



Coleg  
Cymraeg  
Cenedlaethol

# Strategic Plan

2014/15 to 2016/17





# Introduction

## Andrew Green Chair

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It is my pleasure to present the Coleg Cymraeg Cenedlaethol's Strategic Plan for the period 2014/15 to 2016/17. The purpose of this document is to provide a strategic direction for the Coleg's operational programme, which will be presented in the form of an annual Action Plan. These action plans will include details regarding how exactly the aims of this Strategic Plan will be implemented each year.

This Strategic Plan has been adopted by the Coleg Board of Directors following discussions at their meetings on 19 February and 18 June 2014. It was also expected that it would be possible to reflect the initial findings of the evaluation, commissioned by the Higher Education Funding Council for Wales, on the progress made by the Coleg since it was established in 2011. However, the report had not been received at the time of writing this introduction and the Coleg will revise the Plan – if necessary – at a later stage.

This strategy is published at a key time in the Coleg's development. The Coleg was established in 2011 on the basis of a report drawn up by Professor Robin Williams following a policy commitment by the then Welsh Government to establish such a body in their 'One Wales' agreement. The establishment of the Coleg Cymraeg Cenedlaethol is also one of the cornerstones of the Welsh Government's Welsh Education Strategy, a long-term project to plan Welsh education across the various sectors strategically and cohesively.

The majority of the additional funding provided to implement the Robin Williams report, was utilised to establish an Academic Staffing Scheme which has to date led to the appointment of over one hundred new lecturers to teach through the medium of Welsh. Alongside this investment, the Coleg has developed a comprehensive academic plan which outlines a vision for full or partial Welsh medium provision across a wide range of subjects. Although this is a long-term vision, which extends beyond the period of this Strategic Plan, tangible targets have been included here in relation to this vision.

Over the coming period, following this initial investment, the Coleg intends to ensure that the firm foundations which have already been laid will be built upon. This means that the work of ensuring that as many students as possible can access provision developed under the Coleg's auspices will continue. At the same time, the Coleg's academic activities extend in broader directions, including placing greater emphasis on research and scholarship, innovative teaching methods and widening access and participation.

To realise these aims, the Coleg has to continue to develop and maintain partnerships, both within and outside the higher education sector. Within the sector, academic

collaboration will become increasingly important to ensure that the expertise of lecturers is made available to students at institutions apart from their home institutions. This will be particularly important in fields which have not traditionally been offered through the medium of Welsh, or where student numbers, in the short to medium term at least, are likely to continue to be small.

More widely in education, partnerships with other sectors, particularly secondary schools and further education colleges, are key to ensuring progression and the success of the Welsh Government's Welsh Education Strategy.

We also believe that the Coleg has an important function in developing the relationship between education and Welsh-language scholarship and the international and global dimension. The intention is to develop this agenda by building on the first International Conference which was held in July 2014. In addition to adopting policies and good practice from other parts of Europe and the world, we believe that what is being achieved in Wales now offers models that others could reflect in relation to themes such as staff development, innovative teaching methods and sharing resources.

The Coleg, as a national institution, considers that it has an important role to play over the coming years, and is building partnerships with similar institutions to achieve this. We consider that some opportunities and projects, in partnership with other bodies and agencies, will be a means of widening the Coleg's mission from universities to other fields, and will thus contribute creatively to the development of twenty first century Wales.

Andrew Green  
Chair  
1 August 2014

# Targets

## Student numbers

### Target

To support the sector in working to achieve the Welsh medium target, which is that:

To ensure that the number of students studying at least 5 credits of their course per year through the medium of Welsh on education courses in higher education and further education institutions will rise from 4,335 in 2011/12 to 5,600 in 2015/16, including an increase of 2,269 to 3,030 in the number studying at least 40 credits per year

### Implementation

To prepare an analysis for each institution and subject of the increase needed to achieve the target, and keep under regular review

## Lecturers

### Target

To support the institutions, with grants and strategic planning, to achieve and maintain the aim of creating at least 100 new Welsh medium posts by 2015/16

### Implementation

To work with the institutions to ensure the sustainability of the investment, including joint funding of posts in the future

## Academic provision

### Target

Following completion of the individual subject plans, to establish a process for reviewing and jointly planning provision, including reviewing the Coleg's Academic Plan

