

The Hospitality, Leisure, Sport and Tourism Network is one of the 24 subject centres that form the subject network of the Higher Education Academy. It provides subject based learning and teaching support for all HLST academics in Higher Education in the United Kingdom.

Our mission is to support the provision of the best possible learning experiences and opportunities for all students in our subject areas in Higher Education.

This mission is achieved through our strategic aims:

- To celebrate and raise the status of teaching
- To broker and facilitate the sharing of effective practice
- To identify, develop and disseminate evidence-informed and effective approaches to learning, teaching and assessment
- To inform, influence and interpret policy
- To support colleagues in responding to strategic change at institutional level and government policy directives
- To operate a professional and sustainable working environment that can be responsive to changing priorities and needs

Director's comment on year

This has been a year of continuing success despite limitations which arise from the levels of funding available to us. The HLST group of subjects continue to evolve and to be characteristically innovative in terms of curricula and the nature of the learning opportunities and experiences available to students. There continues to be significant interest in pedagogic developments and a willingness to share effective practice.

In such a context, it is extremely rewarding and exciting to witness the potential for enhancing student learning which our role in brokering working relationships and the development and sharing of experiences and expertise can bring. Our ability to influence and inform change through the enthusiasm, energy and professionalism of our team is only constrained by limitations in resources available.

1 – Overview

2008/09 has proved to be a year in which the Network has been able to renew and rebuild to establish a secure base on which to progress into the future. However, there have still been challenges to overcome including uncertainty over funding for the Higher Education Academy as a whole, and the departure of the HLST Assistant Director mid-way through the academic year. The latter has been of considerable impact, as Nina Becket was a highly valued key member of the HLST team since the inception of the network. We wish her well for her future and thank her wholeheartedly for the contributions she has made to the success of the Network over the years, and the high regard in which it is held.

HLST continues to operate effectively within the limitations of its funding level. This means, however, that difficult decisions have to be made. For example, funding availability for pedagogic research projects was withdrawn for 2008/09, despite being a popular and highly valued aspect of our operations amongst the HLST subject communities. While the Assistant Director's departure was unexpected, it has afforded the opportunity to use the subsequently released funds to contribute to another round of projects in 2009/10. The future for such grants remains in question, and alternatives such as alternating grants with the HLST conference from year to year are being considered.

With prudent management, the HLST Network has returned to a position of relative operational stability. We have consolidated and focused our operations, maximising the attention given to events which have the best cost benefit and impact for the HLST community. The number of resources available to support enhancement of the learning opportunities and experiences available to students continues to grow, and we continue to work with our subject communities to assist in the development of products and services which are relevant and useful to them. Our highly regarded publications have also maintained their reputations and places in our subject communities.

2 – Resources and staffing

The HLST offices continue to be co-located with those of the BMAF Subject Centre, in the Oxford Brookes University Business School, College Close premises. The membership of the core HLST team was subject to some changes in 2008-09, with the departure of the Assistant Director, the addition of an Associate Director position and a Web Development Assistant (post shared with BMAF). The HLST Associate Director was employed to carry out some of the duties previously carried out by the Assistant Director, with a focus on evaluation of our products and services and their relevance and usefulness. It is hoped that we will be able to maintain this new role in future years. Furthermore, the HLST Director took on an additional fractional role as Director of the BMAF Network, a situation which is to continue into the future.

These changes have bolstered our core structure which, including four liaison officers each working with particular subject communities in our subject grouping, continues to be effective. The 2007/08 rationalisation of our working relationships with our ten institutional partners and the roles of our institutional representatives has resulted in a more focused approach to this area of operations in 2008/09. Continued review of this to ensure optimum effectiveness and maximum benefit for all parties will be necessary. It is also necessary to concentrate on extending and developing our links with other institutions across the UK.

The scope, scale and complexity of the HLST subject grouping continues to grow and change, and along with the rest of the higher education sector issues arising from current national and international economic difficulties will inevitably have impact. The level of support we can provide our communities given resource constraints is an ongoing concern. Nevertheless the HLST team maintains a professional approach working in as many areas as possible but prioritising our work to achieve the most impact.

