

# City of Glasgow College

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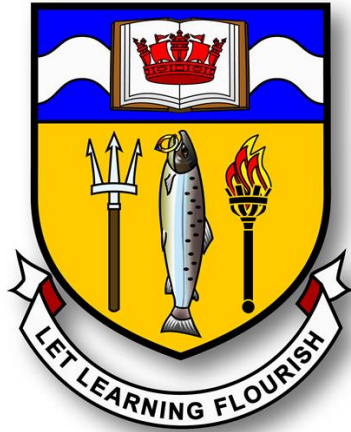
Paul Little  
Principal & CEO  
EFQM – Organisational  
Excellence for Competitiveness

Friday 30<sup>th</sup> November 2018

**CITY** OF GLASGOW  
COLLEGE

# City of Glasgow College

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"Failure is an opportunity to grow"

## GROWTH MINDSET

"I can learn to do anything I want"

"Challenges help me to grow"

"My effort and attitude determine my abilities"

"Feedback is constructive"

"I am inspired by the success of others"

"I like to try new things"

"Failure is the limit of my abilities"

## FIXED MINDSET

"I'm either good at it or I'm not"

"My abilities are unchanging"

"I don't like to be challenged"

"I can either do it, or I can't"

"My potential is predetermined"

"When I'm frustrated, I give up"

"Feedback and criticism are personal"

"I stick to what I know"

# College Success

## Challenges



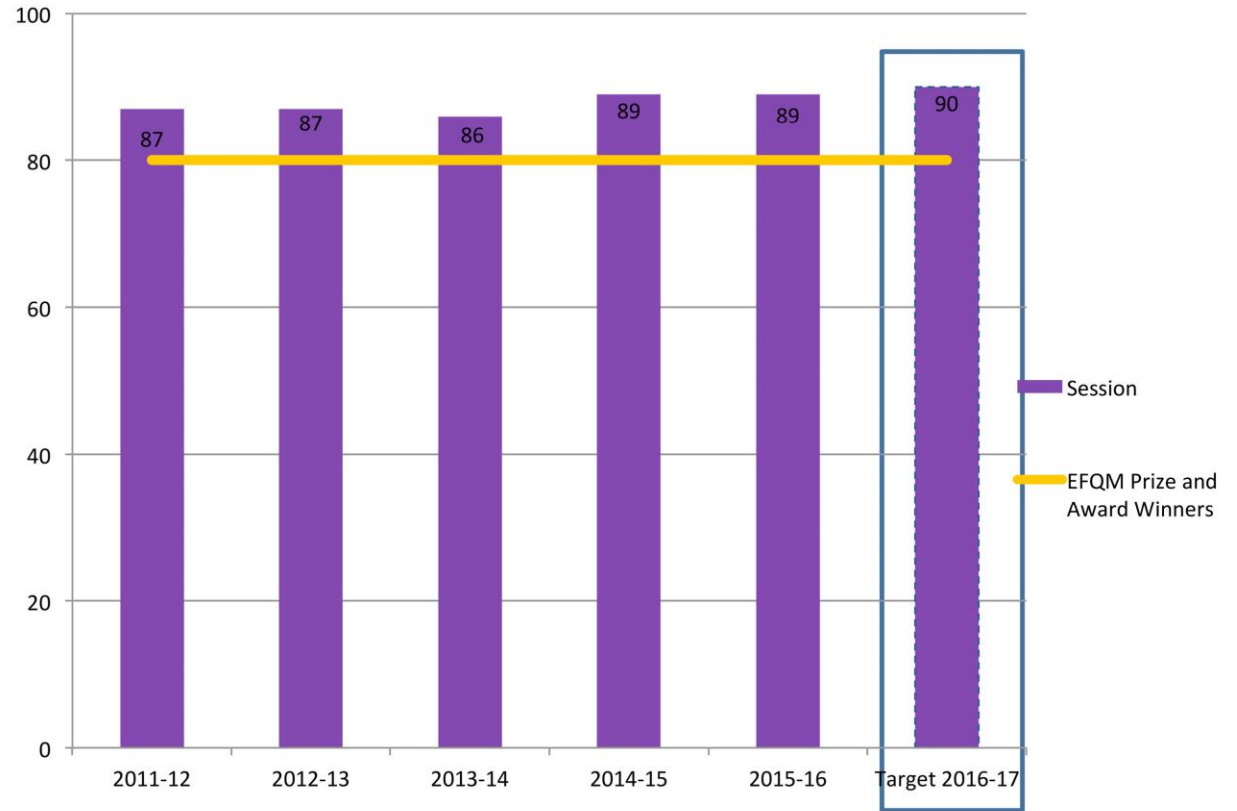
## CURRENT & FUTURE DISRUPTION

Industry 4.0.	De- globalisation
Automation	Brexit
Disappearance of mid skills jobs	Funding cuts
	Digital Disruption