### Implementation

To establish a work programme and implement it under the guidance of the Academic Board

## Progression

### Target

To contribute towards achieving the targets identified in the Welsh Government's Welsh Education Strategy

### Implementation

To hold regular discussions with Welsh Government officers on the correlation between Coleg plans and activities in other sectors which are relevant to achieving the Strategy's aims

## Training and staff development

### Target

To continue to lead the work of co-ordinating and arranging training for academic staff as well as research training for students

### Implementation

To strengthen the relationship between Coleg activities and institutional training programmes, including mapping against standards set by the Higher Education Academy

## Research

### Target

To develop a research plan, within Coleg resources and with the help of partners, to establish a stronger research base for academic planning and target setting in the future

### Implementation

To establish a work programme and implement it under the auspices of the Research and Publications Committee

## Innovation and enterprise in teaching

### Target

To ensure that the Coleg responds regularly and flexibly to educational and methodological developments that could support the student experience

### Implementation

To publish an annual plan outlining the Coleg's detailed plans, including targets, for improving the experience of students studying under the auspices of the Coleg

## Language skills

### Target

To ensure that students who are members of the Coleg have opportunities to develop their Welsh language and bilingual skills within and in addition to their degree courses

### Implementation

To develop a national programme to support student language skills, building on the Coleg's Language Skills Certificate

# Mission Statement

1. The Coleg Cymraeg Cenedlaethol's core mission is the simple yet powerful principle that all students are entitled to Welsh medium higher education of the highest standard.
2. To fulfil that right it is necessary to have Welsh speaking academics who can teach and undertake research through the medium of Welsh, to ensure provision that is broad in terms of subject range and geographical location.
3. The Coleg's mission is a national one. It works with its branches at the universities to maintain, develop, broaden and plan higher education provision through the medium of Welsh, and to ensure that increasing numbers of students take advantage of that provision.



4. The Coleg gives priority to the Welsh language, Welsh culture and Welsh medium scholarship when planning, developing and implementing its initiatives, and secures best value for the funding that is invested.
5. The Coleg is committed to the principles of equal opportunities, inclusion and widening access. It will work with partners to address the specific obstacles facing students so that people, whatever their background, are given an equal opportunity to receive Welsh medium higher education.



# Strategic context

- The Coleg, through its partnerships with the university (based on formal agreements) ensures that all funding allocated to the institutions for Welsh medium education through the Coleg, is used for that purpose. It also ensures that this is additional funding to the institutions' current expenditure from their own budgets on Welsh medium provision.
- The Coleg has developed an academic strategy which is based on dedicated academic planning and a clear strategy agreed upon by the higher education sector. This strategy presents a new vision for the Welsh language in higher education in the context of the higher education sector as it now stands in Wales. The main work of the Coleg is to promote and safeguard the Welsh language within this context.
- The Coleg considers that the Welsh Government's Welsh Education Strategy is central to implementing the Coleg's mission. It provides support, as necessary, to other sectors as they respond to the demands of the Strategy and works specifically with the secondary and further education sectors in this context.
- The Coleg's mission is relevant to the international education agenda, and draws on examples of initiative and good practice in teaching and resource development. It also ensures that due consideration is given in Europe and beyond to achievements in Wales.
- The Coleg considers the substantial investment in funding academic posts made since the establishment of the Coleg to be a starting point. Having nurtured a new generation of academics who have secured academic posts under the auspices of the Coleg, it is essential for the sustainability of this investment to be ensured.

- The Coleg ensures that the specific funding for the Welsh language, which has been provided since the Coleg's establishment, is used strategically, and specifically to promote and develop the Coleg's academic agenda. Monitoring the targets set by the Welsh Government, the Funding Council and the Coleg itself is essential for the Coleg's future success.
- The Coleg recognises the importance of robust targets for increasing the numbers of students studying through the medium of Welsh. The Coleg responds positively to such targets set by the Welsh Government and the Funding Council. The Coleg sets its own targets for individual academic fields and institutions.
- The Coleg will also act as an advocate for the principle of studying through the medium of Welsh, arguing that the Welsh language cannot take its rightful place in academia and university education until the provision and choice for students is substantially broadened to correspond to the patterns already established in other educational sectors, including primary and secondary schools.
- The Coleg is committed to enhancing the learning experience through technology, ensuring appropriate investment in appropriate technical infrastructure and support to facilitate learning both locally and nationally. The Coleg also ensures that electronic resources are available for as broad an audience as possible, using 'open' licences where possible to facilitate wide use of resources both within and beyond the sector.



