

got direction?



OUR VISION FOR 2016  
PERTH COLLEGE UHI

STRATEGIC PLAN  
FROM 2010 TO 2013

GET MORE



Perth College

*Creating the University of the Highlands and Islands*



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## OUR VISION FOR THE FUTURE

- We will be internationally recognised and known for our ambition and achievements.
- We will be acknowledged for our highly inspirational staff and our highly successful students, who move on to become associated with the best organisations.
- We will teach at all levels and across the widest range of students. We will support our teaching by carrying out international quality research in specialist subject areas.
- Our staff will be leaders in innovative learning, expertly using new technology to develop the workforce of the future.
- We will create pride in our environment and prepare for and anticipate the needs of all our students.

## SUSTAINING OUR VISION

We agreed our vision for the future in 2007 by setting ourselves strategic aims which we, Perth College UHI, wanted to achieve over the following 10 years. We believe that the vision statement remains our 2016 destination and are confident that while that journey will be difficult and challenging, it is realistic. This strategic plan outlines what we will do on that journey from 2010 to 2013.

We provide a wide range of learning opportunities for our students, including:

- School partnership courses.
- Access and inclusion courses.
- Vocational courses.
- Further education and higher education qualifications.
- Employability skills.
- Employee training.

### **Creating the University of the Highlands and Islands (UHI)**

We are a part of the UHI Millennium Institute (UHI), a unique higher education institution made up of 13 Scottish colleges and research institutions across the Highlands and Islands. It aims to deliver university-level education by providing learning opportunities for local people and national and international students in specialist subject areas. Since August 2008, the UHI Millennium Institute has been able to award its own degrees.

We will make a significant contribution to the ambition of achieving university title. For example, we have a number of planned taught degree and postgraduate programmes and growing international recruitment will increase the number of students from outside of the region. Our UHI curriculum will offer students across the UHI partnership more and different learning experiences through a wider range of delivery approaches.

We already have three well-established research centres. The more of these centres we have in Perth and across the UHI, the more we will increase access to knowledge transfer, consultancy and research for businesses and provide research income to help us to achieve our vision.

### **Students and staff working together**

At the heart of our strategic plan we focus on each student and how we can make the most of our staff's knowledge and experience to provide an excellent learning experience. Our involvement with the aims of the Curriculum for Excellence will support our development of new qualifications and learning opportunities so students can achieve their potential and receive the skills and qualifications they need to be successful. It is important to us that we provide an environment where all of our students can thrive, feel successful and confident to move on to their chosen future. We aim to continually improve and achieve the highest possible student learning outcomes.

We are committed to providing a wide range of opportunities for our students to be directly involved in reviewing their own learning experience and contributing to the improvements we make to our teaching and learning. We will ensure we truly focus on our students, and make sure they play an important part in the decisions we make, how we use our resources and how we develop our policies.

By focusing on the relationship we have with our students, we can make them more effective, and create a shared sense of direction for all members of staff.

### **Managers and staff working together**

As well as having a more effective partnership between students and staff, we want all College managers and their teams to collaborate more effectively both within and across teams.

Our strategic plan demonstrates this desire by using five new cross-College strategies. These strategies focus on:

- Student experience.
- Engagement.
- Curriculum and research.
- Financial and environmental sustainability.
- Developing our organisation.

These new strategies also align with our Board of Management's new committee structure.



**Penny Brodie**  
Chairman

# SERVING SCOTLAND AND OUR COMMUNITY

The Scottish Government has set targets for Scotland to become:

- Wealthier and fairer.
- Smarter.
- Healthier.
- Safer and stronger.
- Greener.

All of these strategies are aimed at delivering economic success.

We will contribute to this success by supporting Scotland's key economic sectors. Tourism is our main local employment sector, but we will also contribute specifically to the energy and financial services sectors. We will help achieve targets in:

- Employability and skills.
- Access and inclusion.
- Specialist areas and diversity.
- Knowledge exchange.
- Collaborative working.

We will continue to work closely with our local Community Partnership and employers to respond to the challenges of the national and international economic downturn.