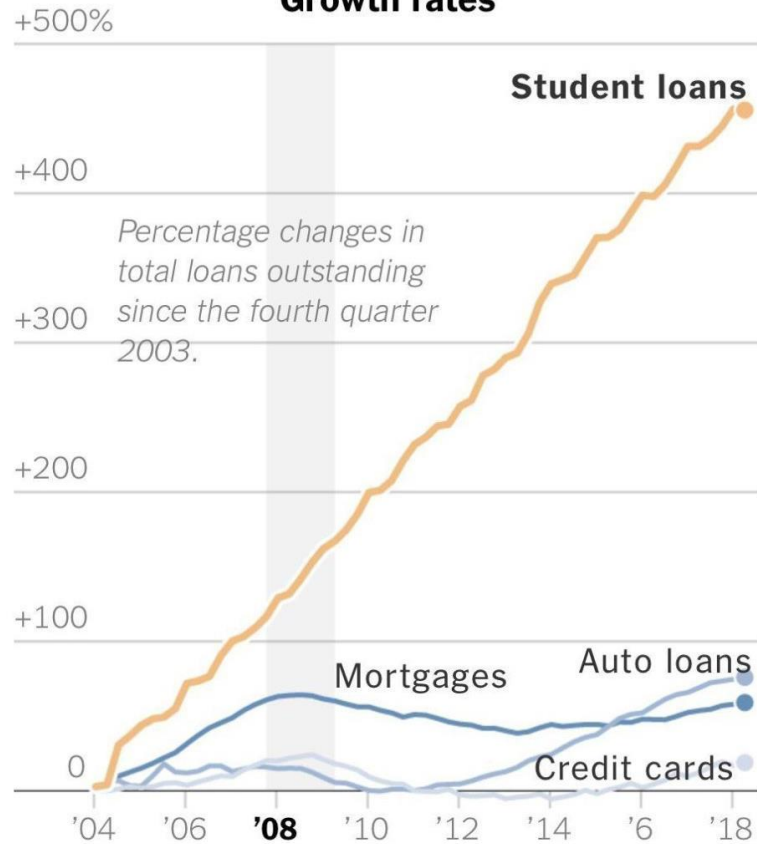


# Our Results

I am satisfied with my course



## Growth rates

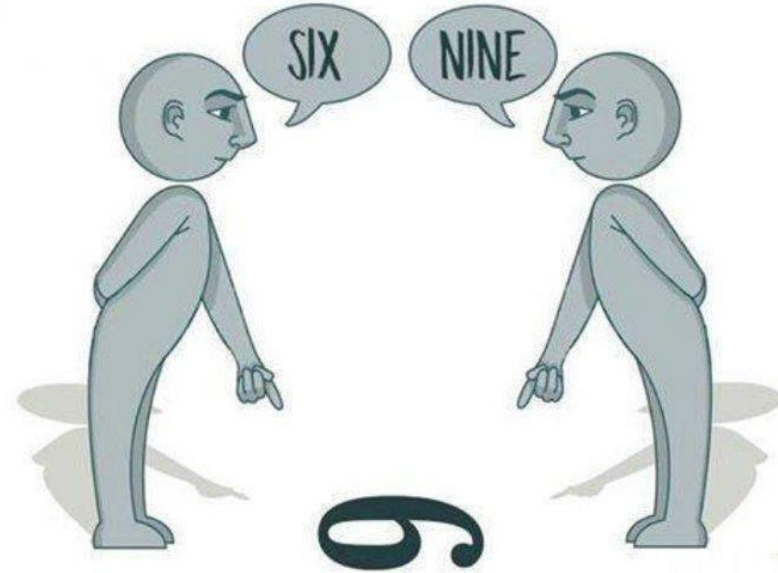


Source: Federal Reserve



# MATTER OF PERSPECTIVE

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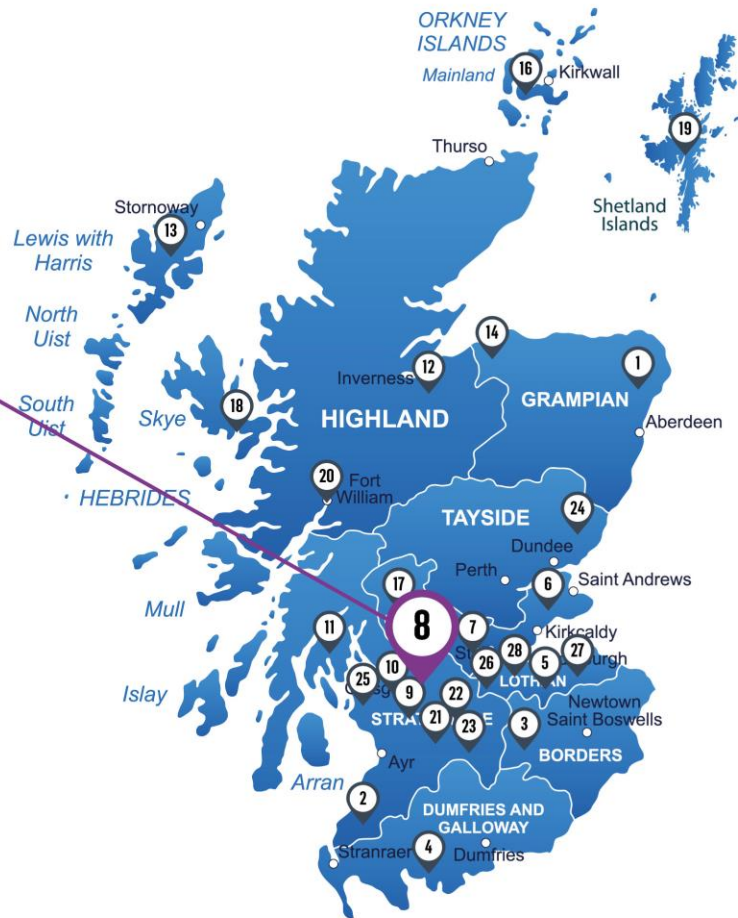


# Colleges in Scotland

**CITY OF GLASGOW COLLEGE**

**Smallest Geographic Region**

**Largest Concentration of Students**





# Our Results

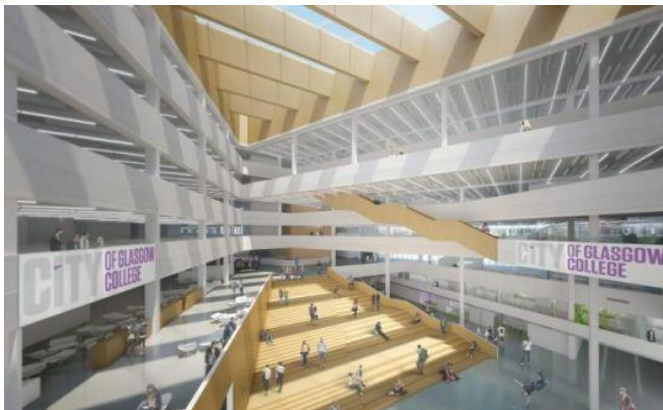
- High quality outcomes for students
- European role model organisation
- High quality infrastructure
- Pioneering redefined technical and professional skills.

