

Never Mind the Quality, Feel
the Width:
Sustaining Innovation in an
Integrated Environment

Professor Derek Law
University of Strathclyde

The model of a converged service

♥ For 15 years, Irish-Catholic trousermaker Patrick Michael Kevin Aloysius Brendan Kelly has been working for Emmanuel (Manny) Cohen, a Jewish jacketmaker, in their back-street workroom in Whitechapel, in London. Then the two combine forces and form a partnership, recognising that each requires the other's skill. More than ever they become argumentative sparring partners, needing each other as well as the cloth, each being incapable of understanding the other's religious beliefs, his patriotism (Cohen is for Israel, Kelly for Ireland) and philosophies about life in general.



Themes

- ♥ Valentine's Day
- ♥ The University of Strathclyde
- ♥ The future grows from the past
- ♥ The current [Scottish] education landscape
- ♥ Reflections of a converged service groupie

The University of Strathclyde, founded in 1796 as “a place of useful learning”



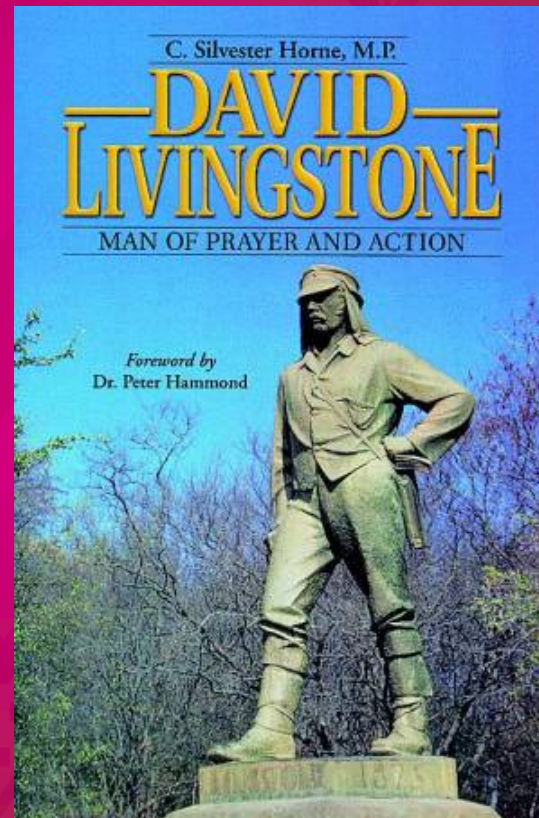
University of Strathclyde

- ♥ 18th Century
- ♥ James Watt
- ♥ Steam Engine >
Industrial Revolution >
Environmental
Pollution and Global
Warming



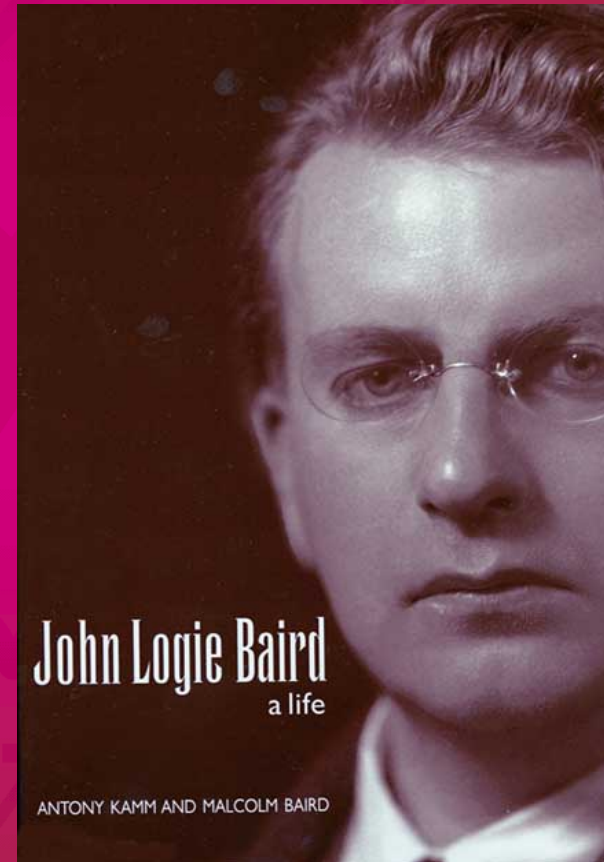
University of Strathclyde

- ♥ James Watt
- ♥ 19th Century > David Livingstone > Exploration of Africa > British Empire > Political chaos from Iraq to the Malvinas