We will help make Scotland **Wealthier and Fairer** by ensuring that our research and education activities respond to the demands of local employers and the wider economy. Our international commercial business will contribute to the generation of year-round increased spending in the area. We will also address inequality by making sure that everyone can access our services.

We will help make Scotland **Smarter** by providing high-quality, lifelong-learning opportunities. Through working in partnership with local schools we will engage with More Choices More Chances, the Curriculum for Excellence and 16+ Learning Choices, so that every young person has the opportunity to develop their knowledge and skills and contribute to their community and the world of work. We will provide flexible, bite-sized, lifelong-learning courses to help people take higher qualifications or train for new employment. We will work collaboratively with employers to make sure their staff have the skills, research and knowledge they need to compete in a global market.

We will contribute to making Scotland **Healthier** by helping people to become more aware of health issues and to better understand them. We will provide a campus environment that creates more opportunities for students and our community to develop healthier lifestyles. We will continue to promote Healthy Working Lives.

We will help make Scotland **Stronger and Safer** by increasing the diversity of our student population. We will develop the College estate through the new student residences, a health and fitness centre, more learning cafes as well as better facilities in the main campus and our community learning centres. These improved facilities will be places where people can meet and learn together and create strong links with others in the community.

We will help make Scotland **Greener** by making sure we work in a way which causes as little damage as possible to the environment. We are committed to a reduction of 20% in the amount of carbon dioxide our estate releases into the environment over the next five years. We will include information about being environmentally friendly in all of our education and training services and we will also increase our research into ways of reducing the negative effects we have on the environment.

**The Single Outcome Agreement** for 2009 to 2011 sets out the aims that the Community Planning Partnership is committed to achieving for the communities of Perth and Kinross. We are an active and collaborative member of the Community Planning Partnership and we are committed to the vision and priorities within the Single Outcome Agreement. We will use this Strategic Plan to demonstrate a more visible "golden thread" of how we will contribute to the delivery of the Community Planning Partnership's Single Outcome Agreement.



## DEMOGRAPHICS

The population of Perth and Kinross is growing through net in-migration. Perth and Kinross has the third-highest level of workers from overseas in Scotland, with the highest proportion of in-migrants per 1000 people in the population and the highest expected increase in the country at 22% from 2006 to 2031. While population growth may not be as high as projected because of the current economic downturn, early evidence suggests more workers from overseas are choosing to stay in the area.

At the same time, our strategy of attracting students from outside the local area and internationally will serve to increase the diversity of our population and help to improve our region's economy. The growth in our overseas student population over the last three years has had a positive effect on the cultural and learning environment of the College.

We support the ambition of Perth obtaining city status in 2012 as we believe this would be an important step forward in demonstrating that the area is confident and ambitious, with a strong identity. Perth and Kinross is ideally situated geographically within easy reach of the major markets of the central belt between Edinburgh and Glasgow as well as having good access to the Highlands and Islands.

In Perth and Kinross, 86,000 people are aged over 16, up 5% from our previous strategic plan. This compares with a national increase of 1.5%. The area has a higher percentage of people in work than the national average. However, Perth and Kinross has suffered from the current recession. Unemployment was at a historical low in April 2008 and has since more than doubled. Young people have been the most seriously affected, with fewer jobs available across all sectors.

Employment continues to be dominated by the service sector and small businesses, particularly in retail, wholesale and in restaurants and hotels as well as the public sector. Tourism-related jobs make up 13% of employment, compared to 9% nationally. The number of social enterprises (businesses driven by social or environmental purposes) has also grown in recent years.