# Our Legacy





**CITY** OF GLASGOW  
COLLEGE



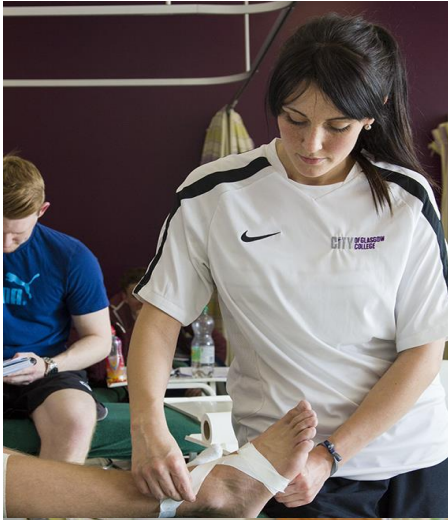
**EFQM**  
Recognised for excellence  
5 star



**CITY OF GLASGOW COLLEGE**







**EFQM**  
Recognised for excellence  
5 star



# Structured Approaches in a Complex Environment

## Characteristics of City Learning



### ACTIVE LEARNING

Learning and Teaching approaches are varied and focus on students working actively (group work, case study, group projects, debate, quizzes etc.) The approaches used enable a variety of learning spaces (open plan classrooms, seminar rooms, breakout areas) to be used to enable learning.

### BLENDED LEARNING

Use of MyCity. Delivery includes the use of mobile learning, smartphone apps, flipped classroom, interactive multimedia materials, e-Portfolios and e-Assessment. Learning technologies are used both for in-class activities as well as for independent or supported study outside the classroom.

### CURRICULUM FOR EXCELLENCE

The course embraces CfE attributes and capabilities, College values and behaviours, awareness of sustainability issues, promotion of active citizenship through the College community and Social Enterprise initiatives.

### EMPLOYER ENGAGEMENT

Students should have the opportunity to engage in work experience, apprenticeships, external speakers from industry, industrial visits, internships, work related environments/simulations. The course should work to employer briefs and work with employers led projects.



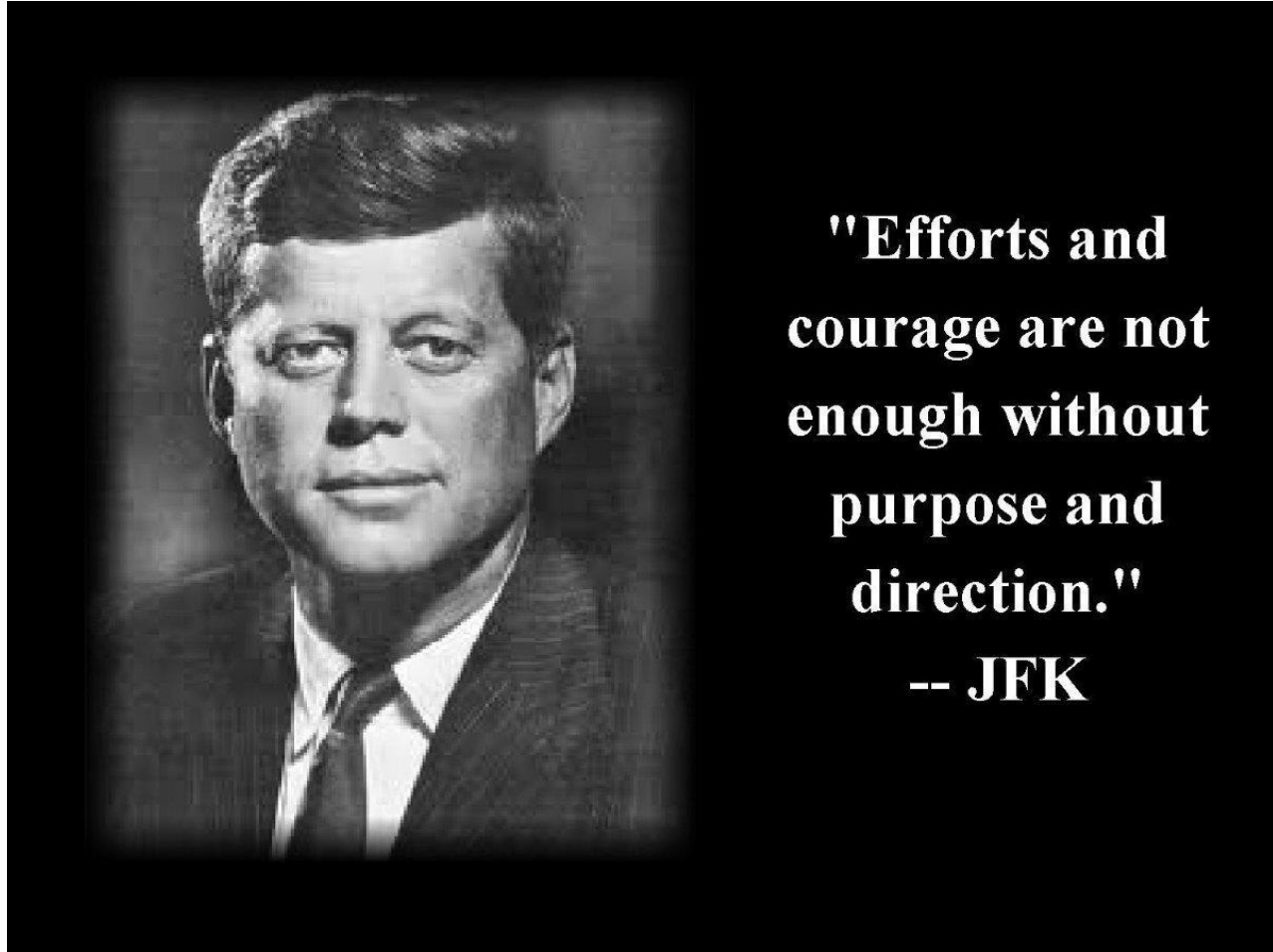
### EQUALITY, DIVERSITY & INCLUSION

Equality, diversity & inclusiveness for all are embedded into Learning & Teaching materials and delivery through: Fairness, by being non-discriminatory and making reasonable adjustments. Opportunity, by removing disadvantages, meeting needs and increasing participation. Respect, by tackling prejudice and promoting understanding.

