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Extending and Embedding Work Based Learning across the University: Change Strategies in Action

Dr Barbara Workman – b.workman@mdx.ac.uk
HEFCE CETL initiative - 2005

Purpose of the CETL’s
- To reward excellent teaching practice
- To invest in that practice to increase and deepen its impact across the wider teaching and learning community
- Defined by HEI’s themselves
- Evidenced by scholarly practice and successful track record of excellence in T & L
- Demonstrate how excellence will be reflected & advanced by the focus of the CETL

Builds on previous HEFCE work to enhance T & L activity
The CEWBL Aims

CEWBL aims

• To maximise the impact of excellent practice in Work Based Learning within Middlesex University and to provide a catalyst for dissemination of good practice in partnerships with other CETLs and the Higher Education Academy.

Within MU:

• To enhance, extend and customise WBL into each school and across the University by building upon previous award winning work.
  – Impacts on learning resources, WBL research, teaching and learning, curriculum innovation, reward strategy, partnership working
  – Curriculum components – APEL, Learning agreements, Research & development for WBL, Projects
CEWBL hub & spoke
## School positions then & now

<table>
<thead>
<tr>
<th>School</th>
<th>2005</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Health and Social Science</td>
<td>Active use of WBL modules in some disciplines, Accreditation</td>
<td>New subject areas &amp; joint validations</td>
</tr>
<tr>
<td>Business</td>
<td>PT work modules, use some WBL modules</td>
<td>DProf, MYSAKE model, employability modules, Additional titles, Accreditation</td>
</tr>
<tr>
<td>Arts &amp; Education</td>
<td>MA Professional Practice, Ed placements &amp; WBL Graduate Teacher Training</td>
<td>BAPP, Early yrs, extended use of WBL, Accreditation</td>
</tr>
<tr>
<td>Engineering &amp; Information sciences</td>
<td>Sandwich yr &amp; placements, no WBL</td>
<td>MSc validation, portfolio MScs</td>
</tr>
</tbody>
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Agency & Change (Land 2001)

- **Political drivers & strategic plan** –
  - culture & context: management centralised & hierarchy, policy i.e. ETLA & Corporate plan, interim evaluation

- **High level champions**
  - strategic influence, ‘top down & bottom up’, unfreezing/moving ...

- **Key champions within schools**
  - CEWBL Co-ordinators: discipline focused, activist-modeller, diffusion, reflective practitioners

- **Communication**
  - Normative-re-educative, power-coercive, rational-empirical
  - awareness & profile raising, personal networking

- **Specific strategies**
  - building on current practice; project funding, curriculum models
Some strategies

School Project funding

Personal, professional growth & development, opportunistic ‘cracks’, diffusion by demonstration, ownership

- MYSAKE – skills, knowledge and attitudes from part time work, (BS)
- Development of e-portfolios for Art & Drama teacher preparation students, & video recording equipment (A & E)
- Evaluation of Web 2.0 WBL teaching pedagogies BAPP (A & E)
- Using learning contracts to embed theory into practice: module designed to support changes in the curriculum (HSS)
- Supporting students to teach IT in the voluntary sector – employability skills (EIS)
Facilitation factors…

- **Recognition of WBL** opportunities at high level – what’s in it for operational managers?
- **Innovators and adopters** are risk takers, encouraging creativity and academic initiatives
- **Compromise** – start where others are, work with opportunities, incremental gains, diffusion
- **Technology investment** initially a sweetener but quick obsolescence. Cautious adoption, skill development
- **Gaining additional funding** through HECFE for Employer engagement – added impetus to sticking points
- **Staff skills** – developing skills through support, development & sabbatical relief, limited by resource pool
- **Exemplar projects** showed possibilities for future initiatives
Embedding factors

- **Individual academics**: interested and engaged, keen to improve the student experience, creative ‘cracks’
- **Personal networks**: through university systems & academic developers
- **School projects**: gained interest and cooperation, some lasting results through investment
- **Demonstrator projects**: inspire others, particularly with technology and application to practice (using IT)
- **Resistors respond eventually**: willingness to re-interpret products to gain entry, i.e. Award titles
- **Length of CETL’s**: incremental gains, longer lasting effect?
- **University policies**: ELTA, Corporate plan, Interim evaluation
Implications for the future in MU

- **Employability strategy** – takes WBL into the full range of programmes, e.g. Business school, ‘*academic planning in all schools*’

- **Teaching and Learning approaches for Part Time Learners**: – Web 2.0, on-line services & technology, modes of learning delivery and approaches - ‘*improved flexibility in delivery*’

- **Organisational development**: MODNet project pan university

- **IWBL University framework**: ‘*a growth in the market for University WBL and on-line courses*’

*Others – yet unforeseen....*