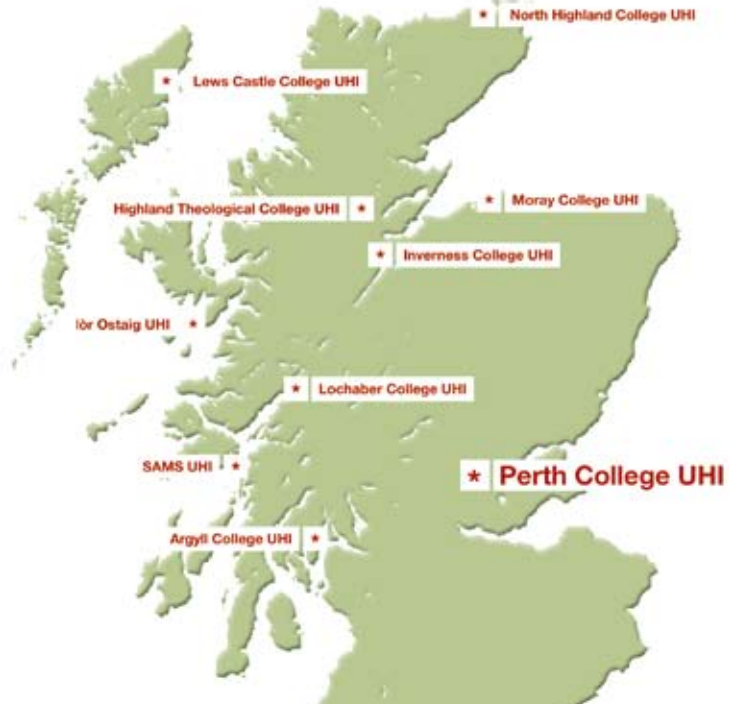
The workforce in Perth and Kinross is generally better qualified than in Scotland as a whole, although the percentage of people with no qualifications is similar at 12%. Nevertheless, the earnings of those in work in Perth and Kinross and those resident here continue to be lower than the Scottish averages.

Students at schools in Perth and Kinross are achieving higher levels than the national average, especially at the higher SCQF levels. More S4, S5 and S6 students choose to stay on at school, although the number of S6 students has been getting smaller over recent years. In 2005/6, the largest percentage of students, 35%, chose to get a job after they left school, but in 2008/9 the number of students choosing employment was 26%, compared to 33% for higher education.

Further education and training have also become a more popular destination for school students due to the continuing difficulty of obtaining employment. In 2009, we experienced an increase of 50% in applications to higher and further education courses. There is an anticipated increase in school students staying on at school with 76% of S4 students remaining in secondary education in 2010/11.

There have always been some areas of deprivation in the urban and rural areas of Perth and Kinross. There is one area of official deprivation within the region and 9.3% of students who leave school have neither a job nor are they continuing into education or training.





# STRATEGY ONE: STUDENT EXPERIENCE

## Mission:

**To provide an excellent experience for students from before they start college to when they leave, that aims to exceed their expectations by promoting the core value that the student comes first. This is a value that all of our staff share.**

### Aim one – The student comes first

To promote a shared understanding among all of our staff of the excellent student experience we aim to offer, and the importance of placing the student at the centre of all our work.

#### Targets

- To provide induction and ongoing professional development opportunities for all staff which specifically focuses on putting the student first.
- To implement a new student charter which explains what each student is entitled to and their corresponding responsibilities.

### Aim two – Success

To help students recognise and develop their potential by offering more effective advice and support at all stages of their learning, and by providing a wider range of appropriate educational opportunities.

#### Targets

- To review and revise our arrangements for giving student advice through the Student Advising service, to ensure firstly they have the support they need to be more successful and secondly that there is effective monitoring of progress and actions taken.
- To ensure students develop the relevant core skills in their learning experiences and that they develop and practice all the skills required for employment.
- To develop and introduce a series of College-wide measures and support tools that proactively support and track wider student achievement.
- To improve our support and additional support services so that we are able to help all our students with their wide range of backgrounds move into a new stage of their lives.

### Aim three – The learning environment

To provide a range of easily accessible, flexible, excellent facilities and learning resources which meet the needs of all students.

#### Targets

- To make sure that students can access learning resources and support, no matter where they are studying or what type of course or training they are doing.
- To agree and introduce ways for students to access College facilities at the times they need them and in the ways they need them.
- To introduce a range of communication tools which support more opportunities for students to meet and learn together.
- To deliver a new sports and leisure facility or agreed priority project as the next part of the Estate Strategic Development Plan in line with the Government's aim of providing more leisure activities.

### Aim four – The College community

To develop a sense of community among our students and offer a range of opportunities for students to get involved in social activities, volunteering, and the life and work of the College.

