



## **National Collaborative Award for Teaching Excellence (CATE) 2017**

---

**Nominating Institution and  
Nominee Guidance**

# Contents

<b>Section</b>	<b>Page</b>
<b>Contents</b>	<b>2</b>
Alternative Formats of this Guidance	3
<b>1. Background</b>	<b>5</b>
<b>2. Guidelines for nomination and selection</b>	<b>6</b>
2.1 Eligibility	6
2.2 Nominations	6
2.3 Nomination Documents	7
2.4 Award Criteria	10
2.5 Assessment by Reviewers	10
2.6 Formatting requirements	13
2.7 Additional document requested	15
2.8 Submission and receipt of nominations	15
<b>3 Outcomes and publicity</b>	<b>16</b>
<b>4 Awards ceremony</b>	<b>17</b>
<b>Appendix 1 - Checklist for teams and institutions</b>	<b>18</b>
<b>Appendix 2 - Deadline, assessment and announcement schedule</b>	<b>20</b>
<b>Appendix 3 – Flowchart of Application</b>	<b>21</b>

## Alternative Formats of this Guidance

If you require these guidelines in an alternative format please contact:

[collaborative.awards@heacademy.ac.uk](mailto:collaborative.awards@heacademy.ac.uk). Teams who are unable to submit a nomination in written format should contact the Professional Practice Team either by email:

[collaborative.awards@heacademy.ac.uk](mailto:collaborative.awards@heacademy.ac.uk) or by telephone: 01904 717 500 as soon as possible to discuss an appropriate alternative format. Any correspondence can be addressed to:

Professional Practice Team

Higher Education Academy

Innovation Way

York Science Park

York

YO10 5BR

The National Teaching Fellowship Scheme is an umbrella scheme which is made up of a range of awards which can be seen in Figure 1.

Figure 1: The Teaching Excellence Awards Structures



# 1. Background

The purpose of the National Teaching Fellowship Scheme is to recognise, reward and celebrate those who are judged to make an outstanding impact on the student learning experience. Team or collaborative working is of growing importance within higher education. The national Collaborative Awards for Teaching Excellence (CATE) recognise the value of this teaching methodology. These awards aim to celebrate collaborative learning and teaching initiatives that positively impact on the student experience in creative and innovative ways. Each award will recognise a team which has enabled a change in practice for colleagues or students at an institutional or discipline level. There is no limit on the size of the team.

The Higher Education Academy (HEA) organises and administers the Scheme with funding from the Higher Education Funding Council for England (HEFCE), the Higher Education Funding Council for Wales (HEFCW) and the Department for the Economy (DfE) Northern Ireland (now incorporating the responsibilities of DELNI) with advice and guidance from the UK Teaching Excellence Awards Advisory Panel (the Panel). The Panel advises on the criteria, the processes of assessment and moderation, and the selection of the winners. The Panel consists of a range of representatives from across the sector and other relevant stakeholders.

Up to six awards will be made in 2017 in recognition of a team's excellence. Each team will be awarded a grant (to be determined by the funding partners) to support their project to be spent over a three year period. The team will be expected to use this money to disseminate their excellent practice by contributing to events, resources and by providing advice to colleagues. All CATE winners will be required to provide the HEA with indicative plans for their dissemination activity and be able to demonstrate how their work has impacted on the sector by providing regular reports to the HEA.

The shortlist of up to 15 teams will be informed in August 2017 and winners will be announced at the Awards Ceremony in November 2017.

The HEA will work with the teams to support their work on dissemination and the demonstration of the impact of the award across the sector.

Detailed guidelines for nomination and for the preparation and submission of nominations for the awards are provided in this document.

## 2. Guidelines for nomination and selection

This section provides detailed guidelines for the preparation and submission of an application for the awards.

### 2.1 Eligibility

All HE providers in England, Wales, and Northern Ireland may participate in the Scheme, including HE in FE and independent 'alternative' providers. All staff in these institutions are eligible to be nominated to the Scheme including part-time, full-time, and non-permanent (fixed-term) contracts. Institutions in Scotland who are interested in engaging in the scheme are asked to contact the HEA ([collaborative.awards@heacademy.ac.uk](mailto:collaborative.awards@heacademy.ac.uk)).

