

## Introduction

Welcome to the Spring/Summer edition of Scottish Update. After a rather long hiatus we have produced a bumper edition for you, and we hope that you will enjoy it.

The lead story looks at a recent report that recasts Scotland's economic future with higher education very much at the forefront. The report has caused much discussion, and this summary of it sets out the key headlines.

David Caldwell the outgoing director of Universities Scotland gives his valedictory thoughts on higher education. We thank him for his support of the Leadership Foundation and wish him well in his retirement.

In the rest of this issue we are pleased to be able to provide early announcements of the forthcoming Staff Development Conference 2009 in Cardiff, alongside Graham Whyte's reflections on his first visit to the 2008 conference that took place in Edinburgh, last November. We are also pleased to be celebrating Glasgow School of Art's plans for their participation in the 2009 Change Academy.

If you have ideas for story ideas for stories or themes for future editions please do contact me.

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## WHAT WAS / WHAT NEXT?

A recent report produced by Universities Scotland and presented to the Cabinet Secretary for Education and Lifelong Learning, Fiona Hislop, in February has caused much discussion within institutions, across the sector and in the media since it was published.

The report, entitled 'What was/What next?' is the work of an advisory panel, led by the convener of Universities Scotland, Professor Anton Muscatelli (currently principal of Heriot-Watt University) and made up of eight distinguished professors of economics from across Scotland and two independent economic consultants. The report aims to assess what the evidence tells us about the next steps for Scotland's economic strategy.

The introduction explains that Universities Scotland chose to make this intervention for two reasons:

- It is concerned about an avalanche of commentary on Scotland's economy which has emerged lately but which is unsupported with either theory or evidence.
- It believes that there needs to be some refocusing of Scotland's economic strategy firmly based on evidence.

The report looks at four big themes which the panel believes will be the ones which will be decisive in determining future Scottish prosperity:

- Structure of industry in a global economy.
- Investing in competitive advantage.
- Labour market and skills needs.
- Productivity and the deployment of technology, innovation and skills.

The report provides evidence and analysis under each of these headings and reaches the following overall conclusions:

- Skills have to be pushed higher to maintain competitive advantage.
- Scots must be encouraged to consider subjects which can be future sources of competitive advantage such as science, technology, engineering and maths subjects, health and education subjects

and subjects linked to the highly-competitive industries sector.

- There must be more realism about the market demand now and in the future for qualifications branded 'vocational' and dismiss the assumption that 'academic' qualifications are less relevant to the economy; this sort of anti-intellectualism is directly opposed to Scottish economic interests.
- Economic investment must be targeted towards innovation of all sorts; research and development in the business sector must be incentivised to address Scotland's terrible record, more money must be invested in public research and development and better linkages with the private sector should be a priority.
- Company development based on long-term sustainability and competitiveness must be encouraged, recognising that this may not necessarily be the same as short-term growth potential (for example, ten high-tech companies employing 50 people are likely to provide significantly higher national prosperity than one low-tech company employing 500 people).
- Public investment must be targeted carefully. If industry support is untargeted, particularly to industries which are of declining competitiveness, Scotland will at best only slow decline temporarily and it is likely that productivity would decrease inhibiting economic transformation.
- Above all, policy must be guided by evidence and must avoid the temptation to be driven by whoever shouts loudest.

Not surprisingly the report was widely reported in the press and The Herald reported that the economists had identified (and rightly so, in their view) that there was a complacency about levels of education in Scotland. Scotland has a high proportion of people with Higher National (HN) qualifications but a lower proportion of graduates than other EU or OECD countries.

The full report is now available on the Universities Scotland website at: [www.universities-scotland.ac.uk/uploads/Inform/What next print version.pdf](http://www.universities-scotland.ac.uk/uploads/Inform/What%20next%20print%20version.pdf)

# LOOKING BACK LOOKING FORWARD

After almost ten years as Director of Universities Scotland, David Caldwell is leaving in July. At a recent meeting, Ginnie Willis, the Leadership Foundation's director of Leadership Development Scotland, asked him about the most important influences on the sector in the last ten years.

"The biggest changes for Scotland have been the advent of the Scottish Parliament and of course the change in Government. Previously Universities Scotland's relationship with the Government of the day (at Westminster) was via CVCP (Committee of Vice Chancellors and Principals). This has meant, among other things, a completely different relationship with the press and media due to the increased prominence of political dialogue about universities within Scotland. Additionally the creation in 1992 of a separate Scottish funding body, now the Scottish Funding Council (SFC) which recently replaced the Scottish Higher Education Funding Council (SHEFC), means that much of the discussion about the funding of universities takes place in a different arena from that in other parts of the UK. Another significant change has been that there is now a much wider realisation of the how higher education affects the economy." (See What was/What next? in this update).