#### Targets

- To put current volunteering activities into a structured programme that makes the most of the volunteering opportunities available and promotes their possible benefits for a wider range of students.
- To create career opportunities within the College for our students.
- To support student-led conferences and events.



### Aim five – Partnership working

To develop relationships between staff and students and between staff, students and outside stakeholders (people who have an interest in our College), so we can use industry, schools and other links to improve each student's overall experience.

#### Targets

- To have employers contribute more to the content and design of our courses and the improvement of each student's learning experience.
- To offer and promote different opportunities and experiences, including international trips and exchanges, which improve the student's learning experience.
- To work with more organisations which will promote access to our courses for students who are the least likely to go on to traditional further education.



## STRATEGY TWO: ENGAGEMENT

### Mission:

**To work collaboratively between all staff and students and with local, national and international stakeholders (people who have an interest in our College) to create a confident atmosphere at the College and to provide opportunities for everyone to shape the staff and student experience.**

#### Aim one – Getting students involved

To provide a range of opportunities for all students to review and shape their own learning experience and the work we do to develop the College.

#### Targets

- To help students develop the skills they need to become confident and independent individuals by supporting them to review their own learning.
- To further create, offer and support effective opportunities for all students to become involved in the development of the operation of the College.
- To further develop a positive culture at the College where students are involved in making decisions which affect them and the quality of their learning.
- To develop and make the most of the Students' Association to encourage students to be involved in the decisions we make.

#### Aim two – Making sure our staff are fully involved in the work we do

To ensure staff feel valued for their contribution to the College and that they enthusiastically engage and participate in the life of the College.

#### Targets

- To develop an environment where staff feel able to participate in decision making, information dissemination and consultation.
- To implement a staff engagement programme whereby the management team regularly speak to staff, receive their feedback and act upon it.

- To recognise and reward staff when they excel.
- To see a positive impact from taking part in professional development opportunities which focus on improving relationships between staff, students and community partners.

#### Aim three – Working with our communities

For all members of our Board of Management, our staff and our students to engage with stakeholders in new and creative ways.

#### Targets

- To develop and manage effective and innovative ways of communicating electronically and personally which create more opportunities for everyone in the College to develop new contacts and to communicate with our stakeholders.
- To work systematically with those people who have an interest in our College to promote our reputation and to develop effective commercial and educational partnerships.
- To ensure we work together with members of the Community Planning Partnership to achieve the aims of the Single Outcome Agreement.
- To create long-lasting relationships with past students to support our work with current students.



# STRATEGY THREE: CURRICULUM AND RESEARCH

## Mission:

**To provide excellent, research informed, learning opportunities and services which are efficient, effective, meet employers' needs and are easy to access.**

### Aim one – Develop a sustainable curriculum

To provide a relevant, demand-led curriculum which is suitable for our students, and to work with partners here and abroad to help create social, economic and cultural growth through skills development.

#### Targets

- To refresh each course based on performance, information and market research every five years to ensure we are offering the best possible services to our students.
- To ensure we maintain our curriculum through an appropriate balance of fully government funded, collaborative curriculum and commercial provision.
- To play a leading role in the shared delivery of courses across UHI partners, increasing the number of units/modules for our enrolled higher-education students.
- To establish our baseline staff student ratio for further education and higher education, and improve these at programme level.

### Aim two – Deliver an accessible curriculum

To design and provide flexible learning and services which allow as many students as possible to access them and to progress to reach their potential.

#### Targets

- To increase the number of teaching hours we provide outwith our Crieff Road campus.
- To increase student progression to other programmes at, or outwith, the College.
- To improve transition and access by developing flexible articulation routes between awarding bodies and academic levels using the Scottish Colleges Qualification Framework (SCQF) and Recognised Prior Learning (RPL).
- To get more employers and students involved in the design and delivery of our structured part-time courses.
- To enhance access to learning, with every student using an appropriate blend of learning technology within the next three years.



### **Aim three – Help students to develop their own skills and recognise their success**

To help our students develop the wider skills they will need in life and work and to recognise and make the most of their own success and potential.