A higher education provider will be permitted one CATE submission to the 2017 scheme. The team leader may not have an active application for NTFS running at the same time as an application for CATE. If they are already an NTF they should have spent their award money and have achieved the award more than three years previously. The team leader should be a Fellow (any category) of the HEA or be working towards Fellowship.

Each team should demonstrate direct involvement of students. Although there is no requirement to be a member of the team, a team should clearly demonstrate how students are directly involved in their work. The text of the Claim should be the work of the team only. The HEA may process nominations through anti plagiarism software.

### 2.2 Nominations

In developing nominations, eligible institutions should identify what is innovative, inclusive and excellent practice. Collaborations within their own organisational settings, as well as with other educational organisations (further/national and/or international education providers), industry and commercial enterprises as well as wider community initiatives are all encouraged by the Panel. The HEA and the Panel recognise that excellence in teaching and learning support will be situated within specific academic, professional and institutional contexts and consider that excellent practice should be inclusive practice.

Teams should demonstrate how they work together as a team and what innovative, inclusive, and excellent practice they have led within their own organisational setting.

Although the HEA and the Panel appreciate that some advice or assistance from the institution may be deemed necessary, the text of the claim for excellence should be the work of the team only.

The HEA is committed to equality of opportunity. In this process it ensures that no team is treated less favourably than others on the grounds of gender, race, nationality, ethnic or national origin, religious or political beliefs, disability, marital status, social background, family circumstances, sexual orientation, gender reassignment, spent criminal convictions, age, or for any other unlawful reason.

Nominations are made by a central contact at the institution (CATE institutional contact) through an online submission system hosted by the HEA's Virtual Learning Environment (VLE). The CATE institutional contact will have been issued with a username and password for this system. Full instructions will be provided. Details of the documents to be uploaded and the formats to be used are detailed in Sections 2.3 and 2.4.

## 2.3 Nomination Documents

**In a change to 2016 process the application is now a single stage process**

Applications should comprise the following, **each as a separate document submitted via the online submission system hosted on the HEA's VLE** (please note maximum word limits):

- > **Claim for Collaborative Teaching Award:** a statement written by the team on how they demonstrate excellence relevant to award criteria one (maximum **1000 words**).
- > **Supporting Evidence:** Two pieces of evidence demonstrating how the collaborative work has impacted on the student learning (maximum **500 words** each).
- > **Dissemination and Impact Plan:** a written plan by the team on how they disseminate excellence relevant to award criteria two (maximum **2000 words**)
- > **Signed Statement of Support** from the institution's Vice-Chancellor or equivalent, this document should be submitted as a Word document, however can also be submitted as a scanned PDF to include the signature (maximum **1000 words**).
- > **Nomination Form** available via the HEA website

**Team members and institutions may find the following guidance helpful in compiling the application documents:**

**A. Claim for Collaborative Teaching Award:**

Teams are required to present their excellence claim against the criteria (see section 2.4) with reference to the supporting evidence (contained within the separate document) to demonstrate their enhancement and impact on students' experience.

The decision of the type of collaboration rests with the nominating institution and the team but nominees are encouraged to ensure that the student voice is explicit in their nomination. Teams from various academic disciplines inevitably demonstrate different communication and analytical styles and this will be accounted for in the assessment process. As such there is no 'style' that is expected in applications and examples will be assessed and marked for their contribution to the criteria as a whole.

**B. Supporting Evidence**

The two supporting evidence documents (500 words maximum each) should accompany the application. These should demonstrate how the collaborative work has impacted on student learning at an institutional/discipline level. These could for instance include one set of evidence from an institutional or a colleague(s) perspective and another one from students. Examples of supporting evidence may include (but need not be confined to):

- > student feedback and evaluations;
- > feedback from peer observations;
- > feedback from other national engagements;
- > student support materials;
- > work with other partner institutions and organisations

**C. Dissemination and Impact Plan**

The proposed plan will build on the team's work detailed in their team application document which will be provided to the Panel for information. The dissemination activity will foster the adoption of the team's excellent practice beyond the team. The plan should also demonstrate how the team collects evidence of the impact of their work and how it will be effectively embedded in the sector, nationally and internationally.