### PROJECT BASED LEARNING

Unit(s) outcomes integrated to reduce assessment burden into a project via – subject focussed projects, microbusiness/ business incubator projects, social enterprise projects, community projects, cross college initiatives etc.





**"Efforts and  
courage are not  
enough without  
purpose and  
direction."**

**-- JFK**

**PROJECT  
BLUE OCEAN  
2017-2025**



# Planning for Excellence

Operational Plan



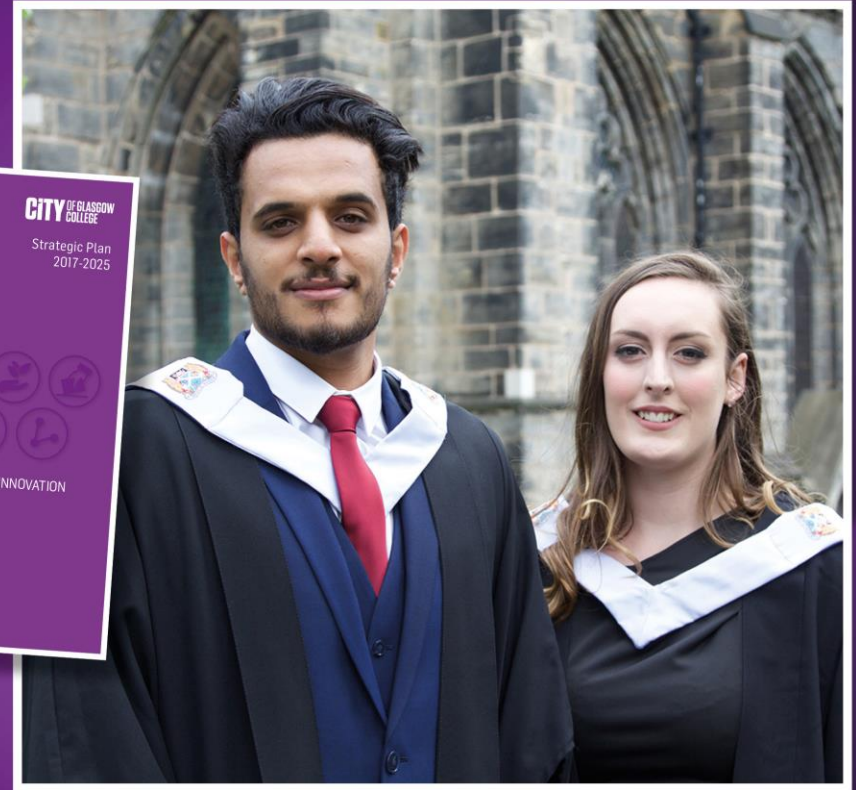
Performance Review



Self Evaluation



Strategic Plan



夢を叶えるには  