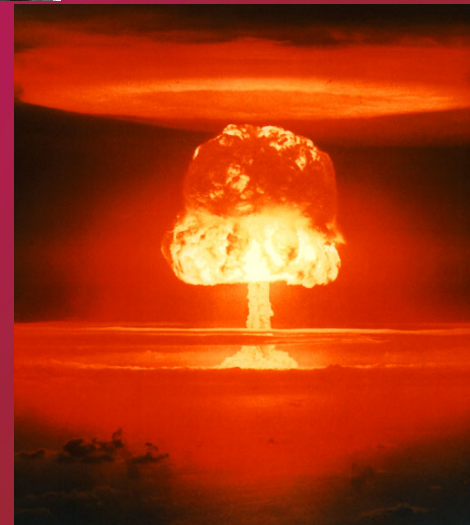
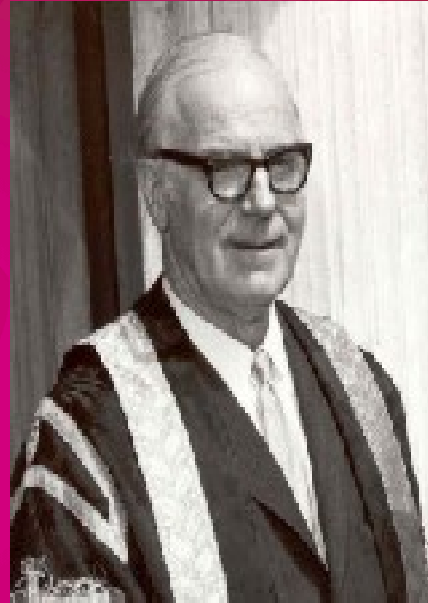
University of Strathclyde

- ♥ James Watt
- ♥ David Livingstone
- ♥ 20th Century > John Logie Baird > television > from Big Brother to Jerry Springer



Sir Samuel Curran

- ♥ James Watt
- ♥ David Livingstone
- ♥ John Logie Baird
- ♥ 20th Century >
Redesignated a University
> Sir Samuel Curran >
Manhattan Project >
Atomic Bomb > Hiroshima
> Cold War



University of Strathclyde

- ♥ James Watt
- ♥ David Livingstone
- ♥ John Logie Baird
- ♥ Sir Samuel Curran
- ♥ 21st Century > Arthur Van Hoff > Javascript > Pop up windows



The Scottish Agenda

- ♥ > 50% Participation Rates in HE
- ♥ Social inclusion
- ♥ Smart Successful Scotland
 - Research led inward investment
- ♥ Digital Scotland
- ♥ A research led economy in a knowledge society
- ♥ Fresh Talent for a declining population
- ♥ World class universities
 - Pooled research: strategy as well as quality