## D. Signed Statement of Support

The signed supporting statement from the institution's Vice-Chancellor or equivalent is an important aspect of the application. It is recommended the team's application is read prior to composing the institutional supporting statement. In particular, the statement should:

- > endorse the validity of the team's claim for excellence,
  - > provide an institutional context within which the team has been identified as excellent; provide confirmation of support of the team, should they be successful, in terms of carrying out the requirements associated with a Collaborative Award.
  - > include the name, job title and signature of the supporter
- > **Nomination Form:** the team must submit a completed form with the above four nomination documents

The nomination form, available to download at <https://www.heacademy.ac.uk/you/collaborative-awards-teaching-excellence-cate>, contains information used for internal administration purposes and will **not** be sent to reviewers. All sections must be completed in full. Forms should be submitted in Microsoft Word format, although the page 5 signature cannot be electronic and so should also be submitted as a PDF document.

**Personal profiles (compulsory but not assessed):** included within the nomination form, teams must provide a **350 word** personal profile, three useable photographs of a minimum of 1Mb or 300dpi and two short statements. Personal profiles will not be assessed as part of the application. However, please note that personal profiles are a required component for a complete submission to the CATE. These will be used by the HEA for promotional purposes when the finalists are announced.

In submitting images to the HEA, you are providing consent for the HEA to use your images for promotional purposes or publicity (the "Purpose"). You confirm that you are the owner of any intellectual property rights or have an appropriate licence to share your images with the HEA and for the HEA to use your images for the Purpose.

## 2.4 Award Criteria

All teams will be assessed on the evidence provided in the nomination documents in relation to each of the two criteria.

### Criterion 1

Collaborative Excellence: evidence of enhancing and transforming the student learning experience commensurate with the team's context and the opportunities afforded by it.

This may, for example, be demonstrated by providing evidence of:

- a clear set of aims, objectives and rationale for the team's approach and how the group constitutes a team and developed as a team,
- working collaboratively and how collaborative working has been an advantage,
- demonstration of direct involvement of students with the team,
- illustration of how the team has addressed one clear thematic issue, for example: assessment and feedback; retention, employability, staff development; students as partners; technology and social media,
- creative solutions to a challenge, situation, problem provision,
- detailed comment on the impact of the outcomes/outputs of the collaborative work,
- how the collaborative work has enhanced student learning.

### Criterion 2

Dissemination and impact of excellence: evidence of supporting colleagues and influencing support for student learning; demonstrating impact and engagement beyond the team's immediate academic or professional role.

This may, for example, be demonstrated by providing evidence of:

- a coherent plan of dissemination with objectives,
- stakeholder engagement in the dissemination process,
- embedding cutting-edge practice,
- clarity with regard to dissemination tools,
- manageable timeframe,
- details of evaluation and the measurement of impact.

## 2.5 Assessment by Reviewers

Nominations are considered by independent, external peer reviewers who will judge nominations on the information submitted against the two criteria. No information other than the core nomination documents (Claim, Supporting Evidence, Dissemination and

Impact Plan and the Statement of Support) submitted will be taken into consideration. Please ensure the relevant evidence is included in the correct document.

The reviewers are all experienced in criteria-based assessment and have undertaken training before they review nominations. All nominations are double reviewed and a 10% sample is reviewed by a third reviewer as part of our Quality Assurance process. Any nominations where reviewers disagree by a total (aggregated mark over two criteria) of five marks or more are reviewed by a third reviewer and referred to the Panel.

The reviewers submit their assessment ratings and comments to the HEA which oversees the standardisation of assessment and reports to the Panel. The reviewers rate each of the criteria using the marking scheme below and the criteria are equally weighted in the assessment process.

### 5 Points

The **outstanding** submission provides clear evidence that the nominee:

- > meets the criterion in **highly** explicit, relevant and **innovative** ways;
- > demonstrates that the team has made an **outstanding** contribution that has had a transformative impact on student learning over a range of projects both internally and externally to the nominating institution;
- > has **significantly** raised the profile and/or standard of learning and teaching through their work in the given context;
- > demonstrates commitment to raising the status of teaching and learning in higher education;
- > the evidence presented clearly demonstrates the impact of the team on their institution **and their sector on a national and/or international scale**;
- > evidence is extensive demonstrating breadth and depth of experience over a sustained period within the sector.

