



Advance HE Collaborative Development Fund: New challenges, new solutions

Application pack

Utilising the Professional Standards Framework for
Teaching and Supporting Learning for Strategic Change

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1. Invitation to apply

This specification invites applications to deliver a project entitled 'Utilising the Professional Standards Framework for Teaching and Supporting Learning for Strategic Change'. The principal aim of the project is to collate and curate a small number of institutional case studies that identify and explain how the Professional Standards Framework (PSF) has been utilised in institutional initiatives designed to achieve strategic change and/or institutional transformation. We particularly welcome applicants from diverse and under-represented backgrounds to apply.

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 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 higher education (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 Professional Standards Framework for Teaching and Supporting Learning in HE occupies a central position within the learning and teaching landscape. It underpins the recognition of over 150,000 professionals through the award of Fellowships and forms the basis of accreditation currently held by over 200 institutions.

Recent research commissioned by Advance HE ([Assessing the Impact of Accreditation on Institutions](#)) indicated areas in which the PSF was being embedded into strategic mechanisms. These included alignment of the PSF to institutional strategic objectives, alignment of Fellowship to promotion and probation policies and the embedding of the PSF into performance appraisals.

We know that institutions take very different approaches to their use of the PSF and that the PSF is increasingly used as a tool for strategic change in a range wide of contexts. This project has been conceived as a way of surfacing these approaches and highlighting where the PSF, Fellowship and/or accreditation are being utilised to support institutional change and strategic transformation; to look beyond the role of recognising individuals and accrediting professional development programmes and provide examples of how the PSF and its supporting infrastructure can contribute to achieving institutional aims and objectives.

Through sharing case study examples of how the PSF can be utilised to make a positive contribution to institutional transformation, the project will enable more institutional leaders to realise the potential of the PSF and its infrastructure as tools for strategic change.

2.1.2 Study or project areas

The principal aim of the project is to collate and curate a small number of institutional case studies that identify and explain how the PSF and its infrastructure have been utilised as tools for strategic change.

In fulfilling this aim it is expected that the project would:

- + highlight success in both UK and global contexts
- + reflect successful practice in different institutional types.

Areas in which the PSF has supported strategic change will be determined by the case study institutions and may include the delivery of institutional teaching and learning strategies, reward, recognition and promotion strategies, and achieving broader institutional aims and objectives such as those associated with regulation and registration requirements in different national contexts.

2.2 Methodology

Advance While Advance HE wishes to work collaboratively with the appointed team to finalise the exact methodology and agree detailed outputs, it is envisaged that the project will consist of approximately four or five institutional case studies selected through a process of purposive sampling that Advance HE will support.

The project should be undertaken between January 2022 to April 2022 and the final outputs ready for publication by 1 May 2022.

Advance HE invites submissions to outline a proposed approach and timeline for delivering the project within the allotted timeframe up to a maximum value of £10,000 which will be used to assist selection.

2.2 Outputs

The main output of this project is an Advance HE publication consisting of an executive summary, introduction, four or five curated institutional case studies and a conclusion synthesising the key points and opportunities for the PSF as a tool for strategic change.

The appointed team will need to liaise with the Advance HE Marketing and Communications Team to finalise this publication.

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 are to be destroyed at this point.

2.3 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.

2.4 Reasonable adjustments

Advance HE will consider reasonable adjustments as requested.

2.5 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.

2.6 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.

2.7 Fees

The total amount available for this work, including all fees and expenses is up to £10,000 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.

2.8 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.

2.9 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 relevant experience and understanding of the use of PSF for institutional change
- + understanding of the context, challenges and development of teaching and supporting learning in HE in a range of contexts
- + 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.

2.10 Timing

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

- + deadline for receipt of applications: 12 noon (GMT) Tuesday 21 December 2021
- + opportunity to Advance HE to ask for clarifications if required: w/c 10 January 2022
- + award of application to successful team: w/c 17 January 2022
- + final report submitted by 12 noon on 2 May 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.

2.11 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.

2.12 Reporting responsibilities

The successful team will report to Kathryn Harrison-Graves, Director for Membership and Accreditation.

2.13 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 26 November 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.

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
Relevant experience and understanding of the use of PSF for institutional change	The application demonstrates little or no understanding of the use of PSF for institutional change	The application demonstrates some-what developed understanding of the use of PSF for institutional change	The application demonstrates developed understanding of the use of PSF for institutional change	The application demonstrates well developed understanding of the use of PSF for institutional change
Understanding of the context, challenges and development of teaching and supporting learning in HE in a range of contexts	The application demonstrates little or no understanding of teaching and supporting learning in HE in a range of contexts	The application demonstrates some-what developed understanding of teaching and supporting learning in HE in a range of contexts	The application demonstrates developed understanding of teaching and supporting learning in HE in a range of contexts	The application demonstrates well developed understanding of teaching and supporting learning in HE in a range of contexts
Effectiveness of means for engaging the diversity and breadth of Advance HE's 390+ member institutions as possible through the project	The application demonstrates little or no means for engaging the diversity and breadth of Advance HE's member institutions	The application demonstrates some-what developed means for engaging the diversity and breadth of Advance HE's member institutions	The application demonstrates developed means for engaging the diversity and breadth of Advance HE's member institutions	The application demonstrates well developed means for engaging the diversity and breadth of Advance HE's member institutions

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

1. Collate and curate a small number of institutional case studies that identify and explain how the PSF and its infrastructure have been utilised as tools for strategic change
 2. Highlight success in both UK and global contexts
 3. Reflect successful practice in different institutional types
 4. Areas in which the PSF has supported strategic change will be determined by the case study institutions and may include the delivery of institutional teaching and learning strategies, reward, recognition and promotion strategies, and achieving broader institutional aims and objectives such as those associated with regulation and registration requirements in different national contexts.
-



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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).

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