Methodology

8. Please detail your proposed approach and methodology to deliver the project, including:

- + suggested timetable for the work
- + key milestones and clear timescales for completing the project
- + details of how you will work closely with Advance HE
- + the institutions involved in the project and relevant sector stakeholders
- + details of any potential or actual sensitivities involved in undertaking the work and how they will be managed
- + details of how you will attract relevant participants to be involved in the project
- + risk assessment of the proposed approach and how the risks will be mitigated
- + outline of quality assurance processes.

Supporting documentation can be uploaded in the next questions if required.

9. If required, this is an area to upload files which support this methodology can be uploaded. Please upload as a single document with the organisation and project area (College HE Network) applying for.
10. Please confirm that ethical approval has been granted by the lead institution to carry out this project, or that this will be granted prior to contracting with Advance HE.

Section 5: Costing and Budget

11. Please detail the schedule of all costs including a detailed breakdown of how costs will be allocated in terms of staff hours, expenses, costs associated with the branding and accessibility requirements, VAT (if applicable) etc, including any preferred variation to the payment terms. A table or spreadsheet of schedule of costs can be uploaded in the next question if required.
12. If required, this is an area to upload a schedule of costs. Please upload as a single document with the organisation and project area applying for in the document title.

Section 6: Equality, Diversity and Inclusion

13. Please outline the team's approach to equality and diversity and include an Equality Impact Assessment. If you wish to upload a document, you can do so at the next question. [Guidance on Equality Impact Assessment can be found here.](#)
14. If required, this is an area to upload files which support the Equality Impact Assessment. Please upload as a single document with the organisation and project area applying for in the title of the document.

Section 7: Legal

15. Please provide details of any claims of unlawful discrimination upheld against any member of the team by any court or employment tribunal in the last three years.
16. Please provide details of any outstanding claims of litigation against the any member of the Team.
17. Please provide details of the lead organisation's (if a consortium) insurer, the policy numbers, extent of cover, and expiry dates in respect of public liability and professional indemnity insurance. Copies of the policy may be required for successful teams.

Section 8: Any Other Information

18. Please add any other details, links or information you would like considered with your application.

Appendix B

Scores can be awarded as a 0.5 (eg 0.5, 1.5, 2.5)	0	1	2	3
Viability of scenario – realistic based on current social, financial, technological and environmental trends	The scenario is not realistic based on current trends or is set in very near future (1-2 years)	The scenario is somewhat realistic based on current trends or set in near future (3-5 years)	The scenario is realistic based on current trends and/or set in future (5-10 years)	Realistic and visionary scenario inspired by current trends and/or set in future (10-15 years)
The evidence base they plan to explore as part of the project	Limited evidence base identified considers insufficient potential drivers	Narrow and/or shallow evidence base identified partially considers range of potential drivers	Broad and/or deep realistic evidence base considering range of potential drivers	Broad and/or deep realistic evidence base considering comprehensive range of potential drivers
Appropriateness of the proposed methodology in terms of securing credible and robust research including considerations for delivering in Covid-19 effected environment	The application demonstrates little or no credible and robust research methodology	The application demonstrates some-what developed credible and robust research methodology	The application demonstrates developed credible and robust research methodology	The application demonstrates well developed credible and robust research methodology

Feasibility of completing the proposed programme of work to a high quality within the specific timetable	The application demonstrates little or no ability to complete the programme of work to a high quality within the specific timetable	The application demonstrates some ability to complete the programme of work to a high quality within the specific timetable	The application demonstrates developed plans to complete the programme of work to a high quality within the specific timetable	The application demonstrates well developed plans to complete the programme of work to a high quality within the specific timetable
Understanding of the need to work closely with Advance HE throughout the project	The application demonstrates little or no understanding of the need to work closely with Advance HE throughout the project	The application demonstrates some-what developed understanding of the need to work closely with Advance HE throughout the project	The application demonstrates developed understanding of the need to work closely with Advance HE throughout the project	The application demonstrates well developed understanding of the need to work closely with Advance HE throughout the project
Risk mitigation	The application demonstrates little or no risk mitigation	The application demonstrates some-what developed risk mitigation	The application demonstrates developed risk mitigation	The application demonstrates well developed risk mitigation
Overall value for money	The application demonstrates little or no overall value for money	The application demonstrates some-what developed overall value for money	The application demonstrates developed overall value for money	The application demonstrates well developed overall value for money

Comment on the ability of the methodology to meet the research areas:

1. A brief description of the scenario
2. The evidence base they plan to explore as part of the research- the social, financial, technological and environmental drivers and disruptors for the scenario
3. The scenarios should be examined through the lens of mission groups making use of roundtable discussions
4. The outputs of the project will comprise a report, an infographic, a slide deck and vignettes. Advance HE will provide templates for the outputs.

Contact us

General enquiries

+44 (0) 3300 416201
enquiries@advance-he.ac.uk
www.advance-he.ac.uk

Media enquiries

+44 (0) 1904 717500
communications@advance-he.ac.uk
www.advance-he.ac.uk/contact-us

   @AdvanceHE

Advance HE helps HE and research be the best they can be.

We are a member-led, sector-owned charity that works with institutions and higher education across the world to improve higher education for staff, students and society. We are experts in higher education with a particular focus on enhancing teaching and learning, effective governance, leadership development and tackling inequalities through our equality, diversity and inclusion (EDI) work.

Our strategic goals to enhance confidence and trust in HE, address systemic inequalities and advance education to meet the evolving needs of students and society, support the work of our members and the HE sector. We deliver our support through professional development programmes and events, Fellowships, awards, student surveys and research, providing strategic change and consultancy services and through membership (including accreditation of teaching and learning, equality charters, knowledge and resources).

© 2021 Advance HE. All rights reserved.

The views expressed in this publication are those of the author and not necessarily those of Advance HE. No part of this publication may be reproduced or transmitted in any form or by any means, electronic or mechanical, including photocopying, recording, or any storage and retrieval system without the written permission of the copyright owner. Such permission will normally be granted for non-commercial, educational purposes provided that due acknowledgement is given.

To request copies of this report in large print or in a different format, please contact the Marketing and Communications Team at Advance HE:

+44 (0) 3300 416201 or publications@advance-he.ac.uk