The evidence provided toward this criterion is **fully commensurate** with that expected of Collaborative Teaching Excellence.

### 4 Points

The **very good** submission provides clear evidence that the nominee:

- > meets the criterion in explicit, relevant and **innovative** ways;
- > demonstrates that the team has made an **excellent** contribution to, and significant impact on, student learning across a range of projects either internally or externally to the nominating institutions;
- > has **clearly** raised the profile and/or standard of learning and teaching through the team's work in the given context;

- > demonstrates a commitment to raising the status of teaching and learning in higher education;
- > the evidence presented clearly demonstrates the impact of the team on their institution and their sector;
- > the evidence presented demonstrates the breadth and depth of experience over a sustained period within the sector.

The evidence provided toward this criterion is **very clearly commensurate** with that expected of Collaborative Teaching Excellence.

### 3 Points

The submission provides clear evidence that the nominee:

- > meets the criterion in explicit and relevant ways;
- > demonstrates that the team has made a **good** contribution to, and impact on, student learning;
- > has raised the profile and/or standard of learning and teaching through the team's work in the given context;
- > demonstrates a commitment to raising the status of teaching and learning in the future;
- > the evidence presented demonstrates the impact of the team on their institution and their sector;
- > evidence demonstrating breadth or depth of experience over a period within the sector.

The evidence provided toward this criterion is **commensurate** with that expected of Collaborative Teaching Excellence.

### 2 Points

The submission:

- > demonstrates incomplete fulfilment of the criterion;
- > offers some specific and relevant evidence that is, however, limited in breadth and/or depth;
- > demonstrates that the team has, to a limited degree, helped raise the profile and/or standard of learning and teaching;
- > demonstrates some commitment to raising the status of teaching and learning in higher education;

The evidence provided in this submission is **not commensurate** with the standard expected of Collaborative Teaching Excellence.

### 1 Point

The submission:

- > demonstrates limited fulfilment of the criterion;
- > offers limited evidence that lacks depth and/or breadth;
- > demonstrates that the nominee has, to a very limited degree, helped raise the profile and/or standard of learning and teaching;
- > demonstrates some commitment to raising the status of teaching and learning in higher education.

The evidence provided in this submission is **not commensurate** with the standard expected of Collaborative Teaching Excellence.

### 0 Points

The submission:

- > does not demonstrate fulfilment of the criterion;
- > provides little or no explicit and/or relevant evidence of meeting the criterion.

The evidence provided in this submission is **not commensurate** with the standard expected of Collaborative Teaching Excellence.

The Panel will make its judgements on the basis of the reviewers' assessments and comments. The reviewers and members of the Panel will not be permitted to consider nominations from their own institution, or from any institution with which there may be a conflict of interest. Panel members take no part in the nomination process within their own institution. The Panel does not assess individual nominations and only reviews anonymous data derived from the assessment process.

## 2.6 Formatting requirements

All the application documents (statement of support, team application document, supporting evidence and dissemination and impact plan) must adhere to all the following formatting requirements:

### Word limits/page lengths:

All section headings, text within tables or diagrams, numerical characters and any references **will** count towards the word limit;

- > Claim for Collaborative Teaching Award: maximum 1000 words and submitted as a Word document;

- > **Supporting Evidence:** maximum **500 words** each and both submitted as Word documents;
- > **Dissemination and Impact Plan:** maximum **2000 words** and submitted as a Word document;
- > **Signed Statement of Support:** maximum **1000 words** and submitted as a Word document (unsigned). The Statement can also be submitted in PDF form if including a hard copy signature

**Final word count:** the entire document should be highlighted and the word count tool utilised, ensuring that the tick box 'include textboxes, footnotes and endnotes' is selected, to add up all relevant free text. If any text is included in diagrams, this should be added to the word count total and the total sum should be stated at the end of the document. Headers and footers, used for the Team Lead's name nominating institution and page numbers, are **not** counted.

