

*Consolidated Outcome Agreement for
the Crichton Campus*

2018-19

Consolidated Crichton Outcome Agreement

The *consolidated* Crichton Campus Outcome Agreement is a unique collaborative arrangement between college and university partners to provide higher education opportunities in a region of Scotland that does not have a university. It also seeks to develop the research and knowledge exchange capacity in the region through the Crichton Campus.

The *consolidated* Outcome Agreement for the Crichton Campus is an agreement between the Scottish Funding Council and the academic partners on the Campus. These are The Open University in Scotland (OUiS), Scotland's Rural College (SRUC), Dumfries and Galloway College (DAGCol), University of Glasgow (UoG); University of West of Scotland (UWS). The Outcome Agreement for Crichton is *consolidated* from the main Outcome Agreements for each of the institutions involved and supported by the wider CCLG partners of The Crichton Trust, Crichton Foundation, Crichton Carbon Centre, Dumfries & Galloway Council, NHS Dumfries & Galloway, Scottish Enterprise and Skills Development Scotland.

SFC recognises that not all of the aspects of the Framework for the *consolidated* Outcome Agreement for Crichton will be relevant to every institution. In recognition of the diversity of the partners and the partnership approach to delivery in and for the South West of Scotland, SFC encourages institutions to interpret and apply the Crichton Campus OA Framework in a way that is appropriate to their particular context and mission and in a way that best reflects their contribution to the Crichton partnership.

A collaborative approach

Higher and further education provision in Dumfries and Galloway needs to be responsive to the needs of a rural area characterised by out-migration of young people and lower levels of progression into higher education. Higher education operates in a much wider national and international context and that the opportunities and benefits this brings should be accessible to learners in Dumfries and Galloway.

The Crichton Campus Leadership Group (CCLG) was established in 2013 by Scottish Government to facilitate a distinctive response to the education, training

and skills needs in Dumfries & Galloway. The administration of the CCLG is supported by the SFC. Through engagement with all key stakeholders, including academic partners, the CCLG has an important role in identifying potential activity and supporting efforts to maximise the collective impact of the Crichton Campus for the wider economic benefit of the region. Membership of the CCLG is detailed at Annex 2.

The Joint Academic Strategy Group (JASG) facilitates interaction between the CCLG, the academic and non-academic partners and enables institutions to share strategic visions and to plan for collaborative provision at the Crichton Campus and across Dumfries & Galloway.

Through their input to the Crichton Campus, the academic partners provide access to training and skills development, undergraduate and postgraduate study, and research opportunities through a distinctive educational partnership. Each academic partner has its own character and contributes to the unique arrangement that is the Crichton Campus.

Both the CCLG and JASG respect the individual institutions' autonomy and their direct relationship with the Scottish Funding Council.

Benefits of a collaborative approach

The Crichton Campus partnership is an important economic driver for the South West of Scotland. The contribution higher, and further, education have to make to the economic development and future sustainability of the region is fundamental.

As the third largest "business" after the Local Authority and NHS, the institutions connected to the Crichton Campus provide opportunities for knowledge exchange based employment and growth. The educational and academic offering has resulted in new and additional jobs in the region, e.g. Dumfries and Galloway College is a significant regional employer with approximately 310 staff and University of Glasgow staffing levels have also more than doubled since 2010 with currently over 50 employees.

A partnership approach has enabled development of a critical mass in student numbers, activity and funding leverage that would otherwise not exist. There has been steady growth in student numbers. In 2016/17, over 8,400 students were enrolled to study at the Crichton and across the region. This represents a year on year increase in student numbers of over 1,300 and although a high proportion of learners are local to the region, the Campus also benefits from a growing number of learners from the rest of the UK and international students, choosing the Crichton Campus, as their preferred location for study. The following table provides a summary of student numbers per institution during 2016/17.

Institution	Number of Students 2016-17
Dumfries & Galloway College	6,750 (1,170 HE)
SRUC Barony Campus	276 (FE and HE) 5 (PG)
Open University	446
University of Glasgow	347
University of the West of Scotland	645
Total Number of Students Enrolled to Study across the Crichton academic partners	8,469

The Universities of Glasgow and West of Scotland have received funding for specific student places for Crichton from SFC since 2001. The SFC also provides support for shared services infrastructure costs on the Campus which benefits students from all partner institutions. However, in recent years the collective capacity of the academic partners to attract strategic funding to activity in the region has intensified. An additional £2m provided by the SFC has supported partnership initiatives such as the South of Scotland Knowledge Transfer Partnership (Skills Utilisation); Crichton Institute; and the Crichton Campus Development Manager post. There has also been success in securing significant funding in support of research activity including support through the Bill and Melinda Gates Foundation in support of SRUC research and development work relating to dairy livestock breeding; from the Wellcome Trust for a major four-year end of life study led by the University of Glasgow; and EU INTERREG VA funding for a cross border partnership between UWS, Dundalk Institute of Technology and Queen's University Belfast to research the causes, treatment and

potential prevention of COPD. The Crichton Carbon Centre has also attracted major European grant funding and the Scottish Funding Council has supported the research element of the National Centre for Resilience.

However, there is still a level of vulnerability, predicated by factors such as the rurality and population structure of the area, and it is recognised that the full economic benefit from the Campus has still to be realised.

Recognising the unique challenges faced in the region, the Scottish Government has committed to create a new South of Scotland Enterprise and Skills Agency to meet the needs of the South of Scotland. Through its model of supported distance learning, The Open University is well suited to service remote and rural environments and has identified significant opportunities to work across both Dumfries and Galloway and the Scottish Borders.

The Crichton Campus will have a significant strategic contribution to make to the new enterprise agency for the South of Scotland, drawing on the strengths of the academic partners to explore new partnerships and innovative practices across the wider region. For example, the Academy of Care proposed development, may have potential to be extended to the Scottish Borders where there are similarities in the demographics around an ageing society.

The academic partners have also identified entrepreneurship and entrepreneurial skills as an area of opportunity for collaboration across the South of Scotland. Each of the academic institutions develop and foster entrepreneurship as a key graduate attribute, deliver skills-based learning and related research, work with business, industry and Third Sector. This is an area where the individual institutions on Crichton Campus can collaborate to co-ordinate a unique offering to benefit learners and the region.

Regional Context

Demographics and Economy

The regional context of Dumfries and Galloway in terms of demographics, economy, and skills base provides distinctive challenges for development and delivery of further and higher education within the region.