#### **Targets**

- To develop and introduce a 'Positive Futures' programme which gives all students opportunities to improve their confidence, determination, persistence and resilience.
- To support a programme of research and evaluation to improve our understanding of effective pedagogy and the student experience.
- To make sure all programmes provide opportunities for students to develop and demonstrate their wider skills and achievements and to systematically celebrate their success.
- To focus on raising retention and achievement in every course and ensure that at least 60% of the students starting each course obtain a positive outcome.

### **Aim four – Achieve excellent standards of learning and teaching**

To ensure we have consistent high-quality learning, teaching and assessment which improve each student's experience and encourages them to get fully involved in their own learning.

#### **Targets**

- To systematically evaluate learning and teaching and use our reflection on the results to improve each student's experience.
- To make the aims of the Learning and Teaching Strategy a central part of our work and to develop and share with our learning communities how we aim to improve.
- To use our internal and external reviews to ensure that our staff and students work together to help students be more successful.



### **Aim five – Build research capacity and an enquiring culture**

To encourage analysis, evaluation and research so we can share our knowledge and learning and also develop national and international research centres of excellence in selected specialisations.

#### **Targets**

- To increase the number of our research partners and develop six specialist centres, of which at least three are internationally recognised.
- To be financially sustainable in our research and knowledge transfer work by increasing the research income, increasing knowledge transfer income, and setting up five Knowledge Transfer Partnerships every year.
- To explore and expand on our existing research and use it to develop our curriculum, learning and teaching, the wider College and UHI.



# STRATEGY FOUR: FINANCIAL AND ENVIRONMENTAL SUSTAINABILITY

## Mission:

**To focus the whole College on making our work efficient and effective, using all the resources we have available, to ensure the College thrives and prospers in an environmentally sustainable way.**

### Aim one – Financial sustainability

To maintain financial sustainability and improve our financial position whilst recognising the true cost and value of our activities.

#### Targets

- To achieve an operating surplus of at least 2% of turnover over the planning period with increasing diversification of income.
- To keep to our spending targets through strategic cost review and other mechanisms and in particular to focus on staff and procurement costs.
- To maintain cash reserves equal to 95 days of expenditure.
- To deliver large building and investment projects by a mixture of selling land we do not use or need, collaborating with others and making the most of our Capital Grant allocations.

### Aim two – Sustainability through technology

To increase the opportunities for the College to operate efficiently and effectively by using technology for networking and achieving our environmental sustainability targets.

#### Targets

- To meet environmental targets in a cost controlled way, including reducing by 20% the amount of carbon dioxide we release into the environment over the next five years, obtaining an Energy Performance Certificate and complying with the Climate Change (Scotland) Act.
- To use our resources more efficiently and effectively by investigating and participating in shared services models.

### Aim three – Corporate sustainability

To promote environmental sustainability through our local, national and international partnerships and ensure we lead the way in being a lifelong-learning organisation.

#### Targets

- To be involved in and support social, economic and environmental initiatives at all levels.
- To ensure we focus the monitoring of our performance on the value we are bringing to the Scottish economy and quality of life.
- To develop a Centre of Sustainability which will: embed environmental sustainability into our curriculum; build research capability; develop links with local industry and become a centre of excellence.



# STRATEGY FIVE: DEVELOPING OUR ORGANISATION

## Mission:

**To enable us to provide the best possible services by working together and with others for continuous improvement.**

### Aim one – Introduce an organisational development strategy

To introduce and review an organisational development strategy using a recognised quality-enhancement framework which will help us to develop as a dynamic, responsive and ambitious organisation for further and higher and community learning.

#### Targets

- To develop and publish an organisational development strategy which focuses on collaborative working and continuous improvement.
- To identify an appropriate quality-enhancement framework to support the organisational development strategy.

### Aim two – Improve our ability to respond to people's needs

To ensure the organisation has the capacity to meet people's needs in the future.

#### Targets

- To have standard operating procedures for all business critical processes.
- To have a suite of management information reporting procedures to help us improve the decisions we make.