**Font:** Arial 12 point;

**Page orientation:** A4 portrait only;

**Line spacing:** 1.5 lines;

**Margins:** 2cm minimum (not including footers);

**Headers:** Should contain the Team Lead's full name and nominating institution **only**;

**Footer:** Should indicate "page x of y" **only**.

**Footnotes:** should **not** be used. References should be included in the body text or put as endnotes, which should be added to the final word count;

**Pictures:** the claim should **not** contain any pictures or logos;

**Diagrams:** are permitted. Any text appearing within the diagram should be manually counted and stated next to the diagram in brackets and added to the final word count;

**Web links:** should **only** be used for reference and **put in the end notes**. The content of web links will **not** be considered in the nomination;

**File Saving Conventions:** The following convention should be included

<TeamLeadName>\_<Institution>\_<DocumentName> for example

J.Bloggs\_UniofPoppleton\_Claim

The UK Teaching Excellence Awards Advisory Panel supports a strict application of the above formatting requirements to ensure fairness and consistency to all nominees. **We reserve the right to reject any nominations failing to adhere to these requirements, the requirement check will be made after the deadline therefore non-compliance could result in removal from the process.** It is therefore the responsibility of the nominating institution and individual Team Leader to ensure that the nomination adheres to the requirements with regard to formatting, required signatures and word limits.

## 2.7 Additional document requested

**Equality and Diversity Form:** The HEA is committed to promoting equality and diversity and wishes to collect data on nominees for statistical monitoring. After nominations have been received, the team lead will be contacted by email with an Equality and Diversity survey which is anonymous and not linked to the application. The team lead will then need to disseminate the link to the remaining team members. **Nominations will not be complete (and therefore reviewed) until all equality and diversity forms have been completed by the team.**

## 2.8 Submission and receipt of nominations

The nomination documents must be uploaded to the HEA VLE by the CATE institutional contact (who will have been issued with a VLE username and password) by **12 noon on 10 May 2017**. The CATE institutional contact is acting on behalf of their institution and will be assumed by the HEA to be acting in accordance with the expectations of their senior management when submitting their institution's nomination(s).

The CATE institutional contact must pre-register with the Professional Practice team in order to upload an application. Please email [ntfsindividual@heacademy.ac.uk](mailto:ntfsindividual@heacademy.ac.uk) to pre-register.

Receipt of uploaded nominations will be acknowledged by automatic email to the individual that submitted the application. A nomination should only be considered successfully submitted on receipt of a final confirmation email from the Professional Practice Team. This final email will only be sent after a further manual check to ensure all documents meet the formatting requirements. If the institutional contact has not heard from the HEA five working days after submitting the nomination, they must contact the

Professional Practice team at [collaborative.awards@heacademy.ac.uk](mailto:collaborative.awards@heacademy.ac.uk) or telephone: 01904 717500 at their earliest convenience to ensure the submission has been fully received.

### 3 Outcomes and publicity

All Team Leaders will be informed of the outcome via email on **Thursday 31 July 2017**. The email will also be copied to the Vice-Chancellor or equivalent of the nominating institution. The announcement of CATE finalists is strictly embargoed until Thursday 31 August 2017. **A condition of the competition is that teams do not share news of their success before this date in order to** ensure maximum publicity. Contravention of this requirement could lead to the award being revoked.

The names of the CATE winners will be officially announced on **31 August 2017** on the HEA's website <https://www.heacademy.ac.uk/you/collaborative-awards-teaching-excellence-cate>.

After the outcome of the 2017 Collaborative Award for Teaching Excellence is published, the HEA will publish an overview report of the 2017 cycle. This will provide an analysis of significant issues, trends and strengths identified in nominations, as well as a statistical data about nominees and winners, including equal opportunities and subject profiles of nominations and winners. All nominees will be informed once this is available. Some individual feedback will be provided to teams.

The CATE is a competition, the reviewer decision confirmed by the Panel is final and no appeals can be made against their decision. The HEA has a complaints process to address issues of fair treatment in the administration of nominations but, as is common in UK HE, will not reconsider the validity of the judgement made by reviewers.

## 4 Awards ceremony

Members of the shortlisted teams will be invited to the awards ceremony. This is a celebratory reception and dinner at which up to two team members and the Vice-Chancellor or equivalent will be invited at no charge. The ceremony will be held in November 2017. The CATE winners will be announced at this ceremony. Additional tickets may be available for purchase.

Each winning team will be presented with a trophy and a certificate at the awards ceremony.

The 2017 National Teaching Fellows will receive their awards at the same ceremony.