The Joint Academy JISC Academic Integrity Service (JAJAIS) Senior Adviser, Erica Morris, has an office with us in College Close, and we look forward to working closely with her whenever possible.

3 – Communications

At the moment our communication channels include our website and our publications, as well as brochures and a regular news e-mail bulletin. We are also experimenting with the use of Twitter and other similar communication tools.

The HLST website as part of the Academy web portal continues to be one of our main tools for interaction with our subject communities. Support provided by the Academy York teams responsible for maintenance and development of the site has improved, although there are still some concerns that are being addressed via various forums such as the web portal users group (on which HLST has representation). The workload of our Projects and Information Officer, who had spent a disproportionate amount of time working on the web site, has been alleviated by the introduction of the new Web Development Assistant post, shared with BMAF.

Despite one of the aims of the HE Academy web portal project being to remove the need for Subject Centres to have web-related staff, it was felt that the benefit to be gained for HLST from having a more technically focused member of staff justified the appointment of a Web Development Assistant post. Since the post was filled in late November 2008, both HLST and BMAF have benefited from an ability to better focus the work of the Projects and Information Officers, an enhanced level of input to development of web-based tools and communications, and perhaps most usefully the capacity to better understand and communicate with technical staff involved in the web portal (mainly at Academy York).

Our use of the INTEGRA CRM system, which is designed to enhance our capacity for managing events and network contacts as well as providing a tool for market research and annual reporting, has progressed albeit slowly. Where possible, HLST activity in 2008/09 has been logged on INTEGRA, and it should be possible to produce end-of-year engagement data automatically instead of the previous laborious process of filling datasheets manually.

However, the INTEGRA system remains rather unwieldy and difficult to use, especially for non-regular users. This has resulted in the initial aim of all HLST staff using the system to log their activity not being met; the Centre Administrator has taken data from colleagues for input in most cases. It is hoped that an upgrade to the system, due in autumn 2009, will solve usability problems. If this is successful, we would aim to have all core HLST staff using INTEGRA competently within the 2009/10 academic year, thereby taking steps to capitalise on the potential offered by the system.

4 – Events

Our programme of events is targeted at a range of different groups of staff, and our aim continues to be to maximise our impact in a cost effective way. We thus continue to support and contribute to activities run by subject associations, particularly their national conferences, and this remains a key feature of our approach to awareness raising and the dissemination of effective practice within our subject communities.

As in 2007/08, events carried out in earlier years were not repeated this year due to cost issues; for example, our student experience workshops, and our pedagogic research and development day. We have, however, capitalised upon our working links with subject associations to engage with students and gain feedback from them at their subject conferences, and are grateful for this cost effective alternative being available to us. Unfortunately, two events were cancelled due to low numbers of attendees; these were workshops on “Credit Accumulation and Transfer and the Post-Burgess Agenda”, and on the 14-19 Diploma developments. This is disappointing but can perhaps be attributed at least in part to the general environment of economic uncertainty in Higher Education.

While the number of events may have decreased from previous years, those events that were held in 2008/09 have proved highly successful. In particular, the HLST Annual Conference 2008, held at St Anne’s College, Oxford was very well attended and feedback revealed that the day was a great success. A further development has been the initial meetings and establishing of a Special Interest Group (SIG) in the area of the Olympics. It is hoped that this endeavour will result in significant contribution to the work of the HLST Network, including research development, events, and awareness raising.

List of key events

HLST Annual Conference 2008, “Employer Engagement - What Does it Mean for HLST Education?”, 6th November, St Anne’s College, Oxford:

This year’s conference provided delegates with an opportunity to find out more about the current UK context and higher education innovative practice around the important theme of employer engagement. A total of 92 delegates attended, the most at an HLST conference so far. Keynote speakers were Hugh Tollyfield, Special Adviser for HEFCE; Mary Curnock Cook, Director of Qualifications and Skills; and John Thorpe, Head of Technical Standards Unit, SkillsActive. The event concluded with a book launch for the “Developing Graduate Employability: Case Studies in Hospitality, Leisure, Sport and Tourism and Graduate employability: can higher education deliver?” publication from the FDTL5 Enhancing Graduate Employability Project. The programme can be found in Appendix 1.