Visionary & Strategist & Execution



Visionary

Happy  
Strategist

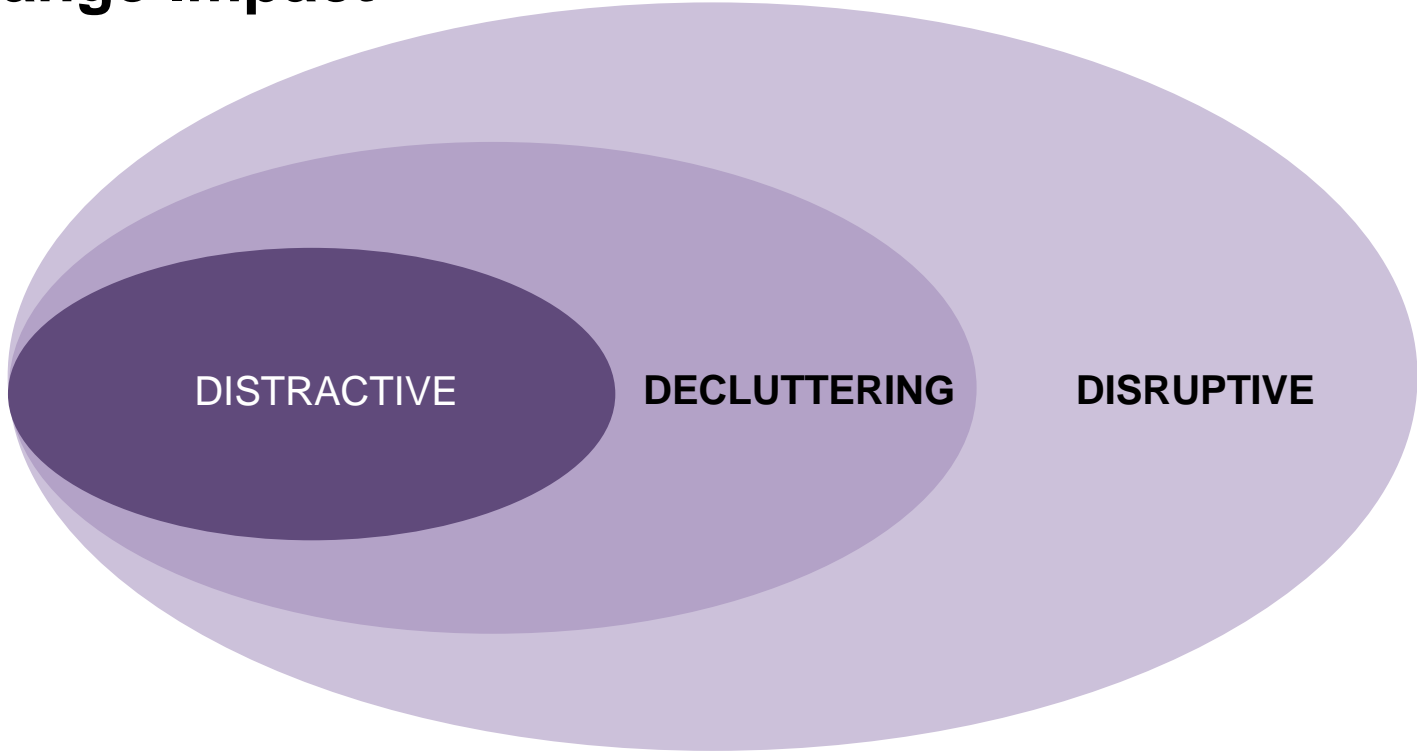
Elegant  
Execution

**Lead to the Future**

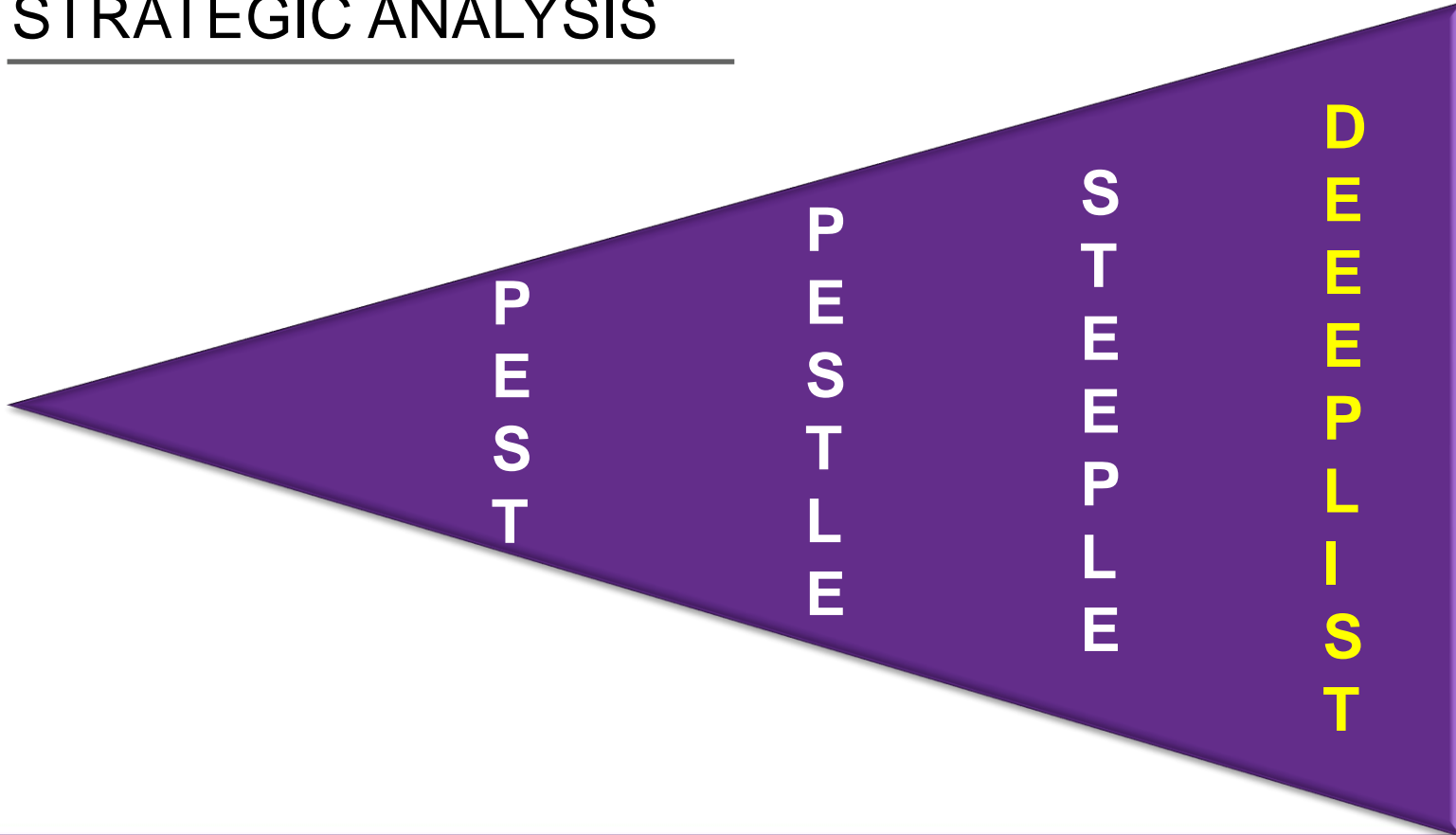
**-VS-**

**Lead **from** the Future**

# Change Impact



# STRATEGIC ANALYSIS



# Strategic Direction in this VUCA Environment



**DEMOGRAPHIC**



**ECONOMIC**



**ENVIRONMENTAL**



**ETHICAL**



**POLITICAL**



**LEGAL**



**INTERNATIONAL**

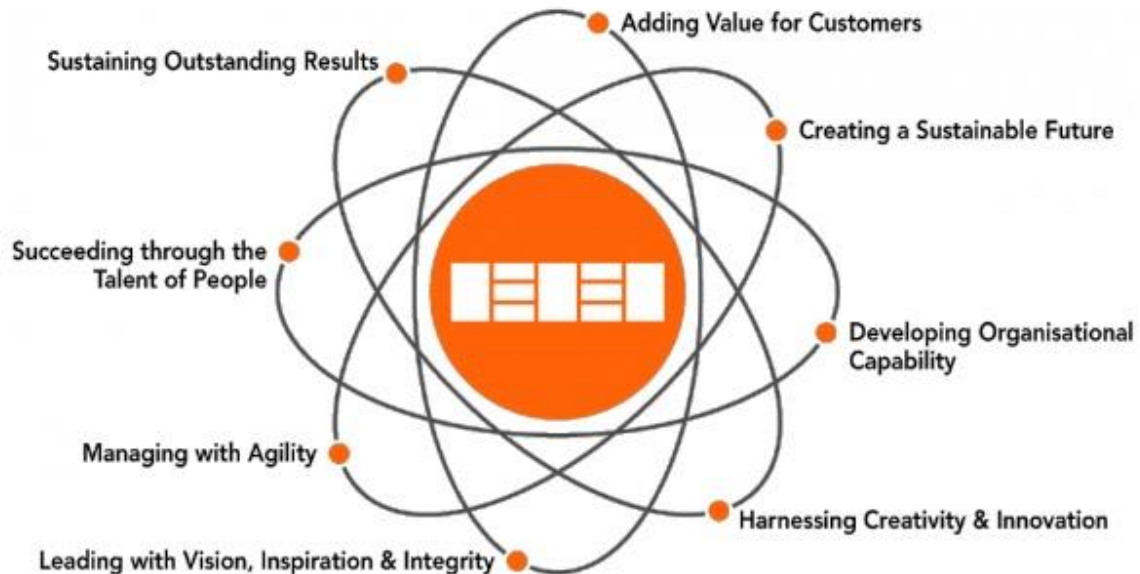


**SOCIAL**



**TECHNOLOGICAL**

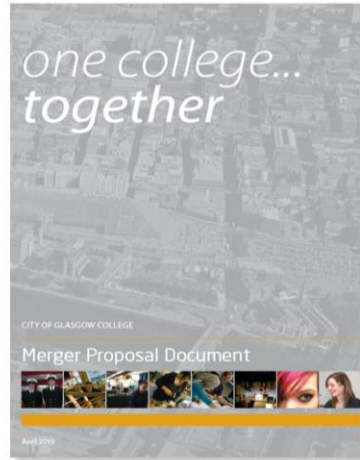