Two members of each winning team will be invited to attend a briefing session to discuss the use of the award and guidance on reporting and engagement with the HEA. The briefing session will take place on a date after the ceremony.

## Appendix 1 - Checklist for teams and institutions

✓	Task
	The CATE institutional contact and CATE Team must read the guidance and use the HEA website to check for further advice.
	The CATE institutional contact must register with the HEA for a VLE Username and Password – please email <a href="mailto:collaborative.awards@heacademy.ac.uk">collaborative.awards@heacademy.ac.uk</a> to register the institution's interest as soon as possible.
	The team should download the nomination form and complete the relevant sections, including a signature. Electronic signatures are not acceptable.
	The institution's Vice-Chancellor or equivalent must complete their section on the nomination form and sign the form. Electronic signatures are not acceptable.
	The team should prepare their Claim for CATE using the guidance in Section 2.3 and the Award Criteria (section 2.4) as a guide to the evidence that should be demonstrated within the submission. Submissions will be marked against the scheme detailed in Section 2.5 therefore this should be considered when making the Claim.
	Two pieces of evidence should be produced in line with the guidance given. They should demonstrate the impact/or potential impact of the project.
	The Dissemination and Impact Plan should be prepared using the guidance in Section 2.3 and the Award Criteria (section 2.4) as a guide to the evidence that should be demonstrated within the submission. Submissions will be marked against the scheme detailed in Section 2.5 therefore this should be considered when developing the plan.
	The Statement of Support should be prepared by the Vice-Chancellor or equivalent using the guidance in section 2.3 and 2.4 after they have read the Claim for CATE, the evidence and Dissemination and Impact Plan from their team. Electronic signatures are acceptable within this document.
	Formatting of all documents should be checked against the guidance given in Section 2.6.
	In 2017 all documents must be uploaded via the VLE in a Zip file, this should follow the file naming convention in Section 2.6. The deadline for submission is 10 May 2017 12 noon.

	<p>Documents to include:</p> <ul style="list-style-type: none"><li>&gt; Claim for CATE – to be submitted as a Word document;</li><li>&gt; Two pieces of evidence supporting the claim – each to be submitted as a Word document;</li><li>&gt; Dissemination and Impact Plan – to be submitted as a Word document;</li><li>&gt; Statement of Support – to be submitted as a Word document. Can be submitted as a PDF as well if signature is hard copy;</li><li>&gt; Nomination form (with all sections complete but section 7 unsigned) - to be submitted as a Word document;</li><li>&gt; Nomination form Section 7 signed by the Vice-Chancellor or equivalent – to be submitted as a PDF document. Electronic signatures will not be accepted.</li><li>&gt; Three 1Mb or 300dpi images of the team (at least one of these images should be landscape).</li></ul>
	<p>The Equality and Diversity survey will be sent to the team lead directly, via email from the HEA and should be disseminated to the remaining team members by the team lead. The forms should be submitted by return as the nomination is not complete without submission of the survey by each team member. The submission is anonymous but completion is tracked.</p>

## Appendix 2 - Deadline, assessment and announcement schedule

### Friday 17 February 2017

- Call for nominations – nominee and institution guidance released

### Wednesday 10 May 2017

- Nominations close - deadline to receive electronic copies of nomination documents from the NTFS institutional contact is 12 noon. The Equality and Diversity form must be received by the HEA in order for processing of the nomination to begin.

### Monday 31 July 2017

- Nominees and the Vice-Chancellor or equivalent of the nominating institution informed of outcome (information embargoed until official announcement on 31 August 2017)