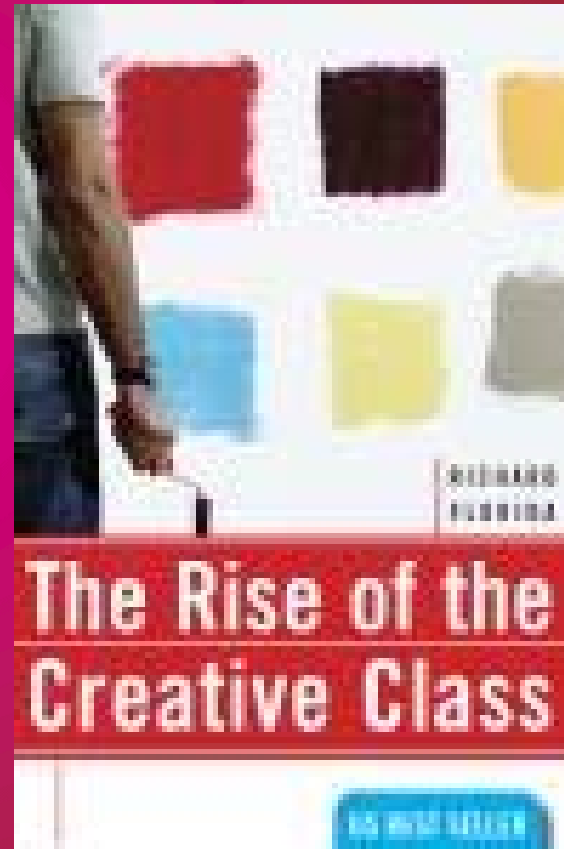
Globalisation and marketing

- ♥ World Class Universities
 - i.e. can be found on a map by rich Americans?
- ♥ A homogeneous product which assumes the issues are universal as well as global
- ♥ A differentiated and heterogeneous brand
- ♥ Nick Moore's classification scheme
 - The nimble north
 - The messy middle
 - The sleepy south
- ♥ The basis for a solution of acknowledged quality, excellence and RELEVANCE

Reading List

♥ Richard Florida

The Rise of the
Creative Class: How
it's transforming
work, leisure,
community and
everyday life



University Strategic Goals

- ♥ An innovative and leading edge teaching environment
- ♥ A research-led university of European stature
- ♥ Developing and rewarding staff potential

University Goals

- ♥ Widening Access and Participation
- ♥ Supporting Disabled Students
- ♥ Influencing League Tables
 - Library spend
 - Institutional repository/citation count
- ♥ Improving Progression Rates
- ♥ More Research Council Grants
- ♥ A Good RAE outcome
 - Maximising what we have, not buying stars

Converged Service Goals

- ♥ Integrated Projects
 - Millennium Student
 - Administrative/Library Cluster
 - Staff and Student Training
- ♥ Integrated Services
 - Help Desk
 - 24 hour support
 - Librarians are from Mars.....
 - Institutional Repository
- ♥ Integrated Tea Room
 - With shared goldfish theme
- ♥ Shared Research Projects
- ♥ Consensus is not a requirement

Converged service problems

- ♥ Supporting innovative teaching is easy and done in partnership
- ♥ Supporting research is easy but is invisible because it rests on infrastructure
- ♥ Supporting staff development is mandatory and therefore unpopular

Measuring Quality: The Barriers

- ♥ Benchmarking data very fragmentary
- ♥ Need to invest ahead of need
- ♥ Learning Services poorly defined as a grouping
- ♥ Outcomes such as progression have complicated impacts
- ♥ We prefer qualitative data but the university prefers quantitative data

The Distinctive Nature of the IRD

GOAL: Operational excellence
(ICT as an enabler in a process of automation)

GOAL: Innovation
(ICT as a progenitor of change)



- Maintenance and development of infrastructure
- User support
- Applications development for MIS
- Digital services provision
- Library services
- Staff and student IT training
- Support for the disabled
- Multi media production
- Webcasting

- e-Learning
- Information Strategy
- PReDICT
- CDLR
- Partnerships
- Horizon scanning
- Investing ahead of need