# Strategic priorities up until 2016/17

**Within the strategic context of the targets set by the Welsh Government, the Coleg's strategic priorities are:**

1. Maintaining first rate academic standards
2. Providing student choice
3. Facilitating collaboration and sustainability
4. Maintaining and increasing student numbers
5. Promoting professional skills and employability
6. Support for widening access
7. Ensuring efficiency

# PRIORITY 1:

## Maintaining first-rate academic standards

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To enable educators and researchers of the highest standard to contribute to the Coleg Cymraeg programme; pay due attention to academic planning at a national level, together with promoting and developing scholarship, research and publication through the medium of Welsh.

### **The following themes are relevant to this priority:**

- Developing the concept of a Welsh academic community, based on Coleg membership but also open to academic staff who teach and/or research through the medium of Welsh but whose posts are not funded by the Coleg
- Ensuring that appointments to posts funded by the Coleg establish and develop a body of first rate lecturers, who will display innovation in their learning, teaching and research methods
- Supporting the scholarly development of Coleg staff members by means of a training programme in research skills, teaching skills and language skills for academics. This provision, which reflects the Higher Education Academy's work for assuring quality, includes providing training to enable academics at the start of their career to gain a recognised qualification (the Certificate of Higher Education in the majority of universities)
- Providing opportunities for continuous professional development for each member of academic staff who is a member of the Coleg
- Promoting the use of the Welsh language as an academic medium, including funding and supporting research and publication in Welsh, and facilitating formal and informal opportunities to discuss research topics and fields
- Ensuring that first rate resources are developed for use by students
- Ensuring that the Coleg's academic planning processes pay due regard to quality, standards and the student experience, and that the strategies and plans are regularly reviewed
- Ensuring that the Coleg has a mechanism for collaborating with individual universities to take forward their Welsh medium teaching strategies, and that grant funding through the Coleg grants is aligned with institutional investment and targets.

**During the period of this Strategic Plan, we will:**

- 1.1 Agree – before the current funding agreements come to an end in 2016 – on new agreements for collaboration between the Coleg and individual institutions, including joint funding of resources in order to underpin the sustainability of academic posts and Welsh medium provision following an initial period of funding by the Coleg
- 1.2 Develop and regularly review a range of academic subject plans, which will feed into the national academic plan and will be the basis for the support provided by the Coleg, including financial support by means of grants within individual disciplines
- 1.3 Ensure that every investment is a response to aims and needs identified in the national academic plan
- 1.4 Fund new research scholarships annually through the Research Scholarships Scheme
- 1.5 Make effective use of the academic staffing budget to maintain current academic posts and create new posts, working with the universities to fund and develop resources and provision jointly. Annual meetings are held with individual universities to review and plan ahead
- 1.6 Publish annual issues of the Coleg's research journal, Gwerddon
- 1.7 Ensure that all members of academic staff funded through the Coleg secure a recognised qualification for university teaching.

# PRIORITY 2:

## Providing student choice

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To increase the numbers of students studying through the medium of Welsh. This is done by (i) offering a broad, rich choice in a range of fields to students wishing to study through the medium of Welsh, (ii) increasing the number of Welsh medium learning pathways nationally to meet demand from employers for bilingual practitioners in accordance with the Welsh Government's commitment to the creation of a bilingual Wales, and (iii) ensuring that support for students studying through the medium of Welsh is of the highest standard and comparable to any other study experiences.