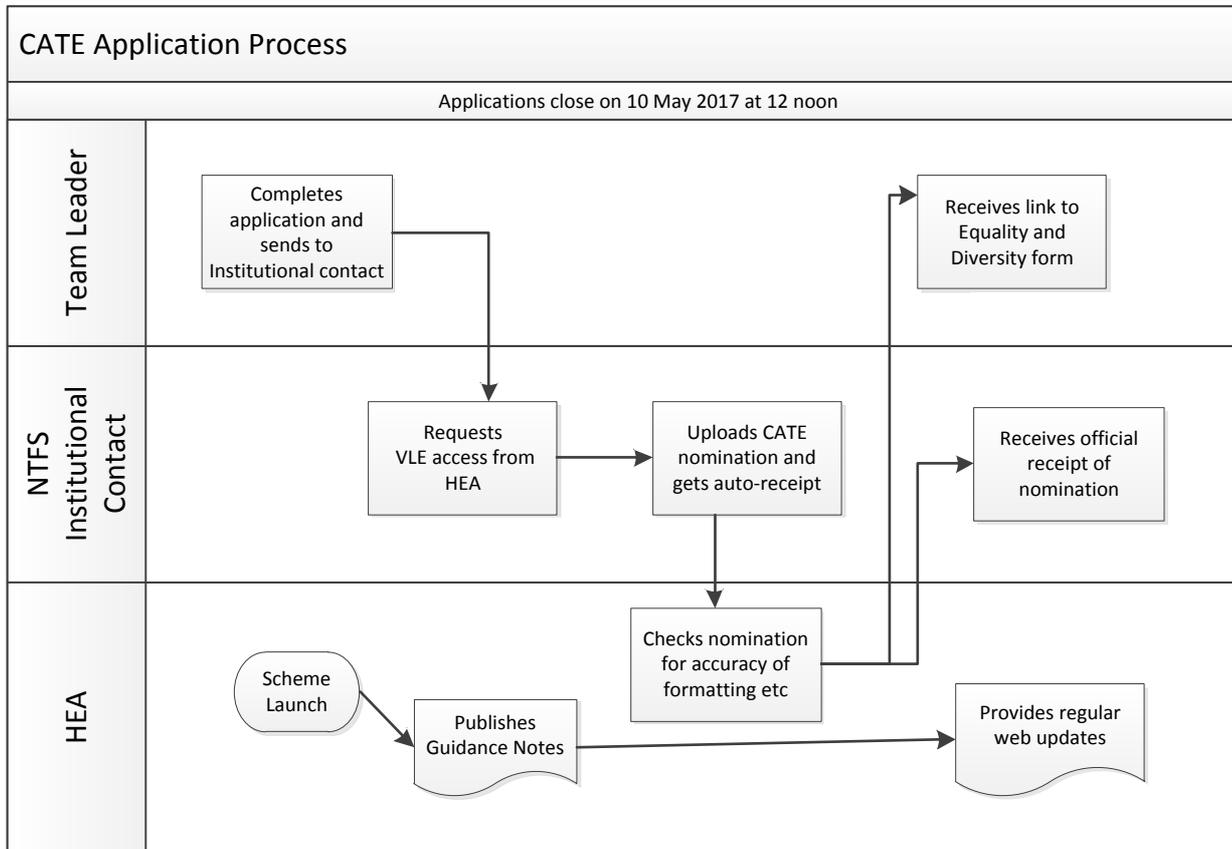
### Thursday 31 August 2017

- Announcement of 2017 National Collaborative Award for Teaching Excellence shortlist.

### November 2017

- At the 2017 awards ceremony the winners of the CATE awards will be announced.

# Appendix 3 – Flowchart of Application



# Contact us

+44 (0)1904 717500 enquiries@heacademy.ac.uk  
Innovation Way, York Science Park, Heslington, York, YO10 5BR  
Twitter: @HEAcademy www.heacademy.ac.uk

© Higher Education Academy, 2017

Higher Education Academy (HEA) is the national body for learning and teaching in higher education. We work with universities and other higher education providers to bring about change in learning and teaching. We do this to improve the experience that students have while they are studying, and to support and develop those who teach them. Our activities focus on rewarding and recognising excellence in teaching, bringing together people and resources to research and share best practice, and by helping to influence, shape and implement policy - locally, nationally, and internationally.

HEA has knowledge, experience and expertise in higher education. Our service and product range is broader than any other competitor.

---

The views expressed in this publication are those of the author and not necessarily those of the Higher Education Academy. 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 Editor. Such permission will normally be granted for 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 communications office at the Higher Education Academy: 01904 717500 or [pressoffice@heacademy.ac.uk](mailto:pressoffice@heacademy.ac.uk)

Higher Education Academy is a company limited by guarantee registered in England and Wales no. 04931031. Registered as a charity in England and Wales no. 1101607. Registered as a charity in Scotland no. SC043946.

The words "Higher Education Academy" and logo should not be used without our permission.