Rurality is a key characteristic. With a land mass of 6,426km² it is the third largest local authority in Scotland but has a population density of 23/km² - compared with the Scottish average of 68/km².

The population of Dumfries and Galloway in 2016 was 149,520¹. The population is older compared to Scotland as a whole and there is a noticeable dip in the proportion of 20-34 year olds compared to the national average which suggests young working aged people are leaving the region to pursue work, training and other opportunities. Based on 2014 population projection data, it is estimated that the population in Dumfries and Galloway will be 142,882 by 2039; a decrease of 7,078 (5%). For comparison, the forecast national rate of change over this period is growth of seven per cent.

The most critical issue is that Dumfries and Galloway is expected to have a 20 per cent reduction in the size of the working age population (16-64). This is four times the anticipated decline of the working age population nationally. It is anticipated that the greatest growth will be in those aged 65 and over.

There are currently 6,290 business operating within Dumfries and Galloway. The business base is dominated by the agriculture, forestry and fishing sector, which accounted for 33% of all businesses in 2016. Other large sectors in the regional business base include construction (10%) and accommodation and food services (9%). There is a noticeably lower share of businesses operating within the professional, scientific & technical sector than at the national level (7% in D&G compared to 19% nationally).

The profile of businesses by size is similar to Scotland, where 89% of registered businesses in Dumfries and Galloway are micro firms employing fewer than 10 people. Around 1% employs more than 50. The self-employment rate is significantly higher than the national average.

People and Skills

The proportion of school leavers in Dumfries and Galloway entering Higher Education in 2015/16 was 36% of all school leavers. Nearly a quarter (24%) entered Further Education and 29% entered employment. The proportion unemployed (seeking or otherwise) were 7% in 2015/16, just below the Scottish average of 8%. In 2009/10, this was around 11%.

Of those aged 16-64 years in Dumfries and Galloway (2016), there is a lower level of advanced qualifications (32%) at SCQF 7-12 than the national level (44%). This is the lowest level across all local authorities. The level of intermediate qualifications (SCQF 5 - 6) in the region is 35% - higher than the national level of 28%. The number of people within Dumfries and Galloway with no qualifications is 9%, which is just below the Scotland rate of 10%.

Demand for skills in the region is strongest at the upper skills levels (SCQF 7-10). However, there is still substantial demand for those with intermediate skills and much lower demand for those with lower or no qualifications. This is due to replacement demand, so progression to upper skills levels needs to be engendered and facilitated.

The region has a very self-contained labour market with low levels of out-commuting, reflecting isolation from major employment centres. With fewer people in the labour market, supporting continued workforce development and retaining skilled people within the workforce will be important in raising productivity and avoiding recruitment and replacement difficulties.

¹ Regional Skills Assessment Dumfries and Galloway Insight Report (SDS, December 2017)

Priority - Collaboration		
Outcomes	Commitments	Success indicators (how will we know?)
<p>Scotland's colleges and universities are coherent and well connected, contributing to all aspects of Scotland's educational, social and economic life.</p> <p>The academic provision at the Crichton Campus supports the economic and business needs across the region.</p> <p>Learners at the Crichton Campus benefit from an enhanced and vibrant student experience as a result of collaboration between the Crichton academic partners.</p>	<p>Commitment to engage with and contribute to the CCLG and JASG.</p> <p>Commitment to delivery of a breadth of learning opportunities and range of learner journeys in subject areas that are of importance regionally, nationally and internationally.</p> <p>Commitment to explore opportunities for collaboration with academic partners across the South of Scotland.</p> <p>Commitment to improving student experience of the Crichton Campus.</p> <p>Commitment to promoting opportunities at Crichton Campus.</p> <p>Commitment to fully utilise and strengthen CC Development Manager role to facilitate collaboration across academic partners and to facilitate employer engagement.</p> <p>Develop a sense of community for PGR staff and students connected to the Crichton Campus through the different institutions.</p>	<p>Produce refreshed Business, Computing and IT HE offering for D&G region; remove duplication, competition and develop pathways and articulation in Business, digital skills, computing and IT. By June 2019. D&G Col and UWS.</p> <p>Scope Academy of Care project. Establish potential to extend partnership to Borders region. By Dec 2018. OUIS, D&G Col, UWS, UoG.</p> <p>Scope content and delivery of <i>enhanced</i> HNCs at Dumfries & Galloway College to enable advanced standing progression to University of Glasgow as per project brief funded through SFC Strategic Funds. By June 2019. UoG, D&G Col.</p> <p>Identify and scope a suite of marine related programmes in the West of the SoS region. By March 2019. D&G Col, SRUC.</p> <p>Finalise proposal for SoSEP for a technology enabled network connecting schools and colleges across SoS (June 2018). Scope capacity for Crichton and SoS HEIs to use network to widen HE provision across the region (by Jan 2019). If successful with SoSEP, deliver project. By Dec 2019. D&G Col (and Borders College).</p> <p>Deliver Planning For Your Future programme and residential. June 2018 and June 2019. All institutions.</p> <p>Review of Shared Services lead by UWS and UoG to be completed. Commitment made in 2017-18 OA. Revised date by June 2019. UWS, UoG.</p> <p>Further develop Campus facilities taking account of findings from Student Survey (January 2018), including exploring shared promotion of Campus and facilities to entire student population. Academic partners in partnership with Crichton Trust to lead.</p> <p>Identify a project team and produce a Business Case for the Care Campus, building on the evidence developed through LEADER project. By Mar 2019. All institutions, the Crichton Trust.</p>

The Crichton Campus academic partners, in partnership with the wider CCLG are developing a strategic Statement of Ambition.

Over the five years (2018-2022), the academic partners are committed to contributing to the economic, social and cultural life of Dumfries and Galloway by

- supporting efficient learner-focused pathways through school, FE and HE – including postgraduate and research degrees;
- attracting people to the region from other parts of Scotland, the wider UK and internationally; and
- increasing research capacity and interdisciplinary collaboration on the Crichton Campus.

Case Study: Planning For Your Future Residential Event

The Scottish Government has placed a strong emphasis on enhancing and streamlining the learner journey and also on equal and fair access to ensure that all young people are able to select from a range of fairly distributed, high quality post-school opportunities that best match their aptitude and ambition. The Crichton Campus partners recognise that improving and sustaining the school links to address these challenges are best tackled collaboratively.

