A Senior Management View of the Role of the TEF and its Possible Evolution

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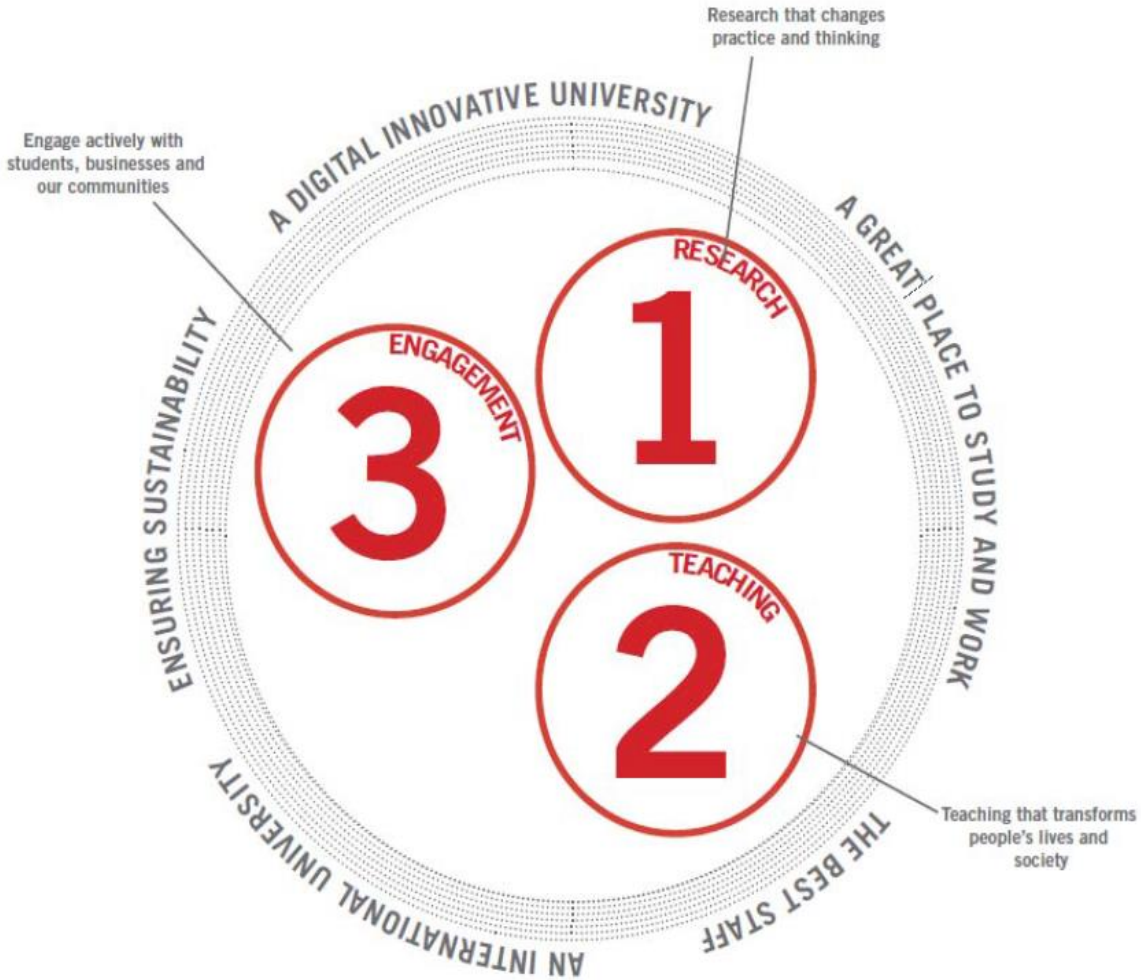
The vision for 2020

These ambitions will result in us

- Establishing ourselves as a global university
- Producing world class research that changes practice and thinking
- Transforming people's lives and society through teaching and student experience
- Engaging actively with students, businesses and our communities

Strategic priorities



Lancaster's strategy will be delivered by:

- creating a great environment within which to study and work;
- recruiting and retaining the best staff;
- being digitally innovative;
- ensuring the long-term sustainability of the university; and
- continuing to develop internationally

Sources of comparative data

- The Higher Education Statistical Agency
- Transparent allocation of costs
- Financial health, many financial indicators
- Comparative research via International citation profiles, REF, research income
- HR, benchmarked staff survey
- Business, innovation, HEBCIS
- Education – NSS, TEF

TEF and Senior Management I

- Increased profile of teaching across the institution and having REF/TEF parallels is helpful, very useful as a signaller over importance of teaching, as well as providing a language over performance.

- It has probably accelerated discussion and implementation over parallel pathways for staff recognition/promotion in research intensives.

- TEF has added a focus on the metrics around teaching, although of course they have largely existed for some time.

  Lancaster example of retention

TEF and Senior Management II

The continued evolution of the TEF needs engagement of senior management to look at issues such as:

(i) the challenges being based on quantitative metrics, as well as developing a framework that rigorous and affordable

(ii) subject level – understand key granularity concerns to help inform students

(iii) over interpretation of what TEF is measuring/assessing

(iv) The use of benchmarking has helped people understand the context of data

Issues in the TEF's Development

Key challenges to the framework are:

(i) Subject level – outcomes of pilots, workload, how will it work for small providers, especially if there is to be a level playing field