### **The following themes are relevant to this priority:**

- Continuing to plan strategically, by reviewing the Academic Plan which is based on the Coleg's priorities, and which responds to employer demand
- Ensuring a first rate study experience for students associated with the Coleg, including due consideration of the quality assurance and promotion agenda
- Ensuring adequate opportunities for studying through the medium of Welsh at postgraduate level, including studying for doctorates
- Using the Academic Staffing Plan budget to maintain and increase numbers of academic staff teaching through the medium of Welsh, thus developing the principle of joint funding of posts between the Coleg and institutions
- Ensuring appropriate study routes for students in all academic fields supported by the Coleg, and working to ensure that students can study at least 40 credits a year through the medium of Welsh in these fields
- Ensuring that modules and whole degree courses are available in Welsh in a variety of locations, through regional and geographical partnerships and use of innovative technologies
- Increasing Welsh medium part-time provision, including flexible routes to facilitate workplace learning, and ensuring that the provision reflects current developments in open and online learning
- Ensuring that the outcomes of investment by the Coleg are measured in relation to increased student numbers and/or the enhancement of student experience.

**During the period of this Strategic Plan, we will:**

- 2.1 Ensure that individual subject academic strategies continue to identify relevant priorities, with measurable outcomes, to be supported with Coleg funding
- 2.2 Contribute to strategic planning processes in the area of Initial Teacher Training in order to achieve targets included in the Welsh Government Welsh Medium Education Strategy, including specific tasks noted by the Funding Council in the Coleg funding letter
- 2.3 Ensure that every subject development plan offers progression routes (including vocational elements where appropriate) for students, including progression from the schools and further education sectors and onwards to postgraduate studies where relevant
- 2.4 Work with the universities to develop alternative access routes for students who have studied Welsh as a second language, including consideration of immersion modules for students when starting at university
- 2.5 Ensure, by agreeing targets with the institutions, that as many students as possible become members of the Coleg (and remain as associate members having graduated), creating a sense of belonging to a national institution that will operate on a whole-Wales level and at local level at individual universities
- 2.6 Continue to provide annual scholarships to students studying part of their course through the medium of Welsh
- 2.7 Collaborate with partners including the William Salesbury Trust, local authorities and other partners in the public and private sectors to provide additional scholarships
- 2.8 Ensure – while reflecting the commitment to equal opportunities – that the Coleg is proactive in supporting students from communities which are under-represented among university students
- 2.9 Work with the further education sector and the secondary schools sector to create progression routes into higher education and consider sharing expertise and resources
- 2.10 Following the introduction of the part-time study scheme in 2014, develop further study opportunities for part-time students, making use of blended learning and distance learning models and increasing opportunities for learning in the workplace
- 2.11 Work with partners to ensure that higher education access courses are offered through the medium of Welsh
- 2.12 Following the Welsh Government's review of Welsh for Adults, consider ways that the Coleg can support this field, including sharing resources.

# PRIORITY 3:

## Facilitating collaboration and sustainability

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To ensure that the Coleg develops active partnerships with a range of partners, including universities, students, further education colleges and schools as well as other national institutions, and that it considers effective ways of sharing resources and plans effectively for the future to ensure the long-term sustainability of the Coleg's core activities.

### **The following themes are relevant to this priority:**

- Continuing to develop an effective relationship with policy-makers, including the Welsh Government, Higher Education Wales and the Higher Education Funding Council for Wales
- Ensuring that the Coleg arranges an annual cycle of academic planning meetings with universities, in order to oversee the progress of Welsh medium education strategies in individual institutions, and ensuring co-ordination between Coleg funded initiatives and institutional targets
- Ensuring that higher education institutions share resources effectively and pioneer the use of information and communication technologies, including open resources, to enrich the student experience and quality of the education
- Strengthening further the relationship between the Coleg and the universities through Higher Education Wales and other networks
- Gathering data and planning on the basis of numbers that could reasonably be recruited to study through the medium of Welsh, making the best possible use of staff resources and other resources to ensure that as many students as possible benefit from them
- Contributing fully to implementing and realising the Welsh Government Welsh Medium Education Strategy in collaboration with other sectors, and considering how the model developed by the Coleg in higher education could relate to other sectors, specifically to further and post-16 education
- Ensuring that the Coleg has formal and strong links with secondary schools, further education colleges, Careers Wales and others so as to raise awareness among students early in their educational career of the Welsh medium opportunities available at university
- Working with the universities to develop a framework for sharing provision and

resources, e.g, through the Porth and by sharing academic expertise through the Staffing Scheme, and thereby ensuring that they are available to as many students as possible

- Providing learning spaces and other resources to facilitate collaborative learning through video conferencing and other methods
- Ensuring that full and appropriate use is made of technical possibilities such as lecture capture to share the expertise of academics across universities
- Ensuring that a wide range of study support resources – both generic and subject-based – are developed and provided both electronically and on paper by the Coleg, and that resources are available on the basis of ‘open’ licences where appropriate.