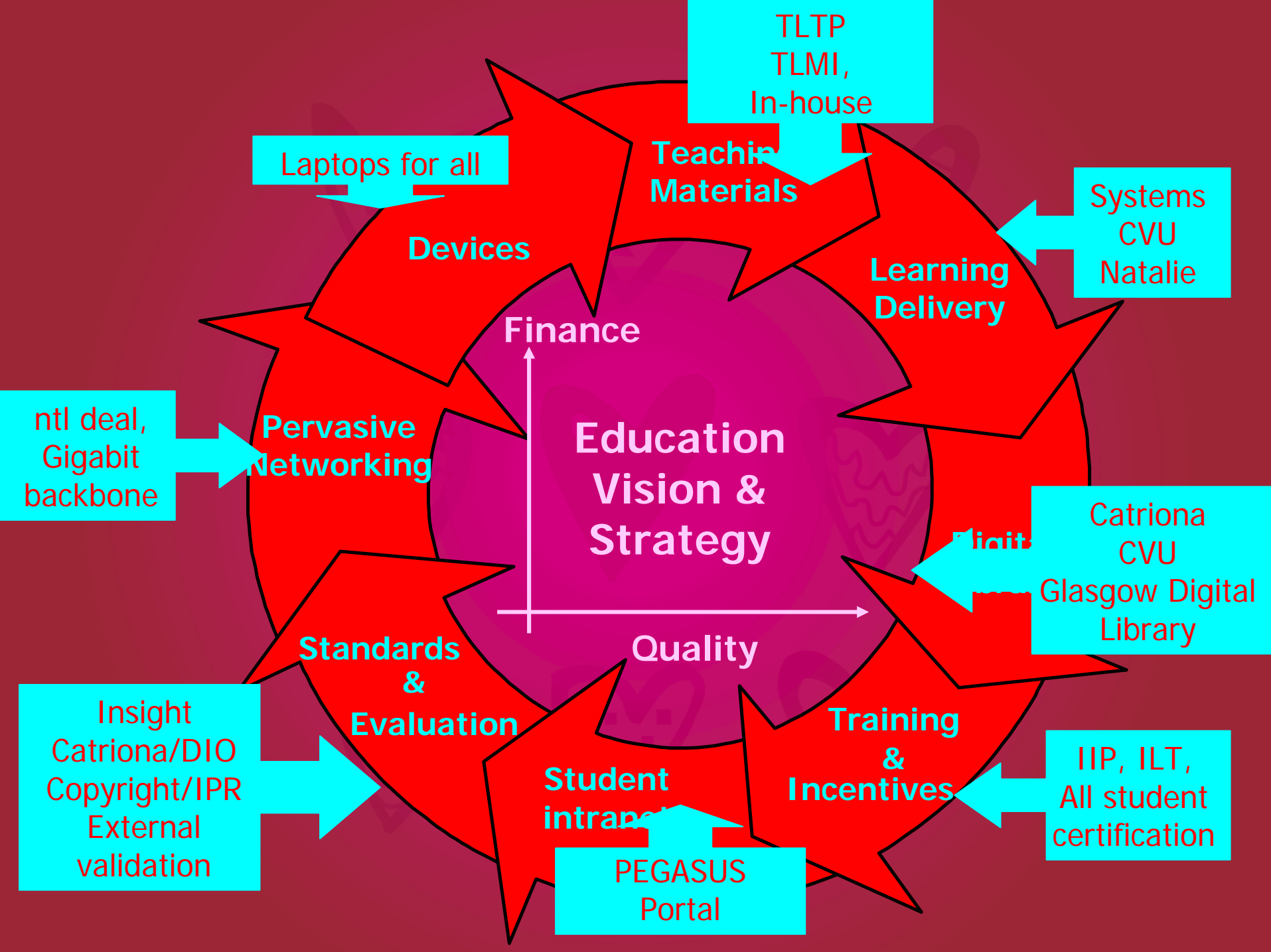
EVALUATION

The Law Philosophy of convergence

- ♥ You can't win, but you might break even
- ♥ You can create a winning team
- ♥ Women underestimate their value
- ♥ Men overestimate their value
- ♥ Some people are just unreasonable
- ♥ Profile and reputation is not gained in the office
- ♥ Perception is as important as reality
- ♥ You have to be clever enough to do it and stupid enough to think it matters
- ♥ BUT Higham's view holds
 - Change from departmental to institutional view

Our Tools

- ♥ A Big Budget
 - We can do ANYTHING we want
- ♥ This is rocket science
 - “Some things you can’t buy in the marketplace” (Boland)
- ♥ Academic analysis of projects
- ♥ Research Income = peer recognition
- ♥ Comparative Time-Series Data
- ♥ Rolling Annual Targets approved by University
- ♥ External Validation by Professional Bodies
- ♥ Project based approach



The Six Stages of Project Management

- ♥ 1. The optimism of a new project
- ♥ 2. The difficulties of real life
- ♥ 3. Blind Panic
- ♥ 4. The Search for the Guilty
- ♥ 5. The Punishment of the Innocent
- ♥ 6. Rewards for Senior Management

European Issues

♥ Bologna Process

- The Dublin Descriptors
 - Ten points; Learning outcomes, credits, transferability

♥ cEUVU

- Joint Information Module Evaluation

♥ Virtual Erasmus

♥ European Consortium of Innovative Universities

- Joint Masters Courses
- Quality Assurance Problems

International Issues

- ♥ Lack of knowledge
 - “The setting up of a communication network between the various universities within the European area is recommended” [A post Bologna suggestion]
- ♥ World Class homogeneity
- ♥ Branding and marketing
 - The Chinese market and choked chickens

Conclusions or Law's Laws

♥ Law's First Law

- Good information systems will drive out bad

♥ Law's Second Law

- User Friendly Systems Aren't

"Don't predict the future"
(Dr Danny O'Hare



Six Nations Champions and Triple Crown Winners
2005