“I thought it was a very well organised conference that brought together many like minded people around the table to discuss important issues”

Tourism and Climate Change: International Perspectives, 30th October, Oxford Brookes University:

This event, held in conjunction with the Tourism Society, resulted in an interesting discussion looking at research conducted by Oxford Brookes University, international case studies, changing traveller and destination behaviours and carbon offsetting.

Division of Sport and Exercise Psychology Inaugural Conference, 11th and 12th December, London:

To provide support for this inaugural event and add an element of teaching to the research mix, the Psychology Network and the Hospitality, Leisure, Sport and Tourism Networks joined together to organise a teaching related session and offered two bursaries for postgraduates wishing to attend the event.

Higher Education Academy/JISC Collaboration HLST Think-tank – Supporting academic staff in their use of technology to support the student learning experience, 22nd January, Oxford Brookes University:

A “think-tank” session was held with support from JISC, and an exchange of experience, expertise and effective practice between a range of institutions and between subject areas was facilitated.

Olympics SIG initial meeting, 12th March, Oxford Brookes University:

This meeting was held to establish the HLST Olympics SIG. Delegates included colleagues from LinkBC (a network of 20 education partners and affiliates with tourism and hospitality programmes across British Columbia, Canada) and Podium (the FE and HE unit for the 2012 games). A second meeting followed on 23rd June at the University of Hertfordshire and a steering group has now been established to plan, implement and maintain a programme of activities and development work.

Student Focus Group, CHME Student Conference, 13th March, Cardiff:

In lieu of a dedicated HLST student event, a focus group was held at the CHME student conference in order to ensure direct student engagement with the Network. The event was facilitated by the Liaison Officer for hospitality.

Student Focus Group, BASES Student Conference, 31st March to 1st April, Hull:

In lieu of a dedicated HLST student event, another focus group was held at the BASES student conference in order to ensure direct student engagement with the Network. The event was facilitated by the Liaison Officer for sport.

Graduate Employability: The What, the Why, and the How?, 16th June, Oxford Brookes University:

This was a one-day workshop presented by the FDTL5 Enhancing Graduate Employability Project and hosted by HLST & BMAF.

5 – Publications

Journal of Hospitality, Leisure, Sport and Tourism Education (JoHLSTE)

As in previous years, two editions of JoHLSTE were published online; Volume 7, number 2 in November 2008, followed by volume 8, number 1 in April 2009. Use of the re-designed website, distinctly different from the main HLST site yet still linked, has maintained consistent interest compared to previous years with 9,226 hits between August 2008 and July 2009. The journal is now ranked as 1 in the ABS Journal Quality Guide.

LINK

There were two issues of LINK in 2008-09; a return to the earlier schedule of three publications a year was not possible due to financial constraints.

- **Link 22 Employer Engagement** – published in September 2008 prior to the HLST Annual Conference on the same theme.
- **Link 23 Supporting students** - looked at the support we can give to students across a range of situations they might encounter, both those prescribed by academics or institutions and those which happen by chance

LINK continues to be a popular and highly regarded element of the Network's output.

Case Study Book Series

Two further volumes in the popular "Enhancing..." series of case study books were published in conjunction with BMAF in 2008/09. The second book in the series, "Enhancing the International Learning Experience in Business and Management, Hospitality, Leisure, Sport and Tourism", was published in March 2009, with the third, "Enhancing Student-Centred Learning in Business and Management, Hospitality, Leisure, Sport, Tourism" released in late June 2009. Limited numbers of complimentary copies are available from HLST and BMAF, with further chargeable copies available direct from the publisher. It is intended to continue the series into 2009-10, with a collection of case studies on enhancing learning through assessment.

6 – Commissioned work

HLST Pedagogic Research Grants for 2008-09

There was a need to consolidate the position of HLST following a financially difficult 2007-08, and it was not possible to fund any pedagogic research and development projects in 2008-09. An amount of £14,000 was instead committed to the development of subject guides in lieu of research and development projects.

It will be possible to return to funding projects in 2009-10, with an amount of £20,000 currently committed following the unexpected underspend resulting from the departure of the Assistant Director in 2009. The approach to funding for projects in future years will need to be considered, including options such as alternating projects with the Annual Conference year-on-year as is the practice in some other Subject Centres.