## Ginnie went on to ask David about how he saw the next ten years developing.

"Despite the economic downturn, Scotland will need more graduates – a lot more graduates and we will need to find a way to release the talents in people who are not entering into tertiary education. I foresee social and class issues, and not just for Universities but for all the social agencies. However I think there will be an improvement in the understanding between business and academe so that the universities are seen as a partner making a significant contribution to commercial and economic success. Both the research intensive universities which are performing so strongly in fundamental research and the newer universities that focus more on applied research are increasingly active in commercialisation work. I hope to see Scotland continue to support both kinds of institution.

I anticipate that learners will want to learn in increasingly diverse ways and we shall have to find ways of meeting these needs. Technological advances here may be helpful, and our part-time provision is already strong, but these enhance rather than replace more traditional but still highly effective teaching approaches.

Over the next ten years the sector will continue to improve its articulation with the FE sector and also build an environment which will increasingly attract more international students as well as improving the experience for domestic students."

## Ginnie asked David what he would miss most about his role, and what plans he has for the future.

"I shall miss working with colleagues and the frequent opportunities to discuss policy with Principals, the engagement with the SFC, the Government and Parliamentary Committees, and operating at national levels. I like to say that I am giving up this role, not retiring and I look forward to keeping in touch with the HEIs in Scotland and the sector more widely. I will welcome opportunities to continue my involvement with a sector which I believe is central to ensuring that Scotland enjoys economic prosperity, social cohesion and a vibrant culture".



**ALASTAIR SIM**  
Universities Scotland

Universities Scotland has appointed Alastair Sim as the new director and he will succeed David Caldwell in July 2009. Alastair Sim is currently Director of Policy and Strategy at the Scottish Court Service, and has a career as a fast track civil servant which has spanned a number of government departments.

## NARRATIVES OF POTENTIAL

### Reflections on the Staff Development Conference

BY GRAEME WHYTE  
HR Development Manager, University of Strathclyde

As someone who is more used to attending UPA Conferences than Staff Development ones, it was interesting to contrast and compare the different approaches and quality of sessions at each.

Where the Edinburgh Conference scored heavily was in the workshops (which is a great relief and comfort given that they were facilitated in the main by University staff developers).

The sessions I attended were informative, interactive and useful in sharing of experience and knowledge of the room. In fact most of the workshop and plenary sessions which were true to the objectives of the conference (and avoided death by PowerPoint) were of high quality and certainly would give UPA workshops a run for their money.

The quality of some of the key note plenary sessions did not match similar sessions at UPA conferences. Whether this was due to folk having an 'off day', ignoring the ground rules or misjudging the audience is hard to say.

This was particularly true of Forum Interactive, a theatre group whose online

episodes prior to the event were disappointing and their performance at the event took a long time to get over a very basic message. There are a number of companies who can do something similar and be more thought-provoking. The added value, however, in any conference is the sharing of ideas and information with colleagues and networking. Unfortunately I was a day delegate and therefore missed out on a number of networking opportunities. Luckily a number of these were built into the programme and there is no doubt that the conference works best with these opportunities and with a high degree of interaction and dedicated colleagues prepared to share their expertise and knowledge.

In general, I would say that in the Staff Development Conference there is much more a sense of 'community of practice' than with UPA although I think we could be missing a trick in terms of the level of sponsorship that the UPA Conferences attract.

Will I return to the Staff Development Conference? Most certainly yes as the development of this wider community of practice is critical to ensuring we are all better enabled to support the development of those within our own institutions.

*“informative, interactive and useful in sharing of experience and knowledge of the room”*

## BUILDING A COMMUNITY OF PRACTICE

The staff and organisational developers in Scottish higher education institutions are holding a residential development event on the Thursday 4 – Friday 5 June 2009. The event, a jointly badged event between Universities Scotland's Management and Professional Development Group (MPDG) and the Leadership Foundation is supported by the Staff Development Forum (SDF) as a project that will support the continued professional development (CPD) needs of staff in the development community.

The event, entitled 'Building a Community of Practice' will provide a safe environment for practitioners to bring along tools and techniques that they have not used before in order to try them out, or ones that have proved successful to share with their colleagues.

There will be three main themes for the day; Team Development, Leadership Development and Employee Engagement, and each of these subject sessions will be facilitated by a pairing of practitioners from different Scottish institutions. It is intended that each subject session will be preceded by a short update from the Leadership Foundation on relevant current research and project activity in that area.