Building on existing engagement between individual partners and schools, a multi-partnership introduced a new programme for Dumfries and Galloway - Planning For Your Future (PFYF). In June 2017, a pilot 3-day residential experience was hosted by SRUC at The Barony, for S3 pupils considering senior phase choices. Sharing learning from existing national initiatives such as the Kickstart Summer School and Reach Programme and taking account of recent research undertaken across the West of Scotland on widening participation, representatives from Dumfries & Galloway College; SRUC Barony Campus; The Open University in Scotland; University of Glasgow; University of the West of Scotland; Skills Development Scotland; Dumfries & Galloway Council Education Services and Employability and Skills Service all collaborated to design the content and delivery of the programme.

Monitoring and evaluation arrangements for the programme are two-fold:

1. capturing immediate impact and evaluating the success of the programme through collating feedback from participants; and
2. a longitudinal study that would provide a more in depth learning from the programme and track longer-term impact.

The University of Glasgow will work with Local Authority officers to develop methodology for the long term study to measure the impact of the programme on destination choices made by pupils and the sustainability of those choices.

Having taken on board learning from the pilot, plans for a 2018 event are being progressed through a Strategic Steering Group, with Dumfries and Galloway Council taking the lead co-ordination role. The academic partners on the Crichton Campus have agreed to support delivery of the programme again in 2018.

Priority 1 Widening access – learning that is accessible and diverse, attracting and providing more equal opportunities for people of all ages, and from all communities and backgrounds

Outcomes	Commitments	Success indicators (how will we know?)
<p>Enhanced opportunities to engage with higher education opportunities in Dumfries and Galloway</p> <p>Enhanced learner journeys with more and better pathways for learners</p> <p>Scotland is a more equal society because learning is accessible for all communities</p>	<p>Strategic commitment to widen access to HE through the Crichton Campus</p> <p>Strategic commitment to widen participation in HE through the Crichton Campus</p> <p>Strategic commitment to enhance learner journeys with more and better pathways for people in Dumfries and Galloway</p> <p>Strategic commitment through the JASG to identify and address gender imbalances academic partners can collectively have an impact upon</p>	<p>Institutions in receipt of places should include a commitment to report the funded places for Crichton Campus through the 'Crichton OA' (FTE and headcount) as indicators.</p> <p>Statement on articulation and progression opportunities for learners. Reporting on articulation and progression opportunities for learners in and from D&G.</p> <p>Continue to work in collaboration with partners to review and adapt the Planning for Your Future programme with schools:</p> <ul style="list-style-type: none"> - deliver second residential event for S3 pupils across D&G in 2018 - support monitoring and evaluation activity. <p>Identify subject areas offered through Crichton Campus that have a gender imbalance</p> <ul style="list-style-type: none"> - share recruitment and marketing good practice - give consideration to gender balance in the design and delivery of the Planning for your Future Programme in June 2017 - identify in the refreshed Joint Academic Strategy subject areas that offer the best opportunity for partners to work collaboratively.

University of Glasgow

The core purpose of the University of Glasgow at Dumfries is to create a world class, research intensive university environment in niche areas matched to the Dumfries and Galloway location, thereby serving regional and national stakeholders whilst working in an international context. Our vision for the Dumfries Campus is for it to be a centre of world-class interdisciplinary teaching, research and lifelong learning. Its areas of specialism include: environment, culture, health, wellbeing, social policy, education and tourism. Our objective is for activity on the Campus to reach the highest academic standards and to support the social and economic needs of the region. We seek to do this from a position of institutional strength that makes it possible for the University to engage with the considerable partnership and collaboration opportunities that are to be found on the Crichton Campus.

In 2017-18, the University of Glasgow is funded to deliver 293.5 undergraduate places and 18 PGT to support HE provision in Dumfries and Galloway at the Crichton Campus. Annex 1 sets out how UoG deliver this across our range of programmes.

University of Glasgow also receive SFC strategic funding which helps support our infrastructure, in particular the Rutherford-McCowan building – this funding is fully utilised. UoG will account for use of this funding through the consolidated annual self-evaluation progress report on Crichton to SFC in October covering the preceding academic year.

Maintain and develop our portfolio of WP schools outreach and adult learner programmes alongside our partnership and collaborative work to widen access to UoG, but also the rest of Scotland.

Our school in Dumfries has received the Athena SWAN Bronze Award and is now implementing the action plan. The University Gender Action Plan was submitted in summer 2017 and will seek to address gender issues across all our campuses.

A review of the approach to joint infrastructure and services is being led by University of Glasgow.

We will expand the findings of our SFC funded Impact for Access project 'Engaging with MD40 pupils in High Progression Schools', which has significant relevance to the Dumfries and Galloway context.

Our presence in Dumfries also allows us to support some key Scottish Government initiatives. For example, by offering Articulation places in partnership with Scotland's Colleges, particularly Dumfries and Galloway College, appropriately qualified HNC students are admitted directly into year 2 of our MA in Health and Social Policy. In this way we provide students from both within Dumfries and Galloway and further afield, the opportunity to study at a world leading university while helping to meet both the Scottish Government's Regional and Accessibility Agenda.

Table 1

UoG	2017-18	2016-17
Number of entrants with known D&G postcodes to UoG HE programmes	UG 110 PGT 34 PGR 5 Total 149	UG 89 PGT 21 PGR 3 Total 113
Number of entrants to UoG HE programmes delivered at the Dumfries Campus (QV HC)	UG 94 PGT 28 PGR 3 Total 125	UG 93 PGT 18 PGR 5 Total 116
Number of Scotland-domiciled HN entrants progressing to UoG programmes at Dumfries Campus	2	3

University of West of Scotland

UWS is committed to delivering education across four diverse campuses in Scotland: Ayr, Dumfries, Lanarkshire and Paisley. UWS is the biggest provider of higher education in Dumfries and Galloway, serving an area of high priority for the Scottish Government. In 2017-18, UWS will allocate 330 FTE funded student places to support HE provision in Dumfries and Galloway at the Crichton Campus and Annex 1 sets out how UWS deliver this across our range of programmes.

UWS also receive SFC strategic funding which helps support infrastructure, in particular the Dudgeon House building. UWS will account for use of this funding through the consolidated annual self-evaluation progress report on Crichton to SFC in October covering the preceding academic year.

Our regional footprint means we not only address SIMD 20/40 challenges, but are also able to tackle rural challenges – particularly in Ayrshire and in Dumfries and Galloway. Of the 2017/18 headcount at Crichton Campus, 443 students are Scotland-domiciled. In 2016-17, 20.7% of UWS students on the Dumfries campus were from SIMD40 areas.