7 – Resources and Services

External Examiner Database

We were one of the first subject centres to develop a database for the identification of external examiners and those available to participate as external advisors on panels convened by institutions. Our database has continued to grow in terms of both registrations and users over the last year. A proposed new system to be developed in collaboration with Academy York has not progressed. We intend to continue support for our current system while also pressuring for development of the new Academy-wide system.

The Research Gateway

This is an online resource to support student research project work in our communities.

Resource Guides

Our Resource Guides are intended to provide a compact, but essential guide to the texts, journals, websites and other resources in specific areas that may be covered within hospitality, leisure, sport and tourism programmes. They are externally reviewed before publication.

Subject Specific Guides

In lieu of pedagogic research projects, six Subject Specific Guides were commissioned in 2008-09, to form the beginning of a series of publications useful to HLST staff interested in practical guidance on improving their teaching and assessment practice. More guides are intended to follow in future years.

Information Listings

We provide three information listings that are continuously updated, and a monthly e-update. The three information listings are:

- Events Listing – a list of events on our web site which are relevant to the HLST subject communities
- Catalogue of New Publications – to save academics valuable time we list new books suitable for adding to reading lists
- News Listing – a list of news items (including funding opportunities), relevant consultations, policy statements and reports, and subject related information

Our e-update is a regular monthly and highly regarded bulletin emailed to all our contacts and containing items of current interest with a subject or teaching related focus.

Case studies and Resource Guides

These continue to be the most highly viewed resources on our website, along with our research gateway. The resources page as a whole is the most viewed after the home page.

11 new short case studies, 18 long case studies, 6 Subject Specific Guides and 9 new Resource Guides were published on the website this year (including 1 Resource Guide that was completely rewritten and updated).

There are now a total of 139 short case studies, 52 long case studies and 48 resource guides available on the site. Our concern remains to ensure that these are regularly updated or renewed.

A review and updating of resources available through our website is being undertaken during the early part of 2009-10.

8 – Community Engagement

Engagement with Host Institution

The HE Academy and the HLST Network enjoy excellent support and recognition within our host University, Oxford Brookes University. Vice-Chancellor, Prof. Janet Beer, is a long time and active supporter of the Academy and contributor to its work as a member of its Board. Our Advisory Board has been chaired in an interim capacity for 2008-09 by the university's Pro Vice Chancellor (External Affairs/Student Experience), Professor John Raftery. Dr Chris Rust, Head of the university's staff development unit (the Oxford Centre for Staff and Learning Development, OCSLD), is a Senior Fellow of the Academy and is a member of the HLST Network Advisory Board. With a portfolio which includes a senior role within the university as well as Directorship of the BMAF Network, Clive Robertson has also been the Brookes institutional link person for the Academy. As such, he has been able to ensure that liaison with the university is informative for the Academy through meetings with key individuals involved in learning and teaching developments from across the university and that the university is quickly alerted to Academy developments.

Engagement with Subject Associations

The strong links that are maintained with subject associations, particularly through the work of liaison officers, are a key factor in the success of our Network. Contributions have been made by the liaison officers to national subject association events, and in addition the liaison officers undertake various roles within the key subject related associations, including:

- The chair of the ATHE and Tourism South East and representation on the Tourism Society Board
- Membership of the Educational and Professional Development Division Committee of BASES
- Chair of the BASES Workshop Committee
- Chair of the Skills Active Diploma HE consultation Group
- Member of the CHME Executive Committee.

Extensive contributions have been made by the liaison officers to consultations on the development of the new 14-19 diplomas in hospitality, tourism and sport related topics.

A Subject Associations Meeting was held in January 2009, as in previous years. This continues to be a very useful forum for discussion and dissemination across subject communities. The opportunity for collaboration and identification of areas of common interest is a key feature of this regular meeting. We continue to welcome interest and consider other subject associations, particularly those with an international dimension, with which to establish formal connections.

Olympics Special Interest Group (SIG)

London's hosting of the 30th Olympiad in 2012 provides an opportunity to raise the profile of the subjects in our Network. Our courses provide the professional skills, knowledge and understanding which are essential for success in such a multifaceted and complex event.