### Aim three – Have confident staff who perform at a high level

To keep using continuous professional development (CPD) and workforce planning to help staff become confident and perform to a high standard expertly using new technology to provide the best possible service.

#### Targets

- To develop and publish a CPD strategy which supports the delivery of the workforce planning objectives.

- To develop an evaluation tool that measures and evaluates the impact of CPD activities on student recruitment, retention and achievement.
- To develop and introduce a CPD programme which provides ongoing development after initial qualification and industry updating for staff.

### Aim four – Equality, diversity and inclusion

To build on what we have achieved and to promote, deliver and review our equality, diversity and inclusion commitments.

#### Targets

- To develop a Single Equality Scheme which evaluates actions for all our diversity strands.
- To evaluate how making equality, diversity and inclusion a central part of our learning and teaching affects the number of students who come to the College and how well they perform.
- To ensure student advisers use our "Dignity in the College Community Policy" and "Procedures for Student Advisors" and to monitor their impact every year.

### Aim five – Be successful using leadership and empowerment

To build on and maintain our success using personal leadership and empowerment and encouraging enterprise, innovation and ownership.

#### Targets

- To encourage team working by ensuring the majority of our staff use coaching and positive communication behaviours.
- To have two new CPD opportunities each year to support cross-College working and partnerships within the UHI and with stakeholders.



# RISKS AND OPPORTUNITIES

Our Board of Management is responsible for making sure we maintain an appropriate system for:

- Controlling the way we operate.
- Managing risks.
- Reviewing how effective our operation is.

Our Board of Management, Audit Committee and senior managers have used a risk register over the last three years to help them plan and review how they manage the College. We use the risk register to continually assess how likely risks are, the effect of a risk if it does happen, and the actions we need to take to manage and mitigate these risks. When considering risk, we take into account our plans to enable the business to continue, our emergency plans and how these areas link together.

Our Audit Committee meets four times a year. At each meeting, members receive an update from our senior managers on the risks they think are the most serious in the risk register, any issues they have found and any amendments they think are needed to the risk register.

During 2009 our Audit Committee debated the following issues on risks and opportunities within the College for the next three years.

- Whether our tolerance of risk will change as a result of outside pressures.
- Making the strategic risk register central to our operation.
- How students, potential students and stakeholders see the College.
- Monitoring risks to the education sector and identifying any implications.
- Linking our Audit Committee to other Board standing Committees and with the work of the College.

- The implications of the recession.
- The level of funding from the Government and other sources.
- Assessing how a reduction in income would affect our core business.
- The effect of public sector spending cuts on our partnership working.
- The opportunities that would be available if UHI obtained university title.
- Continually developing growth opportunities in aeronautical engineering and international markets.
- Increasing our research activity throughout the College.

Every year our internal auditors consider the College operation in the areas that are identified as medium to high risk.

The risk register is dynamic and it is not appropriate to include it within this strategic plan. You can ask for a copy of the risk register from the Principal's office.



# MONITORING OUR PERFORMANCE

Our balanced scorecard is designed to reflect the “best characteristics of colleges, capturing the importance of continuing improvement, quality of learning, changing needs, cost control, income generation and investment”. Scottish Funding Council (SFC/31/2009)

We will use the scorecard in our planning and monitoring processes. Throughout the duration of this strategic plan, we will develop different levels of the scorecard for different ‘user groups’: the Board of Management, senior managers, College managers and College teams.

We have been using the balanced scorecard since we created our 10-year strategic plan – ‘Our vision for 2007 to 2016’. The scorecard provides us with a “golden thread” from the Vision Statement to Strategies, to Aims, to Targets and through to our monitoring of our performance against them. Our relevant Board of Management standing committees review these indicators before they go to our full Board of Management meetings.



# BALANCED SCORECARD INDICATORS FOR PERTH COLLEGE UHI

## Financial and Environmental Sustainability

- 1 Achieve an operating surplus of at least 2% of turnover each year.
- 2 Control staffing costs to within 63% of turnover each year.
- 3 Reduce our costs by 5% each year, measured against the 2009 to 2010 non-staff spend.
- 4 Reduce the SFC grant to 50% of total income, and increase our other sources of income to make sure we grow our turnover.
- 5 By using new timetabling software make better use of teaching space and release 3% of it for alternative usage in years 2 and 3 of the plan.
- 6 Conclude the sale and disposal of surplus land on the campus.