In addition, UWS acknowledges the SFC's Widening Access and Retention Funding which allows the institution to implement a range of initiatives aimed at continuing its strong performance in widening access and participation. These initiatives include:

- Investing in the role of Programme Leaders (as part of a wider Student Attainment Project) and other support staff
- Providing support for care leavers
- Developing partnerships with local colleges
- Widening the approach to contextualised admissions
- Transition programmes to support school pupils' move to university.
- UWS has also implemented a range of initiatives to improve retention rates with help from this funding.

UWS is among the sector leaders for delivering articulation opportunities. The scale and experience of delivering articulation means UWS can provide articulation and progression opportunities to a wide range of subject areas to learners in Dumfries and Galloway.

UWS recognises that Dumfries and Galloway College has unique challenges in terms of securing a flow of students into degree courses and ensuring their sustainability. Again, the scale of articulation at UWS means we can provide an agile response to learners at Dumfries and Galloway College. Subject areas in which we have developed a flow of articulating students include Accountancy, Business, Digital Art, Information Technology, and Performance.

In addition UWS has the following arrangements in place with the College to facilitate:

- formal articulation agreement for students in social work – this includes provision of staff time for teaching at HNC level and a summer school ahead of level 8 entry. Numbers are not fixed but places are guaranteed for students reaching the agreed entry criteria.
- formal articulation agreement for Computing supporting level 9 entry guaranteed for students meeting specific entry criteria.
- HNC Childhood Practice into Level 8 BA Hons Childhood Studies is a classic '1+3' model delivered in three campuses, with 20 students from Dumfries and Galloway College articulating to this programme in 2017/18.

We will continue to work with the College to identify how we can best support progression needs on a cohort by cohort basis.

In 2017-18, over half of students who articulated to a UWS programme at the Crichton campus did so with advanced standing – a total of 30 students (55.6%). UWS is committed to increasing this to 60 per cent by 2019/20 in line with SFC ambitions.

UWS has been working to establish Progression Agreements for pupils who take part in Routes for All with four partner colleges, including Dumfries and Galloway College who were first to agree to guarantee interviews for pupils who had taken part in the programme.

Table 2

UWS	2018-19 planned FTE	2017-18 FTE	2017-18 H/C	2016-17 H/C
Number of entrants with known D&G postcodes to UWS HE programmes	N/A	New 212 Total 481	New 316 Total 670	361 new 715 total
Number of entrants to UWS HE programmes delivered at the Dumfries Campus	New 149 Total 370	New 135 Total 330	New 198 Total 444	379
Number of Scotland-domiciled HN entrants progressing to UWS programmes at Dumfries Campus	New 40	30	30	37

The Open University in Scotland

The Open University in Scotland is committed to widen access to higher education across the region. The supported open learning model the OU operates means we can offer our full curriculum across all of Dumfries and Galloway providing a flexible mechanism of meeting the needs of individual and businesses. We will continue to surface opportunities to widen access to higher education and work to support specific needs of particular groups of students.

We are committed to enhancing opportunities for learner journeys for people in Dumfries and Galloway. The Open University in Scotland has a formal Articulation and Progression Agreement in place with Dumfries and Galloway College which allows students who have successfully completed any HNC or HND qualification to progress to part time, flexible, degree level study with the University. These arrangements provide the opportunity for any HNC/HND

student to progress with full credit transfer to the BA/BSc Open degree programme, or for students from identified degree programmes to progress with credit to a related named OU undergraduate programme.

We will undertake an annual review of this partnership to identify opportunities for additional articulation pathways from HNC/HND qualifications into named degree programmes

We aim to increase the number of students articulating to the Open University in Scotland in 2018/19 and will undertake an agreed programme of activity with Dumfries and Galloway College to achieve this aim.

The Open University in Scotland has a unique arrangement with Dumfries and Galloway College – through the provision of a Learning Space on the college campus. Learning Spaces give OU students in the college catchment area access to IT, library, study and other social facilities.

We will build on collaboration with the Dumfries Carers Centre and extend access outreach activity via third sector organisations and other key local stakeholders.

We will undertake a short term piece of consultancy work to explore opportunities with employers, the third sector and other potential partners to enable the OU to broaden and build its profile and reach throughout Dumfries and Galloway.

Table 3

The OU in Scotland	2017-18 planned FTE	2015-16 baseline FTE
Number of UG entrants with known D&G postcodes to OU in Scotland HE programmes	72	70.3
Scotland-domiciled HN entrants from D&G postcode progressing to OU in Scotland programmes with credit transfer	5	3.6
Number of Scotland-domiciled UG entrants from D&G postcodes with a HN background	13	11.5

SRUC

SRUC planned delivery for 2018/19 at the Barony Campus is 125 FTE for higher education and 4,700 credits for further education.

SRUC will, for its learners in the region:

- Commit to making learning accessible, providing opportunities for all and supporting all learners through their learner journey and to reach a successful conclusion.
- Embed its access and inclusion strategy and focus on providing support and guidance to all learners, using technology where appropriate.
- Identify education and skills needs in the Food and Drink sector, using SRUC's specialism to support the sector, particularly in relation to primary production

SRUC is fully engaged with Developing Scotland's Young Workforce and has identified staff to engage with the relevant DYW Regional Group. SRUC is also improving the level of schools liaison achieved by resourcing a new part-time

secondment post to coordinate and develop future activity for schools within SRUC.

SRUC does have particular subject areas at the Barony Campus which are susceptible to gender imbalance. Veterinary Nursing (and to a lesser extent Animal Care) courses remain predominantly female while Land-based Engineering programmes remain predominantly male. SRUC is engaged with a project in collaboration with the Equality Challenge Unit to investigate the causes and impacts of the gender imbalance in specific courses, with a view to seeing what activities and strategies can be employed to mitigate this.

To build on previous successful events, SRUC will this year aim to use a portion of its allocated University Innovation Fund to fund a Knowledge Exchange focused campus Community Open Day. This event aims to raise awareness of courses in the local community, widening our reach to the community more generally than just a focus on the rural sector, and showcase the impact of SRUC research, teaching and services to the land-based sector.

Table 4

SRUC	2018-19 planned	2017-18	2016-17
Number of entrants with known D&G postcodes to SRUC HE programmes	Not yet available	24	29
Number of entrants to SRUC HE programmes delivered at the Barony Campus, Dumfries		77	77

Dumfries and Galloway College

Dumfries and Galloway College is a partner in a unique and successful collaboration between Universities and Colleges on the Crichton Campus. The partnership comprises University of Glasgow, University of the West of Scotland, SRUC, Dumfries and Galloway College and The Open University in Scotland.