# Fundamental Concepts



Source: EFQM

# INNOVATION IN STRATEGIC PLANNING

## Ambitious



**PROJECT MERGER**  
2009-2010

## Accessible



**PROJECT WORLDCLASS**  
2010-2017

## Aligned



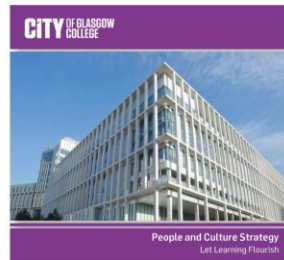
**PROJECT BLUE OCEAN**  
2017-2025

# INSPIRATIONAL STRATEGIC PLAN

## Excellent Strategic Plan

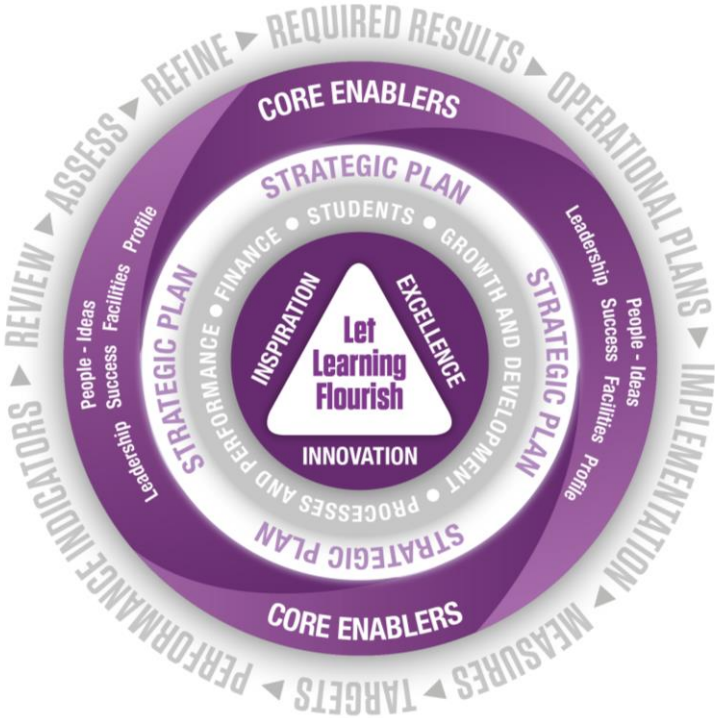


## Innovative Operational Plans



# DELIVERING STRATEGY

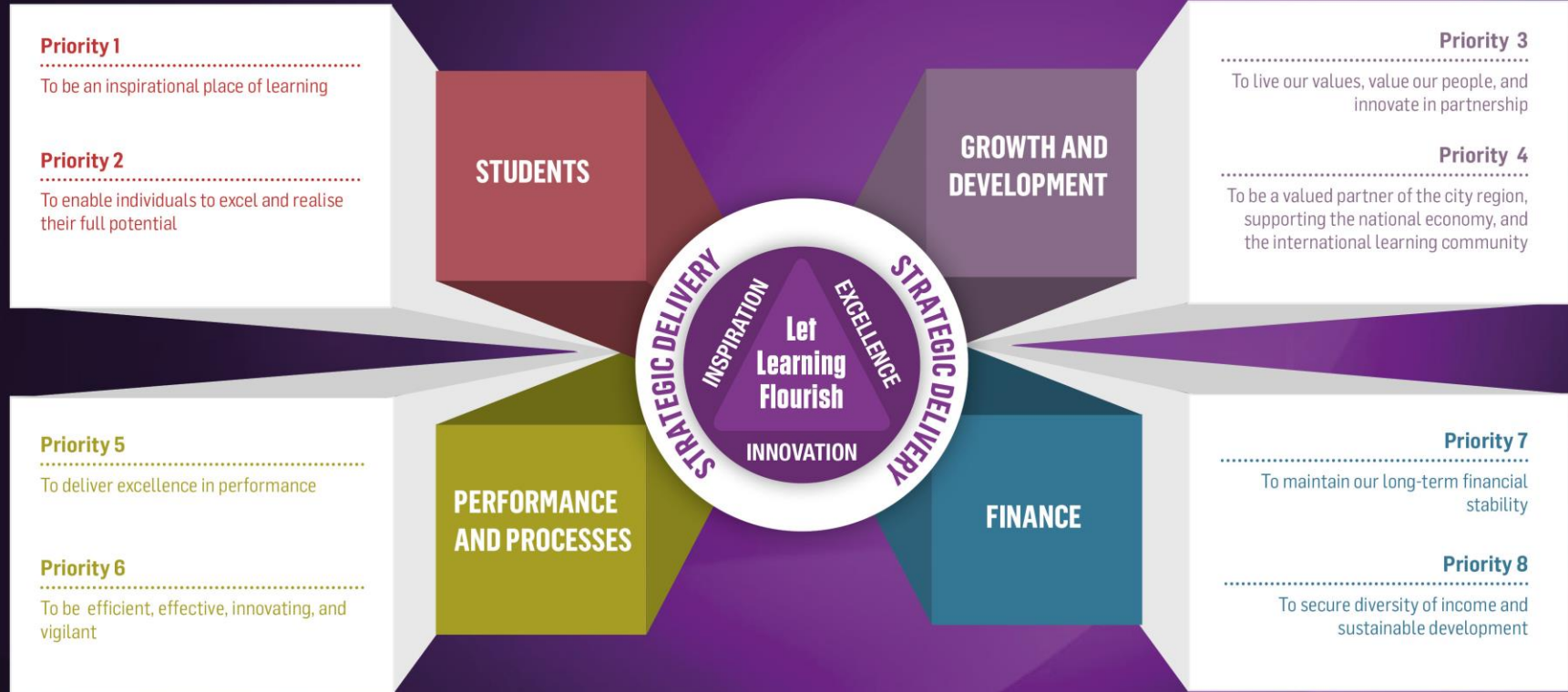
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# Strategy Enhancement