(ii) Down weighting of NSS seems like a regressive step

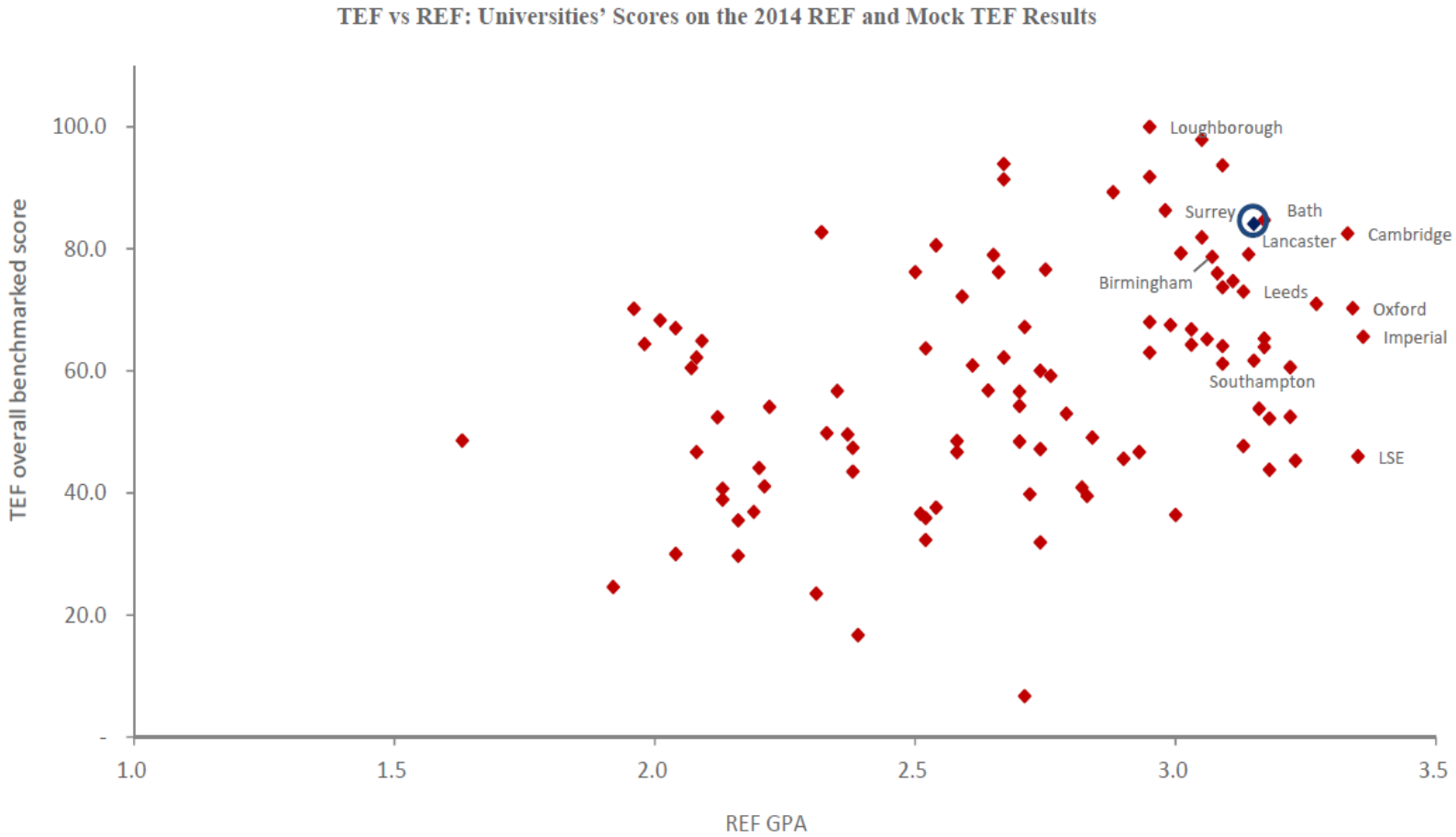
(iii) Teaching intensity as a relevant measure could damage credibility

(iv) How grade inflation will be included

TEF vs. REF (1/2)

Strong correlation in education and research

- The results in the TEF and the REF puts Lancaster in a small group of newly emerging universities who can claim to be genuinely elite – ranked highly for both research and for excellent teaching
- Lancaster is one of only seven universities awarded TEF Gold, with a REF GPA over 3.1



TEF vs. REF (2/2)

Strong correlation in education and research

Combined Teaching Excellence Framework and Research Excellence Framework league table

University	Average performance against benchmark for all core metrics (transformed into a Z-score)	TEF Z-score rank	REF GPA (adjusted for HESA submission % and T only staff) transformed into a Z-score	REF Z-score rank	Sum Z scores	Overall rank
University of Cambridge	1.108	13	2.686	1	3.794	1
University of Oxford	1.129	10	2.307	3	3.436	2
Imperial College London	0.627	28	2.553	2	3.180	3
University of St Andrews	1.242	8	1.582	6	2.824	4
Loughborough University	1.283	6	1.456	9	2.739	5
The University of Surrey	1.877	2	0.850	29	2.727	6
University of Bath	1.334	5	1.129	24	2.463	7
Lancaster University	**0.765**	**22**	**1.471**	**8**	**2.236**	**8**
University of Birmingham	0.841	16	1.283	13	2.124	9
Keele University	1.664	3	0.417	37	2.081	10
University of Dundee	1.363	4	0.684	32	2.047	11
University of Exeter	0.841	16	1.188	21	2.029	12
University of Leeds	0.983	14	1.016	26	1.999	13
University of Newcastle upon Tyne	0.535	32	1.429	10	1.964	14
University of Durham	0.464	33	1.428	11	1.892	15
Royal Holloway, University of London	0.577	31	1.278	14	1.855	16
University of Bristol	0.072	54	1.777	4	1.849	17
Coventry University	2.813	1	-1.005	95	1.808	18
University of York	0.581	30	1.167	23	1.748	19
University of East Anglia	1.238	9	0.391	39	1.629	20