The presence of Universities within the region has been welcomed and Dumfries and Galloway College was the first College to be awarded direct articulation into the 2nd year of a University of Glasgow degree programme. However, the University offering on campus does not match College programmes in all areas and there are only limited opportunities for articulation and progression.

One of the most significant challenges facing the College is the lack of advanced standing articulation opportunities in Dumfries and Galloway. Currently we have 8 associate places with University of Glasgow (to be confirmed for 2017-18). It can be difficult to reach articulation agreements with universities because of the low numbers involved in each curriculum area. Understandably, it is far easier for universities out with the region to concentrate on larger and closer colleges. This is supported by the recently published annual report from Professor Scott where he states “universities should commit to substantially increasing the number of transferring HN students they admit”.

It is challenging for the colleges to sustain HE provision to HND level given the small numbers involved in some curriculum areas. However, this provision is threatened by the preference of universities for students to articulate from HNC to their degree programmes. This undermines the college’s ability to maintain local HE progression routes and sustain viable group sizes.

Dumfries and Galloway College believes that the most effective solution would be to allocate the articulation funding to the College on a ring fenced basis. This would support widening access in a number of ways. Firstly, it would greatly enhance the ability of the College to negotiate articulation arrangements with universities and, secondly, it would also enable the College to establish innovative solutions to building local capacity.

The College is working closely with The Open University in Scotland to develop an Academy of Care. This maps out all provision available across the region and will be used to engage with stakeholders to identify and address gaps in provision, introduce new programmes as required and provide clear progression and articulation routes.

The establishment of the South of Scotland Economic Partnership provides the opportunity for the two Colleges in the South of Scotland to work in partnership and one such solution could be the creation of local HE academies, established in partnership with universities, focussing on key sectors for the regional economy. Delivery would be in college using a combination of college and university resources. Both Colleges have identified STEM as a key sector for development in their regions, and for the nation. The awarding of articulation funding to the College would enable us to negotiate with appropriate partners, e.g. The Open University in Scotland, to establish locally delivered articulation routes.

An example of this is the proposed articulation route within creative industries into The Glasgow School of Art (GSA) degree courses. We have proposed to GSA instead of articulation of Dumfries and Galloway students from HNC course to study in Glasgow at GSA, that GSA consider taking students from the HND course and delivering the degree element at the College. The reason for this is threefold:

1. This would allow all creative art students equality of opportunity, and not just those who are able to move to Glasgow to complete their degree.
2. Offering 10 funded places to students directly from the HNC course would reduce the number progressing to HND level, perhaps making it no longer viable and again having an impact upon the opportunity for students within our region.
3. By offering a final year in art at degree level in Dumfries, we may attract students from out with the region who will benefit from the region that many artists choose to live and work in. e.g. Kirkcudbright being renown as “The artists’ town”. We feel this would be beneficial to both our region and those who may wish to consider studying part of their degree course here.

In summary, our strategy is to negotiate for increased regional delivery of University study in sectors of key economic importance and, where funded places are the appropriate route, for these to be from HND directly into year 2/3 of University.

Table 5

D&G College	2018-19	2017-18 (to date)	2015-16	2014-15
Volume of credits delivered at HN level		9272	6533	6055
Number of students articulating with advanced standing		55	N/A	50
Number of HN students progressing to HE level study without advanced standing		N/A	N/A	36

Case Study: Curriculum Development in Stranraer and Wigtownshire

In May 2017, a Curriculum Development Advisor was appointed to undertake a study on behalf of Dumfries and Galloway College and Dumfries and Galloway Council (Education Services and Economic Development) to identify the challenges and opportunities for curriculum development in Stranraer and Wigtownshire for the next ten years.

Numerous stakeholders from education, economic development, business and community were consulted as part of the research and a detailed report was provided and presented to the Steering Group.

Key messages and next steps included:

- Any curriculum development has to take account of global changes around skills demand – e.g. requirement for digital and technological skills.
- Stakeholders welcomed this piece of research and there is an interest and willingness to work with the College and Council’s education department to develop training and skills that meet the needs of the west of the region.
- The College and Council will jointly develop innovative education and skills delivery solutions that link school and community learning directly into the College, thereby providing clear pathways for all learners, not matter what stage in their learning.
- The College will appoint a Stranraer Campus Development Manager who will have an outward facing role to establish appropriate stakeholder relationships that support business and community development.
- A Curriculum Development Strategy for Stranraer and Wigtownshire will be developed. The strategy will consider an opportunity for the creation of a centre for rural technology and digital entrepreneurship, with particular emphasis on food technology, engineering and tourism related activities. However, this will be dependent on demand, availability of funding and partner support.

Priority 2 – High quality learning and teaching – an outstanding system of learning that is accessible and diverse where students progress successfully with the ability, ideas and ambition to make a difference

Outcomes	Commitments	Success indicators (how will we know?)
<p>A more successful economy and society with well prepared and skilled learners progressing with the ability and ideas to make a difference.</p> <p>Scotland has an outstanding system of learning where learners are progressing successfully and benefiting from world-class learning experience in the hands of expert lecturers delivered in modern facilities.</p>	<p>Strategic commitment to ensure that learners at the Crichton Campus have the opportunity to develop the skills and attributes to succeed and contribute to the economy and to society. Where appropriate statements should describe strategies to:</p> <ul style="list-style-type: none"> - develop sustainable, relevant provision at the Crichton Campus; - evidence how your institution meets the current and future skills requirements of Dumfries and Galloway outlined in the Skills Investment Plans and other relevant labour market information; - internationalise the student experience; - support more students to successfully achieve their learning aims on the Crichton Campus. 	<p>Institutions to monitor student satisfaction.</p> <p>Institutions to individually monitor retention.</p> <p>Increased number of international and UK students' engagements with activity at Crichton.</p>

University of Glasgow

In support of a world-class educational experience, we have institutional and local strategies and action plans to increase overall satisfaction with the student experience as measured by the NSS and as captured in our institutional KPIs. This includes UoG students at the Crichton Campus.

Focusing on entry to years 1 and 2 of the undergraduate degrees, we are developing strategies to enhance transition into, and engagement in, University life especially for Scottish domiciled students, students with caring responsibilities and care leavers. Specific interventions:

- Course-specific buddy schemes;
- School engagement events;
- Partnership working with FE Colleges where Articulation Agreements are in place/are being developed, particularly in Dumfries.