This event follows the success of two similar events held in Glasgow in 2008 and Edinburgh in 2007. This year the venue will be the Stirling Highland Hotel. In addition to the main sessions, the event has been structured to allow informal networking and discussion of 'what works'. While the invitation for this event will be circulated widely to MPDG members, others working in staff development (those responsible for research post-graduate student training, educational developers or IT trainers) are also invited to attend. The financial support offered by the national bodies involved has enabled the contribution of the individuals within their institutions to be kept to a minimum and it is therefore expected that demand for places will be high.

If you are interested in attending, or would like to have more information, please contact any of the organising panel:

Gordon Robertson **E: [g.m.robertson@abdn.ac.uk](mailto:g.m.robertson@abdn.ac.uk)**

Graeme Whyte **E: [g.whyte@strath.ac.uk](mailto:g.whyte@strath.ac.uk)**

Ginnie Willis **E: [ginnie.willis@lfhe.ac.uk](mailto:ginnie.willis@lfhe.ac.uk)**

## STAFF DEVELOPMENT CONFERENCE 2009

### HIGHER EDUCATION FUTURES: MAKING A POSITIVE DIFFERENCE

Cardiff Marriott Hotel

Wednesday 4 – Friday 6 November 2009

A call for proposals for parallel workshops, posters and other contributions is available on the conference website with more details of themes, topics, outline programme and fees. In the meantime, some key dates for your diaries:

- **5 June 2009** notification of workshop selection outcomes
- **3 July 2009** deadline for early bird bookings at discounted rate
- **30 September 2009** deadline for full-rate bookings

Visit the conference website for the latest information and a booking form: [www.lfhe.ac.uk/membership/sdc2009/](http://www.lfhe.ac.uk/membership/sdc2009/)

#### EDITOR'S NOTE

Dear reader, if you have any ideas about potential sponsors for the 2009 conference please contact Lesly Huxley at [lesly.huxley@lfhe.ac.uk](mailto:lesly.huxley@lfhe.ac.uk)

## GLASGOW SCHOOL OF ART

Following a selection process last month, Glasgow School of Art became the only Scottish HEI taking part in the 2009 Change Academy.

This is a year long process which includes institutional visits and a residential element. It is a programme of support for teams from higher education institutions that enables them to develop the knowledge, capacity and enthusiasm for achieving complex institutional change. The Change Academy provides unique opportunities for team-based learning and professional development that focus on the strategic interests and needs of the participating institutions.

The Glasgow School of Art's application for participation in Change Academy stated that higher education in Fine Art and other creative disciplines cannot afford to stand still. The purpose of such education is to enable students to position themselves and their work in a wide cultural and social context. This includes the ability to influence how contemporary Fine Art develops and how it is perceived. As a result the curriculum in Fine Art needs to embed constant renewal, while maintaining a strong sense for traditional qualities and the history of 'making art' in the context of the current socio-political climate.

This project that they are undertaking is to facilitate major academic development and cultural change within undergraduate fine art provision at the school. This is necessary in order to provide for their students pathways of study, which reflect the rapid developments in the professional field of Fine Art, specifically at a time when the downturn in the global economy is starting to take effect on the art market and on higher education. The intention is to focus on enabling students to develop new roles as artists in societies. They hope to develop an innovative and engaging model, which infuses the proven qualities of Fine Art education with new thinking. It will suggest new and creative ways of nurturing qualities and skills through the curriculum for artists and for other professional roles.

'We want to plan for radical changes, while maintaining the highest possible level of the quality of the students' learning experience. This means we need to test solutions beyond our current organisational culture.' stated the project leader, Professor Klaus Jung.

In response as to why he felt that the Change Academy process would work for Glasgow School of Art, he said "I believe we have been quite on the frontline with ongoing enhancement of our educational programmes. We want to have a complete and fresh new look at our curriculum and how we best organise and manage it. It has become quite common that artists more and more seek contact to other specialists in their endeavours. Therefore we immediately were enthused by the opportunity to get support from Change Academy in our project. We are very much looking forward to be working in a climate with others to learn and to share. And we are delighted that with Professor Alan Bilsborough, an anthropologist has been assigned to work with us. We are confident that everybody in the School of Fine Art at Glasgow School of Art will engage with our project. We will even try to find ways to be as visual as possible in our process. And who knows: maybe we end up with finding a model which could be useful for others as well."

In putting the team together Professor Klaus said "We have tried to put together a team which reflects the breadth of expertise and expectations in our school. Besides the Programme Leader for the BA (hons) Fine Art Programme (Ken Mitchell), we plan to include a student, a professional artist from outside the school, two studio lecturers and a lecturer from our historical and critical studies department. Our senior lecturers will be on standby to tune, adapt and implement the ideas generated by the Change Academy team."