An HLST SIG has been established to provide a forum for sharing ideas, information, resources and good practice, enabling us to capitalise on the opportunities the 2012 Olympiad brings and to ensure that we gain a rich legacy from it. It will establish links with other organisations and agencies in the UK and overseas (including LinkBC: The Tourism and Hospitality Education Network, based in Canada) to ensure access to perspectives, experience and expertise which can benefit us all.

Engagement with Scotland, Wales and Northern Ireland

The HLST Network has continued to maintain a contractual relationship with Institutional Partners in Scotland, England, Wales and Northern Ireland. Each of these partners was visited at least once during the year. Furthermore, the liaison officer for sport is based at the University of Wales Institute, Cardiff.

We continue to encourage and receive contributions to our publications from colleagues in all regions, including Scotland, Wales and Northern Ireland.

Our Institutional Partners meetings, two each year, provide a forum for the exchange of perspectives, ideas and good practice, and are well attended with attendees reflecting the geographical spread achieved through our partnership model. We plan to extend the invitation to attend these meetings to all institutions, including those with whom we do not have a contractual relationship.

Engagement with FDTL Projects

As part of the HLST Annual Conference in 2008, a book launch was held for the FDTL5 Enhancing Graduate Employability Project. A further one-day workshop on the 16th June, at Oxford Brookes University was presented by the FDTL5 project and hosted by HLST and BMAF.

The seven FDTL5 projects in the HLST subjects are now complete or nearing completion. HLST has been represented on their steering groups and meetings related to the following projects:

- Enhancing Graduate Employability, Oxford Brookes University
- "BioLAB", University of Bedfordshire
- "META" - from PDP to CPD, University of Gloucestershire

Engagement with CETLs

HLST has been represented as a member of the Steering Groups of the following CETLs:

- ASKe (Oxford Brookes University)
- Re-invention centre (Oxford Brookes and Warwick Universities)
- The Centre for Excellence in Leadership and Professional Learning (Liverpool John Moores University)
- HELP (University of Plymouth)

We are also actively involved with the IDEA CETL (Leeds University), attending their conference and running sessions at their Subject Centre events.

Engagement with Sector Skills Councils and Professional Bodies

Routine engagement with the Sector Skills Councils is primarily through the work of our Liaison Officers and extensive contributions have been made to consultations on the development of the 14-19 diplomas in hospitality, tourism and sport related topics. The Liaison Officer for Leisure has been chair of the SkillsActive Diploma HE consultation group. SkillsActive and People 1st have participated as exhibitors and speakers at the last three of our annual conferences

We enjoy good working relations with a number of professional and industry bodies, primarily through their representation on our Advisory Board. Our routine working links to professional bodies and industry bodies in different subject areas are through our Liaison Officers.

Network/Institutional Partners

HLST continues to value its work with the 10 institutional partners. This year each partner was visited by network representatives and meetings providing a valuable opportunity to maintain a two-way flow of information between the centre and its partners. A meeting of the Institutional partners was held in January 2009. An Institutional Partner evaluation summary appears in Appendix 2.

Collaboration with other Subject Centres

HLST has benefited from its collaboration with the BMAF Subject Centre. The post of Director was shared across both centres in 2008-09, and the joint HLST/BMAF management group has continued to meet on a regular basis. In addition, HLST and BMAF have continued the practice established during 2005-6 of meeting with the Economics, UKCLE, ESCalate and C-SAP Subject Centres. This has led to further sharing of insights, effective practice and collaborative working.

To provide support for the inaugural Division of Sport and Exercise Psychology Conference on 11th and 12th December in London, and to add an element of teaching to the research mix, the Psychology Network and the HLST Network joined together to organise a teaching related session and offered two bursaries for postgraduates wishing to attend the event.

Engagement with Academy York

HLST has continued to make an active contribution to the work of the Academy as a whole, and is determined to continue to inform and influence the Academy's agenda.

We remain concerned about the variable level of response by Academy York to our communications and requests for support, but appreciate that we represent one of a range of competing demands. Other concerns are future funding, co-ordination of Academy-wide initiatives, the maintenance and development of the web site and the INTEGRA CRM.

