

Notes from the workshops

Ingredients for success

- clarity of purposes and outcomes
- engagement (of staff, students, managers, employers as appropriate)
- climate of fostering innovations and creativity
- freedom to experiment
- availability of specialist expertise at various levels in institutions and across sectors
- frameworks and developmental pathways
- promoting localised ownership
- active engagement of institutional leaders
- incentives can facilitate action
- sharing successes/experiences
- learning outcomes approach can facilitate shifts in learning orientation e.g. work-based learning

Main problems encountered

- coming to grips with new ways of thinking and operating
- gaining acceptance of evaluation tools
- sensitivities over identities and discourses
- fears over risk of failure or changes to established relationships
- resistance from students to new, often more demanding, approaches
- problems with measurement of impact
- issues of scale/scalability
- fears of one size fits all solutions
- complexity of the processes of change
- need for attention to embedding
- fostering openness
- difficulties in comparing dissimilar situations

Unresolved issues

- handling nuances e.g. things that look similar may be significantly shaded almost to the extent of having different meetings
- the degree of buy in – by staff or students or others
- the extent to which buy in should be expected/is necessary
- how to disseminate effectively
- how to foster synergy between initiatives and to achieve cumulative development
- how to develop an institution-wide culture of quality of teaching and learning

Transferable messages

- ways of conceptualising or visualising initiatives can aid communication
- consider adopting approaches to engagement which have proven effective

- varied and flexible strategies to support and innovation encourage a sense of tailoring and sensitivity to content
- use sound evaluation tools/practices
- pay attention to follow up
- invest in support for QT
- signal QT is a legitimate and valued activity
- work on the fit to institutional mission, philosophy and strategy
- make best use of dedicated units/centres/sources of expertise
- promote developmental pathways

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