The application process for the 2010 Change Academy will begin in January.

For more information about Change Academy contact:

Bob Thackwray **E: [bob.thackwray@lfhe.ac.uk](mailto:bob.thackwray@lfhe.ac.uk)**

Lesly Huxley **E: [lesly.huxley@lfhe.ac.uk](mailto:lesly.huxley@lfhe.ac.uk)**

## CALENDAR OF EVENTS

A selection of details about our forthcoming leadership development programmes. For more details about these programmes and other programmes available see our website at [www.lfhe.ac.uk/evt-crs-prog/calendar/](http://www.lfhe.ac.uk/evt-crs-prog/calendar/).

## HEADS OF DEPARTMENT SERIES IN SCOTLAND

This programme has been developed specifically for heads of academic and service departments within Scottish HEIs

<b>Series 8</b>	<b>Application Deadline:</b> Tuesday 8 September 2009 <i>Residential Module:</i>
<b>Dates</b>	Tuesday 3 – Wednesday 4 November 2009
<b>Venue</b>	MacDonald Houstoun House Hotel, Edinburgh <i>Working with People:</i>
<b>Date</b>	Thursday 26 November 2009
<b>Venue</b>	Stirling Management Centre <i>Action Learning Day:</i>
<b>Date</b>	Thursday 3 December 2009
<b>Venue</b>	To be determined by the groups
<b>Price</b>	£1,425

## HOLBORN SERIES

One-day practical leadership workshops focusing on the contemporary and challenging topics and issues facing higher education

### Leading and Managing Talent – Maintaining Engagement

<b>Dates</b>	Thursday 11 June 2009
<b>Venue</b>	The Law Society, London WC2A 1PL
<b>Price</b>	£400

## GOVERNOR DEVELOPMENT PROGRAMME

A series of development seminars and networking events for Boards and Chairs of Governors in HEIs

### Meeting for Secretaries and Clerks of Governing Bodies

<b>Date</b>	Thursday 18 June 2009
<b>Venue</b>	Woburn House, London WC1H 9JP
<b>Price</b>	There is no charge for this event

## OTHER EVENTS

### The Leadership Challenges of HRM

A Scottish Funding Council HRM event - a Higher Education/ Further Education comparison.

<b>Date</b>	Thursday 28 May 2009
<b>Venue</b>	Barcelo Edinburgh Carlton Hotel

### Building a Community of Practice

This event jointly badged with Universities Scotland and supported by the SDF, supports the CPD needs of the staff development community (see page 3 of this edition).

<b>Dates</b>	Thursday 4 – Friday 5 June 2009
<b>Venue</b>	Stirling Highland Hotel, Stirling
<b>Price</b>	£99

### i-graduate: Understanding Career Motivation in Higher Education

This one-day event will share the findings from a joint pilot study undertaken by the Leadership Foundation and i-graduate, investigating career motivation, how to attract and retain staff and changing perceptions about careers in higher education.

The day will be an opportunity to explore the outcome of this innovative research and to reflect on its application in your own institution. It will be of interest to anyone concerned with developing people and their careers in higher education including pro vice-chancellors, heads of department, HR directors, heads of staff development, other directors of services and those with an academic interest in the issues.

<b>Date</b>	Wednesday 8 July 2009
<b>Venue</b>	Hallam Street Conference Centre, London
<b>Price</b>	£250

### Scottish Stakeholders 3M: Money, Management of Change and Marketing

This event is designed to support principals and their deputies, and senior academic and professional leaders.

While key drivers behind the three themes are current or impending pressures upon the sector as a result of the global financial situation, the issues go much wider into our leadership capacity to steer the sector through a complex period of change over the next five years

Overall, the day will provide an opportunity to take stock of key issues of concern under each of these headings and the extent to which institutions have a leadership capacity to grasp the opportunities as they arise.

<b>Date</b>	Tuesday 27 October 2009
<b>Venue</b>	The Glasshouse, Edinburgh
<b>Price</b>	£150

## FOR MORE INFORMATION OR TO BOOK A PLACE PLEASE CONTACT:

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	<b>E:</b> <a href="mailto:kyra.spinlove@lfhe.ac.uk">kyra.spinlove@lfhe.ac.uk</a>
<b>Jeremy Sheffer</b>	<b>T:</b> 020 7849 6908
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Full details of all programmes and seminars, with booking forms, are also available online at [www.lfhe.ac.uk](http://www.lfhe.ac.uk)

Your institution must be a member of the Leadership Foundation for the members' prices to apply.