# Strategy Enhancement



# Structured Approaches in a Complex Environment

## SELF EVALUATION

- ▶ Student **always** at the centre
- ▶ What works?
- ▶ What can make the student experience better?
- ▶ How do we plan this?



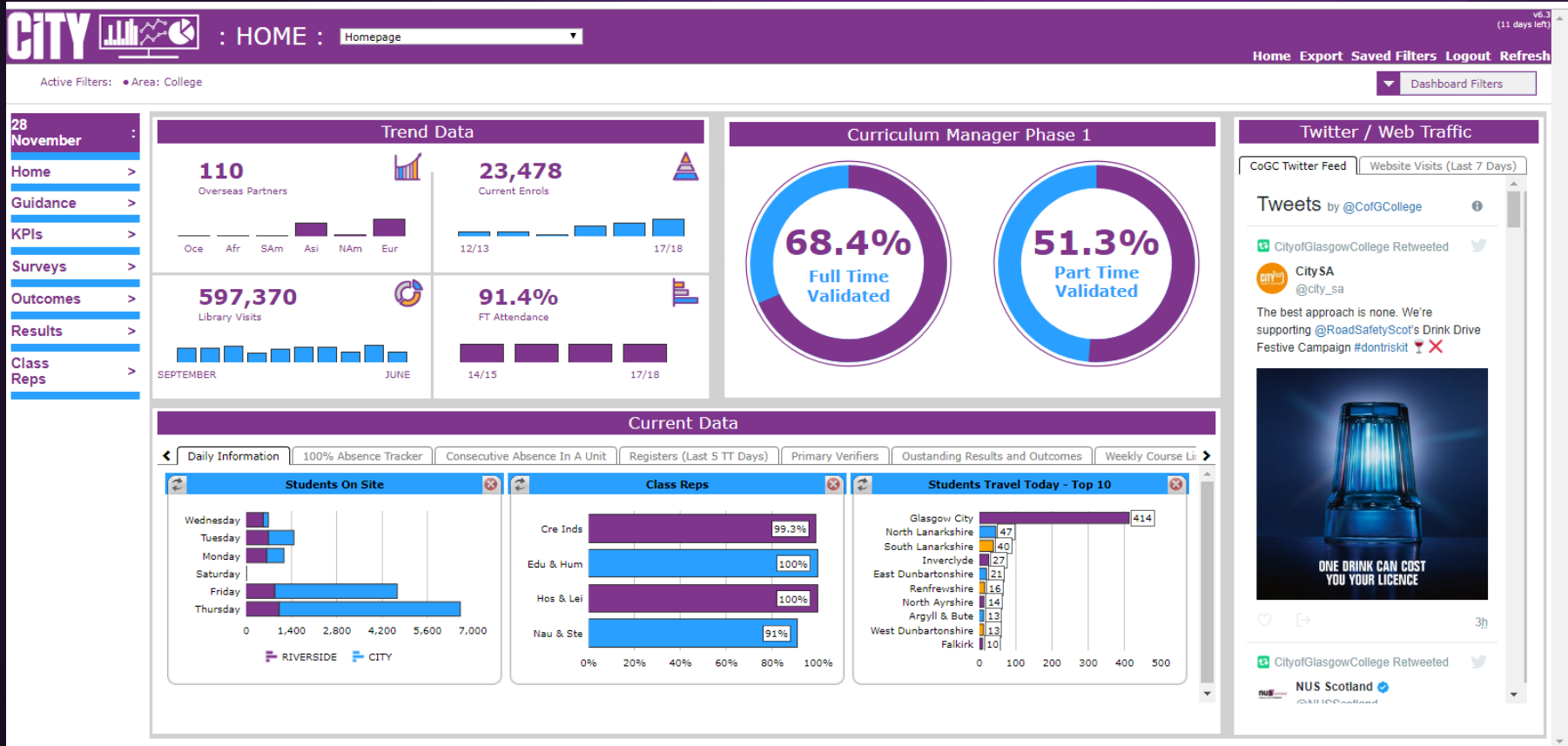
# Structured Approaches in a Complex Environment