As outlined in our Learning & Teaching Strategy, we are undertaking University-wide activity to enhance interdisciplinary learning and support increased outward mobility.

Development of a graduate attributes strategy and recognition scheme leading to revised use of the HEAR.

We will monitor the impact these strategies have for our students on the Crichton Campus.

University of West of Scotland

We will maintain established links with umbrella organisations in the locality, building on the strong networks established by the Crichton Campus Leadership Group and the Crichton Campus Development Manager.

The percentage of Scottish-domiciled full-time first year undergraduate UWS students returning to study in year two has increased in recent years from 85.4% in 2014-15 to 87.7% in 2016-17 (excluding guaranteed places). Retention at the Crichton campus is slightly higher than the UWS average at 89.3% in 2016-17. However, UWS' retention rate remains below the national average.

UWS have taken major steps to improve support for all our students. Support departments, including Registry, Admissions and Recruitment, Library, Student Services and Sport have been brought together under a single 'Student Life' grouping under a newly-created Director post. This new grouping aims to deliver a seamless, efficient and effective student support service across all UWS' campuses, including Dumfries. We will monitor the impact this has for UWS students at the Crichton Campus.

We will continue to work with the other academic partners in Dumfries to develop coherent provision that meets the needs of regional, national and international communities.

The University's academic Schools offer a range of initiatives to help UWS students reach a professional destination within six months of graduating. For example, a cross-campus careers fair is delivered within Health, Nursing and Midwifery; and cross-campus delivery of Aspiring Futures delivered by the School of Business and Careers and Employability staff.

UWS First Steps to Nursing module runs each summer allowing extra qualifications to be gained for entry to programmes and also to help prepare students for studying in Higher Education. Also, school open days are held to allow a taste of classes and to encourage aspirations and engagement, e.g. Nursing Open Day in December in partnership with NHS colleagues.

We will ensure these events are relevant and accessible to our students and potential students at the Crichton Campus.

SRUC

We will reflect on clear unmet needs within the land-based sector and how resources might need to be reprioritised in the short-medium term, including ESOL activity. We will complete this activity and provide an overview to the JASG and CCLG in December 2017.

Liaise with College partners to ensure a coherent curriculum offering in Scotland, with seamless progression opportunities. We will explore opportunities to strengthen our curriculum offering in Dumfries and Galloway with Dumfries and Galloway College in particular and with the other Crichton academic partners.

We aim to increase retention and the proportion of all SRUC students, including protected characteristic (and MD10/20/40) groups, successfully completing their course.

We will monitor the impact of these strategies on our students based in D&G.

The Open University in Scotland

The OU in Scotland will continue to explore how it can make a distinct offer to employers in the Dumfries and Galloway region to help them upskill their workforce and to contribute to the local economy. Well-developed regional links have now been established with a number of umbrella organisations in the locality, building on the strong networks established in the Crichton Campus Leadership Group and in collaboration with the Crichton Campus Development Manager.

Dumfries and Galloway College

DAGCOL 5 year Curriculum plan has been completed and 2018/19 plan is available.

Priority 3 – World-leading research – institutions, national and internationally connected with a global reputation for their research		
Outcomes	Commitments	Success indicators (how will we know?)
<p>Increased profile of the Crichton Campus for research, including research that is regionally and nationally significant as well as internationally significant;</p> <p>Scotland is a place that nurtures, develops and trains research talent.</p>	<p>Strategic commitment to maximise the impact of research activity connected with the Crichton Campus;</p> <p>Strategic commitment to enhance research collaboration including research pooling, promotion of multi- and interdisciplinary working;</p> <p>Commitment to use SFC strategic investments in research to enhance research collaboration on the Crichton campus and to monitor the impact of collaboration through the OA process.</p>	<p>Develop framework and future strategy for the Crichton Institute;</p> <p>Increase the number of research collaborations connected to the Crichton Campus;</p> <p>Establish a Research Forum to enable interdisciplinary approach to identification of research opportunities.</p> <p>Implement opportunities for sharing PGR training on Campus.</p>

Research is currently being undertaken at the Crichton Campus that is of international standing as assessed by the Research Excellence Framework (REF), as well as of national significance and of local importance.

For example, world class animal and veterinary science research is being conducted through SRUC Dairy Research and Innovation Centre. The University of Glasgow End of Life Studies Group is conducting research into palliative care and end of life issues in Scotland, internationally and worldwide; and the Scottish Government decision to locate and develop the National Centre for Resilience (NCR) on the Crichton Campus, also brings with it the expectation that the Campus will become a nucleus for academic and applied research relating to resilience and risk. The Crichton Carbon Centre (CCC), the well-established independent research, policy and project centre, continues to build a reputation for innovative, applied research, with a current focus in areas of rural resilience, sustainability and adaptation to a changing climate; and carbon farming, natural capital, land-use and ecosystem services.

University of Glasgow

We will carry out research audits and activities to enhance production of 4* outputs including, Interim Research Reviews which will appraise REF-readiness to enhance the self-calibration of our quality, and increase the generation of high-quality outputs and impact. We will support an emphasis on 4*-quality through various activities including 4* calibration workshops, masterclasses, and revised promotion and recruitment criteria.

We will develop a forum for sharing research expertise and exploring potential collaborations between campus partners. The University of Glasgow, School of Interdisciplinary Studies, is co-ordinating and developing a directory of the research interests based on the campus. In addition, the School has broadened an internal Research Forum to include wider partners, with the aim of identifying potential opportunities for increased collaborative research and knowledge exchange activity.

University of West of Scotland

UWS is relaunching a comprehensive Research and Enterprise Framework which will focus our effort and attention on producing high quality research outputs with a focus on 3*/4* research. This includes the launch of a £1 million Vice

Principal Research and Enterprise Fund for targeted investment, along with writing support and more internally funded studentships to increase capacity.

In parallel with this investment, we are developing a more coherent, planned approach to support academic staff participating in research and enterprise activities. The University has adopted three strategic themes – Health, Society and Sustainability – to provide a more coherent approach to the type of research facilitated within UWS, for example:

Case Study: COPD

COPD is an incurable respiratory condition characterised by progressive airflow reduction, breathing difficulties and irreversible lung damage (emphysema). It significantly impairs quality of life and has a high cost to health services and the wider economy. In 2011 the annual economic burden of COPD across the EU was estimated at approximately €141.4 billion.