### **During the period of this Strategic Plan, we will:**

- 3.1 Arrange annual planning meetings with institutions, and to focus primarily on the sustainability of academic posts and other initiatives funded by the Coleg following the initial funding period
- 3.2 Work with the universities to enable the higher education sector to respond to targets set by the Welsh Government for maintaining and increasing student numbers studying through the medium of Welsh
- 3.3 Work with Colegau Cymru, further education institutions and the Welsh Government to explore opportunities to replicate some of the Coleg’s activities within the further education sector, and thereby stimulating additional demand for Welsh medium higher education, including higher education at further education institutions
- 3.4 Following the Welsh Government’s review of Welsh for Adults, consider ways that the Coleg could contribute to this area, specifically in relation to the further development of the Coleg’s Certificate in Language Skills
- 3.5 Strengthen the link between the Coleg and bilingual champions in the further education institutions and include them in academic planning processes and promotional schemes
- 3.6 Ensure that the Coleg has a representational body of students who actively represent students within the Coleg’s structures, and who are trained and supported through a programme of support provided by the Coleg and the National Union of Students
- 3.7 Ensure that part-time undergraduate and postgraduate students as well as full-time students can benefit fully from Coleg membership, and are appropriately represented on students forums within the Coleg.

# PRIORITY 4:

## Maintaining and increasing student numbers

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In order to meet national targets, to work with the universities to ensure i) that as many students as possible from all sorts of social and geographical backgrounds study through the medium of Welsh at the universities, ii) that strong progression routes can be seen from the further education and secondary sectors, and iii) that students in secondary schools and further education colleges receive information and advice on Welsh medium opportunities at university from an early age.

### **The following themes are relevant to this priority:**

- Supporting and promoting the Welsh Government's Welsh Education Strategy, including supporting research on factors affecting progression between educational sectors
- Identifying the target audience among potential students, parents and carers, and implementing an appropriate communication strategy to convey key messages
- Raising awareness among potential students, parents and teachers of the benefits of studying through the medium of Welsh in higher education, and of the breadth of subject provision now available.

## **During the period of this Strategic Plan, we will:**

- 4.1 Strengthen links with secondary schools and further education colleges by holding sessions arranged centrally by the Coleg and subject specific sessions led by lecturers funded by the Coleg
- 4.2 Extend and promote the Coleg membership system in order to contact members – including students – as regularly as possible in order to disseminate relevant information regarding study opportunities, scholarships and other initiatives
- 4.3 Develop promotional materials specifically aimed at parents and carers, and at teachers within subject areas
- 4.4 Develop a student ambassador scheme, making use of students currently studying on programmes supported by the Coleg
- 4.5 Continue to develop the Coleg's platforms and publications – including the website and prospectus – to be a central and reliable hub providing information to students, parents and teachers
- 4.6 Ensure wider and effective use of social websites, as well as apps for electronic devices, as means of promotion and communication
- 4.7 Working and creating partnerships with youth organisations in Wales, including the Urdd and the Young Farmers.

# PRIORITY 5: Promoting professional skills and employability

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To meet demand for bilingual skills in the workplace in the context of Welsh Government policies on bilingualism.

## **The following themes are relevant to this priority:**

- Developing a robust national structure to support the high level linguistic development of students, researchers and academic staff, and relating academic skills to linguistic skills
- Continuing to develop the Coleg's Certificate in Language Skills and investigating the potential for offering the certificate to university staff and in the wider workplace
- Developing the employability agenda by strengthening relationships with employers and implementing an element of work experience in relation to the Coleg's scholarships scheme
- Contributing to developments in the field of Initial Teacher Training, including incorporating elements of the Coleg's Certificate in Language Skills within the core training
- Promoting the value of Welsh language and bilingual skills for employment in Wales and beyond
- Strengthening the relationship with employers and relevant bodies working in the field of employment in order to develop work experience opportunities for students supported by the Coleg.