## PERFORMANCE REVIEW

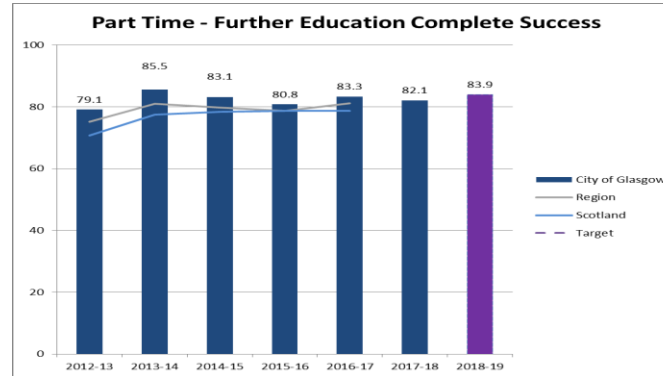
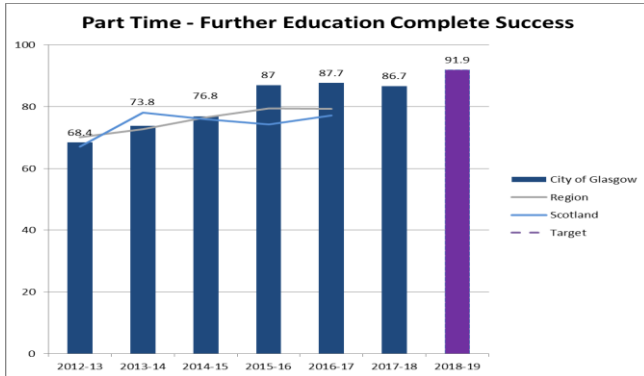
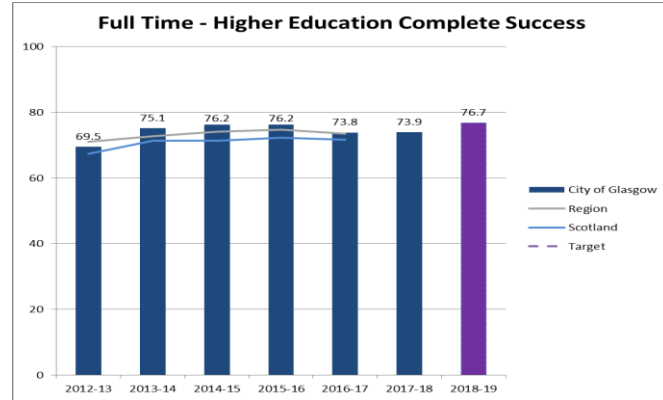
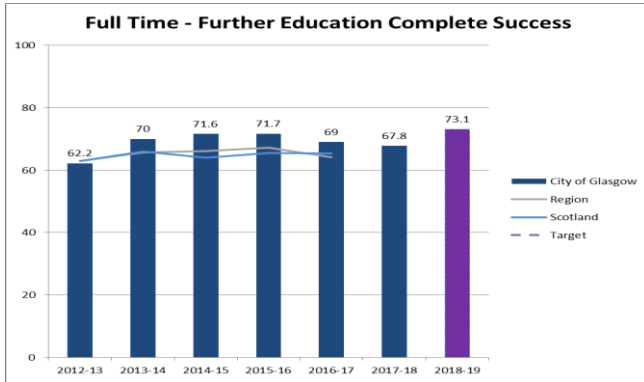
► Live view ► Faculty/Curriculum Area/Course ► Service areas

FACULTY	CURRICULUM	COURSE CODE	COURSE	YEAR	LEVEL	MODE	1617 Rating	1617 PI Rating	1617 CS%	1617 Rec Rating	1617 Rec Target%	Plan	1718 Fee Target	1718 WSums Target	1718 Credit Target	1617 Rec Target	1617 Enrols	1617 CS	1617 PS	1617 FW	1617 EW	1617 MISSING	1516 Rating
Building, Engineering and Energy	E.1 - Built Environment	E1HNCBLTEN	HNC Built Environment	1	HE	FT	MED	3	68.10	3	97.90	Initiate Faculty Improvement Plan	£94452	1254	987	48	47	32	9	5	1	0	LOW
Building, Engineering and Energy	E.1 - Built Environment	E1HNDARCHT	HND Architectural Technology	1	HE	FT	MED	3	72.70	3	91.70	Initiate Faculty Improvement Plan	£56805	849	669	48	44	32	4	7	1	0	MED
Building, Engineering and Energy	E.1 - Built Environment	E1HNDARCHT	HND Architectural Technology	2	HE	FT	MED	3	77.80	1	112.50	Initiate Faculty Improvement Plan	£27000	404	318	24	27	21	4	1	1	0	LOW
Building, Engineering and Energy	E.1 - Built Environment	E1HNDBSURV	HND Building Surveying	1	HE	FT	MED	3	75	1	100	Initiate Faculty Improvement Plan	£51544	343	270	24	24	18	2	4	0	0	MED
Building, Engineering and Energy	E.1 - Built Environment	E1HNDBSURV	HND Building Surveying	2	HE	FT	LOW	3	75	5	83.30	Replace Course	£46447	267	210	24	20	15	3	2	0	0	MED
Building, Engineering and Energy	E.1 - Built Environment	E1HNDCADTC	HND Computer Aided Architectural Design and Technology	1	HE	FT	LOW	3	68.80	5	66.70	Replace Course	£23073	339	267	24	16	11	0	5	0	0	
Building, Engineering and Energy	E.1 - Built Environment	E1HNDCONMA	HND Construction Management	1	HE	FT	LOW	5	63.60	3	91.70	Replace Course	£31201	324	255	24	22	14	2	3	3	0	MED
Building, Engineering and Energy	E.1 - Built Environment	E1HNDCONMA	HND Construction Management	2	HE	FT	LOW	5	56.30	5	72.70	Replace Course	£26219	249	196	22	16	9	3	1	3	0	MED

# Structured Approaches in a Complex Environment



# Our Results



# Our Results

## Further Education Student Destinations



## Higher Education Student Destinations



# Our Results

WorldSkills Competition Medals	2014/15	2015/16	2016/17	2017/18	2018/19	Target 2019/2020
Nationals	8	10	12	9	20	22
European/ International	0	1	2	1	1	2
Ranking – UK Skills League Table	4th	1st	2nd	1st	1st	1st



BEHIND EVERY **EXCUSE**  
**IS A LACK OF DESIRE.**

- Chris Brady

# Questions and Answers

# City of Glasgow College

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