COPD-related hospital admission is particularly prevalent across Scotland and Ireland. In Ayrshire and Dumfries & Galloway COPD-related hospital admission is amongst the highest in the UK.

UWS's Institute of Biomedical and Environmental Health Research is a key academic partner in a €7.7 million EU INTERREG V supported cross-border research project, designed to better understand and alleviate the impact of lung disease.

In response to the Stern Review, UWS has started to plan for the next REF, using the best information available on the likely design and focus of the assessment. The University is taking a mixed approach involving monitoring and planning units, driven by the previous Unit of Assessment structure. We are also integrating a number of cross-disciplinary and thematic forums to prepare for a potential interdisciplinary focus in the next REF exercise. We will explore the

opportunities this approach gives to maximise the impact of research activity connected with the Crichton Campus and to enhance research collaboration through the Crichton Campus.

SRUC

We will develop further mechanisms for research-informed teaching in 2018/19 and beyond, including for our provision in Dumfries and Galloway.

We will continue to build on our top ranking in Research Power for Agriculture, Veterinary and Food Science in Research Excellence Framework (REF) 2014 by seeking to grow the excellence and impact of our research via mentoring, strategic investment in new posts, and stimulating and monitoring impact from an early stage.

The region has also benefitted from the direct links established by the Crichton Institute with the Cross Party Group on Rural Policy at the Scottish Parliament through SRUC's Rural Policy Centre.

The Open University in Scotland

The Open University in Scotland is committed to run a wide range of knowledge exchange and public engagement events on the Crichton Campus, working in collaboration with Crichton Campus partners where appropriate. We will build on the successful events The OU in Scotland ran in 2017/18 particularly for those working in the health and social care and education fields.

We will contribute to the development of a framework and future strategy for the Crichton Institute.

Priority 4 – Greater innovation in the economy – a culture of enterprise and innovation leading to a more productive and sustainable economy		
Outcomes	Commitments	Success indicators (how will we know?)
<p>The economy of Scotland and of Dumfries and Galloway is more productive and resilient with economic growth supported by innovation from our colleges and universities.</p> <p>Businesses in Dumfries and Galloway benefit from the Crichton Campus partners to improve their competitiveness, productivity and growth.</p>	<p>In relation to the Crichton Campus, institutions are asked to summarise their approach to innovation;</p> <p>In relation to engagement with the Crichton Campus, institutions are asked to summarise their approach to working with business, industry and public sector to find innovative solutions to support economic growth and impact on our society.</p>	<p>Identified priorities for employer and business engagement.</p> <p>Increased employer engagement.</p> <p>Progress on Care Campus concept – proof of concept completed. Crichton Campus partners support key sector in Dumfries and Galloway – as identified above through Care Academy approach and increased online education and training.</p> <p>Progress on Academy of Care concept.</p> <p>Define CCLG ‘offer’ to the new interim South of Scotland Economic Partnership and identify opportunities for engagement with the South of Scotland Enterprise Agency, including responding to the Scottish Government Consultation by June 2018.</p>

Case Study: Re-imagining Care in Dumfries and Galloway

The idea of the Care Campus was a response to the real need arising from significant demographic changes and their anticipated impact on society, health and the economy, requiring imaginative and sustainable solutions. It is focussed on the unique possibilities that exist within the Crichton Campus and wider Estate to provide housing, social and community support with access to care for older people in Dumfries & Galloway, combined with innovation in education, skills development and research. It provides opportunities for academic, public, third and private sector organisations to collaborate in developing a model that can benefit the region, as well as inspire communities elsewhere.

Through the Crichton Institute, a Research and Development Group, led by The Open University in Scotland and including all the academic partners represented on the Crichton Campus, has assessed key aspects of the Care Campus concept. It

has undertaken a global literature review of similar approaches; a regional study, consulting with a wide range of local stakeholders to seek out views on the viability of the concept; and a review of local economic engagement opportunities and potential benefits for this region. The work was shared successfully through a public dissemination event held at the Crichton on 11 October 2016. The event was able to test out the principles by which the Care Campus could develop.

Community participation/partnership working is fundamental to the approach and this will be a key feature as the project develops and the partners move to a “proof of concept” analysis for the Care Campus, through pilot projects, charrettes and in-depth analysis of local needs and educational, training and investment opportunities. LEADER and match-funding secured by The Crichton Trust will enable a two-year project to support the next stage of developing the concept further.

University of Glasgow

Through active participation in RKEC /RCDG, UoG is fully engaged in the shaping of UIF outcomes to meet national priorities and deliver against the plans submitted in January 2016. Glasgow is engaged in developing the UIF Evaluation Framework and is participating as lead for National Outcome 1 and contributor in the National Outcomes 2 to 7 in the RCDG led sector collaboration activity.

University of West of Scotland

UWS' goal is to create an environment which is welcoming to business and supports innovation and entrepreneurialism amongst its students and staff, across all campuses. The University is committed to fostering a culture of enterprise that will support economic growth locally and globally. We aim to build partnerships with business that support the development and delivery of our learning programmes, placements for our students and encourage our commitment to our students being work-ready.

At its core, UWS' enterprise strategy is to generate greater demand from business for its services, to make it easier for business to work with us and to help them innovate, internationalise and grow in an a way that has a positive social and cultural impact on Scotland, as well as economic benefits. We will do this by continuing to build strong partnerships in industry that enhance the learning experience of our students and staff and make them ready to make valuable contributions in the workforce.

SRUC

SRUC will implement a comprehensive programme of externally focused KTE for the rural and land based industries to multiple audiences (industry; policy; public) with emphasis on promoting innovation, enterprise and impact during 2018/19 in response to SFC, Scottish Government (RESAS), and other funding sources for KTE activities;

We will prioritise engagement with the public through key events, in particular to a schools audience with a defined schools engagement KTE strategy, with the purpose of delivering a defined relevant programme of KTE from our R&D programme to facilitate (a) awareness of the rural industries and current issues

(b) contribute to appropriate curriculum development in schools. Funding for these activities will be maintained at 10% of the SFC UIF.

We will work in partnership with partners and stakeholders to appraise, and develop Foundation pathways in relevant vocational areas.

We will appraise the opportunities for higher level Technical and Graduate Apprenticeships and in particular their articulation and permeability with taught higher education provision

SRUC will undertake a systematic sampled evaluation of selected KTE projects and activities, with the purpose of assessing effectiveness, impact and reach. Such evaluation will be used to feedback in training days to those delivering KTE with the aim of achieving continuous improvement in KTE methodology and hence effectiveness and impact to key audience groupings (industry, public, policy).