## Student Experience, Curriculum and Research

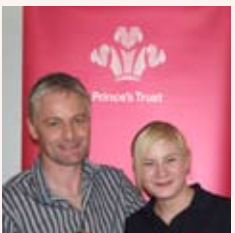
- 1 Refresh 20% of our curriculum each year.
- 2 Achieve student FTE (FT and PT) targets so we adjust the proportions as follows: decrease those funded by government grant, increase those from our school/ College partnership, increase CPD, commercial and international activity.
- 3 Improve staff-student ratio in further education and higher education to optimise at programme level.
- 4 Develop and offer 16 extra structured part-time places in each curriculum area every year.
- 5 Increase the teaching hours provided outwith our Crieff Road campus by 10%.
- 6 Increase the student progression rate through curriculum pathways.
- 7 Ensure all students can access elements of learning through technology, with 40% of HE programmes having elements of online teaching and support.
- 8 Improve retention and achievement rates with at least 60% of the students starting each course obtaining a positive outcome.
- 9 Work with the Students' Association to set up at least 6 active student clubs or societies.
- 10 Set a baseline of the level core skills we contextualise within the curriculum and increase this by 15% over the period.
- 11 Increase research and set up 5 knowledge transfer partnerships each year.

### Developing our Organisation

- 1 All of our staff have six-and-a-half days each year for CPD, and they spend at least 30% on industrial updating.
- 2 All of our annual course reviews take into account equality and diversity statistics.
- 3 15% of our staff can carry out research and we have established special-interest and scholarly-activity hubs.
- 4 To have an absence rate which is below the average for the education sector.

### Engagement

- 1 Improve year-on-year the percentage of students who “agree completely” in a survey on how satisfied they are with opportunities to take part in their learning experience.
- 2 Improve year-on-year the percentage of staff who “agree strongly” in a survey on how satisfied they are with communication and ways of working together.
- 3 Increase the number of students involved in the Students’ Association and who are involved in College decision-making.
- 4 Develop, each year, at least two additional, substantial partnerships with higher-education institutions in the UK and abroad.
- 5 Increase our ongoing contact and relationships with past students with positive action taken.
- 6 Increase the number of students who are not from the local area who participate in College-organised social activities.



## Membership

### Our Board of Management

**Penny Brodie**  
Chairman

**Kirstie Graham**  
Clerk to the Board

**Jim Adamson**  
**Mark Bell**  
**Jenny Brookes**  
**Professor James Calderhead**  
**Harry Clapham**  
**Bill Duncan**  
**Derek Forgan**  
**Donald Jarvie**  
**Ian Marr**  
**Ian Mathers**  
**Dr Thomas Moore**  
**Alistair Napier**  
**Jane Spiers**  
**June Wilson**  
**Norman Wilson**

### Senior Management Team

**Dr. Thomas Moore**  
Principal and Chief Executive

**Margaret Munckton**  
Assistant Principal

**Susan Bald**  
Director of Human Resources and  
Organisational Development

**Iain Neilson**  
Director of Finance

**Duncan White**  
Director of Resources

**Sara Wood**  
Director of Communications and  
Corporate Development

### Key stakeholders

**Scottish Funding Council**

**Air Service Training (Engineering) Ltd**

**UHI Millennium Institute and our  
Academic Partners**

**Scottish Enterprise**

**Highlands and Islands Enterprise**

**Perth and Kinross Council**

**Scotland's Colleges**

**Skills Development Scotland**

**SDI**

**Princes Trust**

**Perthshire Chamber of Commerce**

**Gleneagles Hotel**

**Toyota (GB) UK**

**Andhra University**

**Kwik-Fit (GB) UK**

We would also like to thank the many other private businesses, public and voluntary organisations who are not mentioned above but who provide excellent support to the work of the College.

Photography by:  
**Gordon Low**  
**Professor Martin Price** (Landscape photo on Page 7)



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