HLST staff are involved in the Web Portal User Group, the INTEGRA users group, the Gateway Project, the Internationalisation Working Group, and the HE Academy Admin Network.

We wish to establish channels for communication with Fellows of the Academy in our subject areas and look to the Academy to facilitate this. Likewise we have been interested in work which the Academy is pursuing with the NUS to establish links with students within subject communities, however it has proven to be difficult to gain news of this.

We also look to Academy York to provide detailed analysis of the National Student Survey (NSS) which will inform our planning.

We are keen to contribute strongly and continue the Academy's broad developmental agenda, and believe that a subject context is essential in its work. However, availability to contribute is constrained by funding considerations

10 – Evaluation

We continue to adopt a process of ongoing reflexive evaluation of our activities throughout the year. In addition to employing the services of an external evaluator, the appointment of an Associate Director has also provided evaluative feedback. Full reports of the evaluations can be found in Appendices 3 and 4.

11 – Financial information and accountability

HLST is funded by the Higher Education Academy to which we submit annual reports, budgets and operational plans. Our core staff are employees of Oxford Brookes University, within which we are hosted by and located within the Business School.

Income and expenditure for the year ended 31 st July 2009		
Income	Core grant (from HE Academy)	£509,258
	Other income (funds carried over from 07/08)	£23,623
	Total income	£532,881
Expenditure	Staff costs	£224,814
	Travel and subsistence	£12,128
	Communication and marketing	£7,072
	Commissioned work (including project grants)	£102,401
	Other (including Liaison Officers and Institutional Partners)	£41,483
	Office running costs and overheads	£126,053
	Total expenditure	£513,951

12 – Advisory Board

Our Advisory Board meets twice a year.

Advisory Board members	
David Airey (Chair)	University of Surrey
Kathryn Benzine	Institute of Hospitality (IoH)
Lyn Bibbings	HLST Network
David Botterill	HLST Network
Glenn Bowdin	Association for Events Management (AEME)
Maureen Brookes	HLST Network
John Buswell	HLST Network
Mike Collins	Institute of Sport and Recreation Management (ISRM)
Martin-Christian Kent	People1st
Ruth Fairchild	Institute of Consumer Sciences (ICSc)
Crispin Farbrother	Institutional Partners representative
Scott Fleming	Leisure Studies Association (LSA)
Kate Filochowski	Podium
Ben Gittus	SkillsActive
Cathy Guthrie	Tourism Management Institute (TMI)
Patsy Kemp	HLST Network
Dorota Maton-Mosurka	Secretary to the Board
David Pierce	External Evaluator
Paul Radford	HLST Network
Clive Robertson	HLST Network
Angela Roper	Council for Hospitality Management Education (CHME)
Lucy Roper	Institute of Sports, Parks and Leisure (ISPAL)
Chris Rust	Oxford Centre for Staff and Learning Development (OCSLD)
David Sadler	The Higher Education Academy
Martin Sellens	British Association of Sport and Exercise Science (BASES)
Sue Sutton	Institute of Sports, Parks and Leisure (ISPAL)
Richard Tong	HLST Network/BASES

Centre Staff

Clive Robertson
Centre Director
Also Director for BMAF Network

Patsy Kemp
Academic Developments Co-ordinator

Paul Radford
Centre Manager
Also Manager for BMAF Network

Terri Morris
Information and Projects Officer

Sam French
Publications Officer
Also for BMAF Network

Anna Willmore
Centre Administrator

Dorota Maton-Mosurska
Administration Co-ordinator

William Ross
Web Development Assistant
Also for BMAF Network

Affiliated Staff

Lyn Bibbings
(Oxford Brookes University)
Liaison Officer for Tourism

Maureen Brookes
(Oxford Brookes University)
Liaison Officer for Hospitality

John Buswell
(University of Gloucestershire)
Liaison Officer for Leisure

Richard Tong
(UWIC)
Liaison Officer for Sport (BASES)

David Botterill
Associate Director

The Hospitality, Leisure, Sport and Tourism Network
Oxford Brookes University
Wheatley Campus
Oxford
OX33 1HX

Tel: +44 (0)1865 483861
Fax: +44 (0)1865 485829

hlst@brookes.ac.uk

www.heacademy.ac.uk/hlst