The Open University in Scotland

The Open University in Scotland is committed to supporting innovation in the Dumfries and Galloway region through the Crichton Campus. As a provider across the Dumfries and Galloway region, we have students registered in all the main towns in the region and throughout many of the smaller and more remote localities. The current on-going upgrading to superfast broadband across the region will improve the delivery of learning and support for our students and potentially allows The Open University to reach an even larger audience.

Evolving from the work of the Crichton Institute, The Open University in Scotland has led and delivered a range of knowledge exchange events bringing specialists to the Campus to share thinking in areas related to education, health and social care and management. The events have been well attended by practitioners, policy makers and managers across the public, private and third sectors. Additionally, The Open University in Scotland has also led on collaborative events with the academic partners, cross fertilising institutional expertise and helping to profile the collective efforts of the institutions on the Campus. The Open University in Scotland will deliver further events in partnership including a knowledge exchange event with Dumfries and Galloway College.

The Open University in Scotland will continue to explore how it can make a distinct offer to employers in the region to help them upskill their workforce and to contribute to the local economy.

The Open University in Scotland will co-ordinate and lead on the development of the concept of an Academy of Care, a multi-institutional partnership involving representatives from all the academic partners. This will involve mapping the collective curriculum offer, and working with partners on the wider consultation of the concept. This development sits alongside the Crichton Care Campus led by the University of Glasgow. Both developments offer significant benefits and opportunities for the region as a whole, and the potential to engage communities, and service providers in the thinking and development.

Dumfries and Galloway College

The College recognises the significant role industry and business partners have in curriculum demand, design and delivery. It has a flexible approach to employer engagement ensuring the College can adjust and adapt to the changing economic, social and cultural landscape of the region and further afield.

Although the College is proactive in seeking to engage with the innovation agenda it faces a number of challenges in trying to progress this. It is important that the pivotal role that colleges can play in reaching into companies to try and support greater innovation – particularly in rural economies – is recognised. There is a real danger, that because of the lack of critical mass and demand, and the nature of the economy, there is not the same focus on the South as will be apparent in city regions. The College plays a key role in addressing this and it is essential that it is enabled to act as true partners and agents of Innovation Centres.

Innovation is relative. The leading edge technologies supported by Innovation Centres are often well beyond the reach and ambition of the SMEs and rural micro businesses. Nevertheless, it is essential for the economy that these businesses are encouraged and supported to

innovate. We believe that the solution is to create mini hubs in Dumfries and Galloway working in partnership with the Innovation Centres with the technologies and expertise relevant to the majority of the regions businesses but with the ability to support and signpost to Innovation Centres as required. We would hope that some of the £.5m Innovation fund could be used to support such a development.

The College aims to play a leading role in the recently announced South of Scotland Enterprise Agency (SoSEA). We will work innovatively with partners to ensure that appropriate skills development are in place to enable businesses to develop under the umbrella of SoSEA. This will include developments in social media and transferrable skills via CTS for companies, accessing the College Innovation Fund to support business development and developing tailored solutions such as through our Energy Centre.

Priority 5 – High-performing institutions – a coherent system of high-performing, sustainable institutions with modern, transparent and accountable governance arrangements

Outcomes	Commitments	Success indicators (how will we know?)
Scotland's colleges and universities are able to demonstrate value for money and impact for the public investment they receive.	Institutions are asked summarise how they ensure value for money in the use of public funding through joint activities, shared services and better procurement.	Gross carbon footprint

University of Glasgow

The University Strategy outlines three values: Passionate, Professional and Progressive, that carry key equality references including;

- Professional - we are committed to embracing diversity and difference and treating colleagues, students, visitors and others with respect.
- Progressive - we believe that studying at our University should be possible for anyone with the necessary talent, commitment and potential, regardless of background or belief.

University of West of Scotland

UWS is committed to reducing our carbon footprint. We have an ambitious corporate target to reduce our carbon emissions by 20 per cent by 2019/20 (compared to 2012/13 baseline). The University has succeeded in achieving this target ahead of schedule – in 2016/17 the University had reduced its carbon footprint to 8,651 tonnes of CO2, a reduction of 21.9 percentage points compared to the 2012/13 baseline.

The University has signed up to the Universities and Colleges Climate Commitment for Scotland, and we have developed a Sustainability Plan which outlines our ambitions to embed environmental sustainability among our staff, students and community partners.

SRUC

SRUC's Carbon Management Plan (CMP) was published in March 2016, and identified performance and future actions to deliver the 40% carbon reduction by financial year 2019/20, based on 2014/15 as the reference year.

Procurement has a significant role to play in supporting SRUC's Strategic Plan. The aim is to promote the delivery of value for money through good procurement practice and optimal use of procurement collaboration opportunities.

The Open University in Scotland

The Open University in Scotland is committed to play a full and active role in supporting the Crichton Campus, through the Joint Academic Strategy Group and the Crichton Campus Leadership Group.

We have concluded that in order to enhance The Open University in Scotland's work in the Dumfries and Galloway region, we require support with funding for a post physically located on the Crichton Campus. We will work with the SFC to discuss what that remit would look like to help us achieve and deliver on our wider aspirations.

Dumfries and Galloway College

Refreshed shared services agreement ensuring value for money and learner needs is being progressed and ongoing.

Annex 2 - Crichton Campus Leadership Group (CCLG) Membership

Organisation	Members
Independent	Chairman Member
Dumfries & Galloway College	Principal Regional Chair
University of the West of Scotland	Chief Operating Officer Campus Director
University of Glasgow	Vice-Principal and Head of College of Social Sciences Head of the School of Interdisciplinary Studies/Director of Campus
Scotland's Rural College	South West Faculty Dean Knowledge Exchange Director
Open University in Scotland	Depute Director (Planning, Resources and Engagement) Learning and Teaching Co-ordinator
Crichton Carbon Centre	Chairman of the Board of Trustees Trustee
Crichton Foundation	Convenor
Crichton Trust	Chief Executive Chairman of the Board
Dumfries & Galloway Council	Chief Executive
NHS Dumfries & Galloway	Chief Executive Chairman of the Board
Scottish Enterprise	Director Rural Operations
Skills Development Scotland	Regional Skills Planning Lead - South West
Scottish Funding Council	Kathryn O'Loan
Third Sector Representative	
Student Representative	
Community Planning Partnership	
Business Representative	
Scottish Government	