## **During the period of this Strategic Plan, we will:**

- 5.1 Consider how the Coleg and the higher education sector should respond to the Welsh Government report, 'Welsh language skills needs in eight sectors' (May 2014)
- 5.2 Work with the institutions to develop a central programme to support students who have Welsh language and bilingual skills in order to enable them to respond to the demands of employers
- 5.3 Collaborate with organisations, including stakeholder members of the Coleg, to promote and increase Welsh language skills training and Welsh medium employment, and to promote the aims of the Coleg more generally
- 5.4 Work with universities to strengthen the linguistic skills provision available to students and staff, including training and support for students with varying levels of Welsh language skills
- 5.5 Ensure that students in secondary schools and further education colleges are made aware of the value of bilingual skills in the workplace and how advantageous the ability to work in Welsh could be to their career, and that they are given every opportunity, encouragement and support to become members of the Coleg.

# PRIORITY 6: Supporting widening access and participation

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To ensure that as many students as possible, from a variety of backgrounds, are empowered to access and participate in higher education provision through the medium of Welsh.

## **The following themes are relevant to this priority:**

- Increasing and widening participation by means of the Porth and other innovative and flexible ways of undertaking higher education provision
- including part-time study
- Dealing with inconsistencies in relation to access and opportunity
- Ensuring suitable progression opportunities for learners of all ages and backgrounds
- Developing an innovative approach to supporting flexible and part-time provision
- Focusing on under-represented communities and individuals, including Communities First clusters, when developing plans.

## **During the period of this Strategic Plan, we will:**

- 6.1 Strengthen arrangements for collaboration with the regional widening access partnerships
- 6.2 Support partnerships and joint provision, including working through the regional partnerships
- 6.3 Prioritise the development of specific teaching opportunities for under-represented students in higher education, including part-time students
- 6.4 Continue to work with the further education sector to strengthen progression opportunities, specifically on a regional level.

# PRIORITY 7:

## Ensuring efficiency

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To ensure that the Coleg fulfils its policy aims and objectives, and serves the higher education sector and the wider Welsh community effectively by efficient allocation of resources and by providing a work environment that will enable all associated with the Coleg to develop and achieve their potential.

### **The following themes are relevant to this priority:**

- Ensuring that the Coleg's Board of Directors acts in accordance with the highest standards of public service
- Creating a workplace where staff are treated – and treat each other – with respect; where they have opportunities to use and develop their skills through Continuous Professional Development; where they can contribute to the Coleg's development, and through which can achieve job satisfaction and reach optimum performance
- Supporting the activities of the Coleg's Association of Friends, including any activities that would strengthen the Coleg's links with communities, both locally and nationally
- Maintaining effective contact with higher education institutions through formal agreements and Coleg branches
- Communicating effectively and regularly – directly and through the branches – with all staff and students who are members of the Coleg
- Implementing a comprehensive Communications Strategy that ensures that the mission and aims of the Coleg are known to partners and the wider community
- Making effective use of national festivals and other events to promote the Coleg's work
- Ensuring, when allocating resources, that due attention is paid to the efficiency and cost-effectiveness of the Coleg
- Investigating the possibility of attracting income from various sources to strengthen the Coleg's long-term position.

**During the period of this Strategic Plan, we will:**

- 7.1 Regularly review and monitor Coleg activities
- 7.2 Abide by the principle of equal opportunities in all our interaction with staff, students, academic staff and wider stakeholders
- 7.3 Facilitate training and career development opportunities for staff funded by the Coleg or employed directly by the Coleg
- 7.4 Aim towards ensuring Investment in People status for the Coleg as an employer
- 7.5 Ensure effective management across all the Coleg's activities and assist managers to acquire and develop the most effective management skills
- 7.6 Manage Coleg staff performance to ensure the efficiency of the Coleg's activities
- 7.7 Consult regularly with staff employed directly by the Coleg
- 7.8 Ensure that the Coleg has effective processes for the recruitment, appointment, development and training of high quality staff, and for deputising in the absence of key staff
- 7.9 Ensure that the Coleg websites, and alternative communication methods, are used to their full potential
- 7.10 Ensure – through the Coleg's Publications Scheme – that full information about the Coleg and its activities is available to the public.