

# The Transformation Paradox

*How the unstoppable force of change can move the immovable university*

**AUA Conference 2017**

**Simon Donoghue & David Becker**

**Monday 10 April 15.30-16.45**



# Unstoppable Force of Change Vs Immovable University

Increasing Volatility of the HE  
Environment

Unstoppable Force of Change

Sector-Wide Investment in  
Change Teams and Change  
Management Capability

The Immovable University

Dysfunctional academic &  
professional partnership

Strategy ineffective in leading and  
driving change

Change resistant culture

Change inhibiting structures

Fragmented & under-developed  
change capability

Confidence & responsiveness in new  
market environment

Weak representation of business &  
performance perspectives



# The 7 Deadly Sins



# Academic & Professional Partnership



**1. We will become an internationalised University**  
This requires:

- a. A significant increase in overseas students
- b. The development of strategic partnerships with overseas universities
- c. The development of strategic partnerships with overseas research centres
- d. An increase in overseas specific and targeted activity
- e. Greater input to the curricula of global perspectives
- f. Common understanding across the University of internationalisation and the expectations of its
- g. The integration of overseas students within Birmingham City University enabling on higher education to the benefit of both local and overseas students
- h. Staff to have global awareness and act as global citizens

**2. We will be financially sustainable**  
This requires:

- a. Achieving income growth while managing costs to generate surplus for investment in our academic activities, people, facilities and services
- b. Increasing our financial resilience by diversifying income sources across teaching, research and services to business and the community
- c. Anticipating and managing financial risk
- d. Reviewing our systems, process and structures to maximise value, reduce unnecessary costs and encourage behaviour

**3. We will have a community of outstanding and effective University staff working together to deliver this strategy**  
This requires:

- a. Appropriate levels of investment in and support for our staff to achieve excellence in all aspects of University activity
- b. To develop a culture of continuous improvement with a culture of continuous performance and peer-estimating and providing good value for money
- c. To staff appropriate roles and ensure they deliver the challenge of our mission
- d. Ensure staff mix and career routes aligned to the University vision and mission
- e. Supporting staff to work across traditional boundaries of discipline, profession and working partnerships
- f. The development of appropriate reward and capability at all levels to manage the changes and challenges required to support excellent practice
- g. The development of appropriate reward and performance of role, not being clear about ensuring a working environment
- h. Ensuring a working environment which is positive, fosters our values, a strong sense of community, and which releases the talent and potential of individuals and groups
- i. Ensuring a working environment which is positive, fosters our values, a strong sense of community, and which releases the talent and potential of individuals and groups
- j. Investing in our career footprint and infrastructure with clear replacement cycles

**4. We will provide an outstanding educational and learning environment**  
This requires:

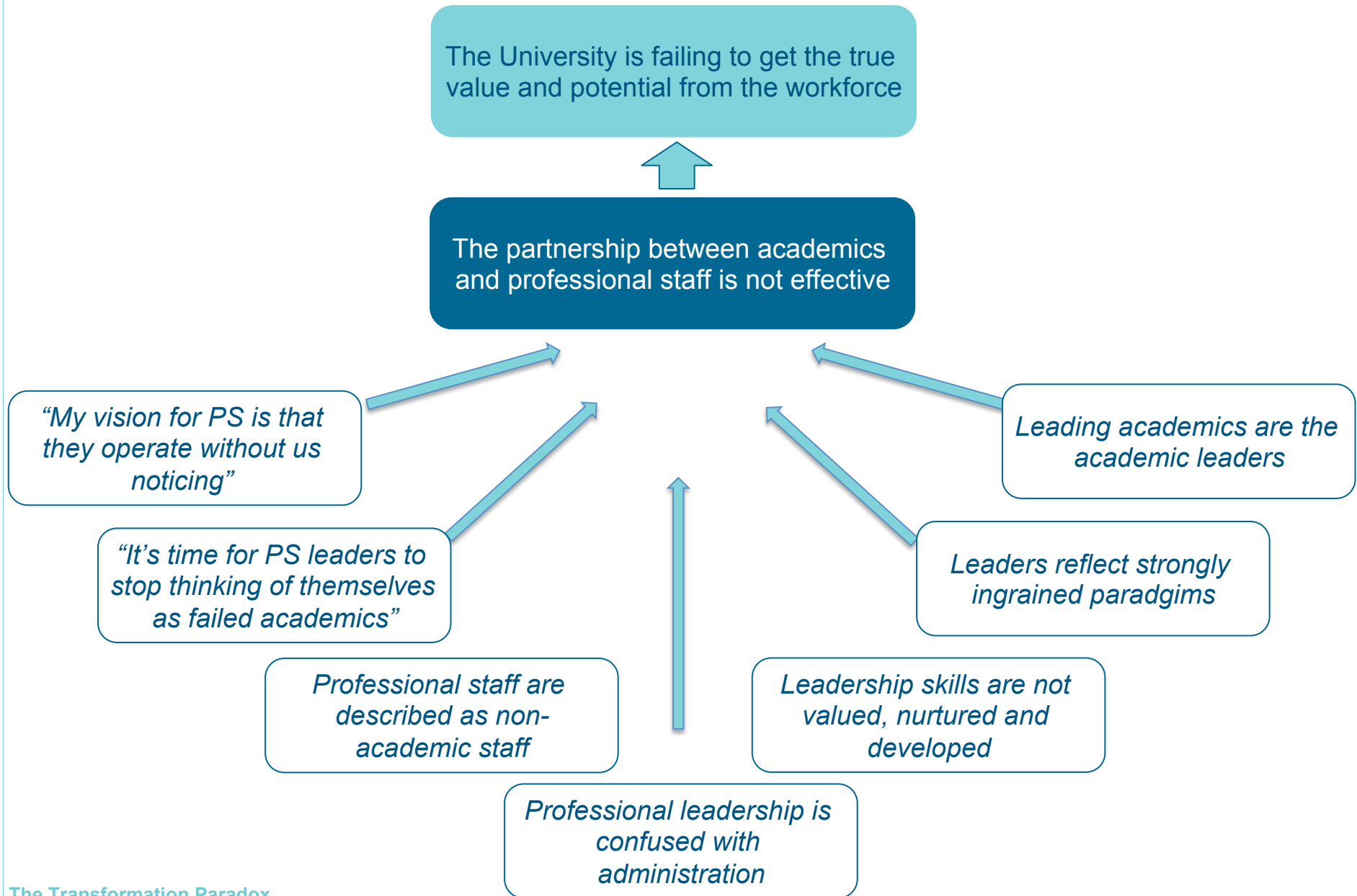
- a. The implementation of our strategy for the delivery of our educational and learning environment
- b. Greater diversity in our educational and learning environment
- c. Staff to have global awareness and act as global citizens
- d. Ensuring that both academic and non-academic processes and services are fit for purpose
- e. Regular periodic review of services and processes to maximise efficiency and add value
- f. Ensuring that both academic and non-academic processes and services are fit for purpose
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- i. Regular periodic review of services and processes to maximise efficiency and add value
- j. Ensuring that both academic and non-academic processes and services are fit for purpose

**5. We will continuously improve the University's organisational structure, operational systems and processes**  
This requires:

- a. Organisational structures and form which are fit for purpose and aligned to the plan
- b. The delivery of services which are efficient and effective
- c. Staff to have global awareness and act as global citizens
- d. Ensuring that both academic and non-academic processes and services are fit for purpose
- e. Regular periodic review of services and processes to maximise efficiency and add value
- f. Ensuring that both academic and non-academic processes and services are fit for purpose
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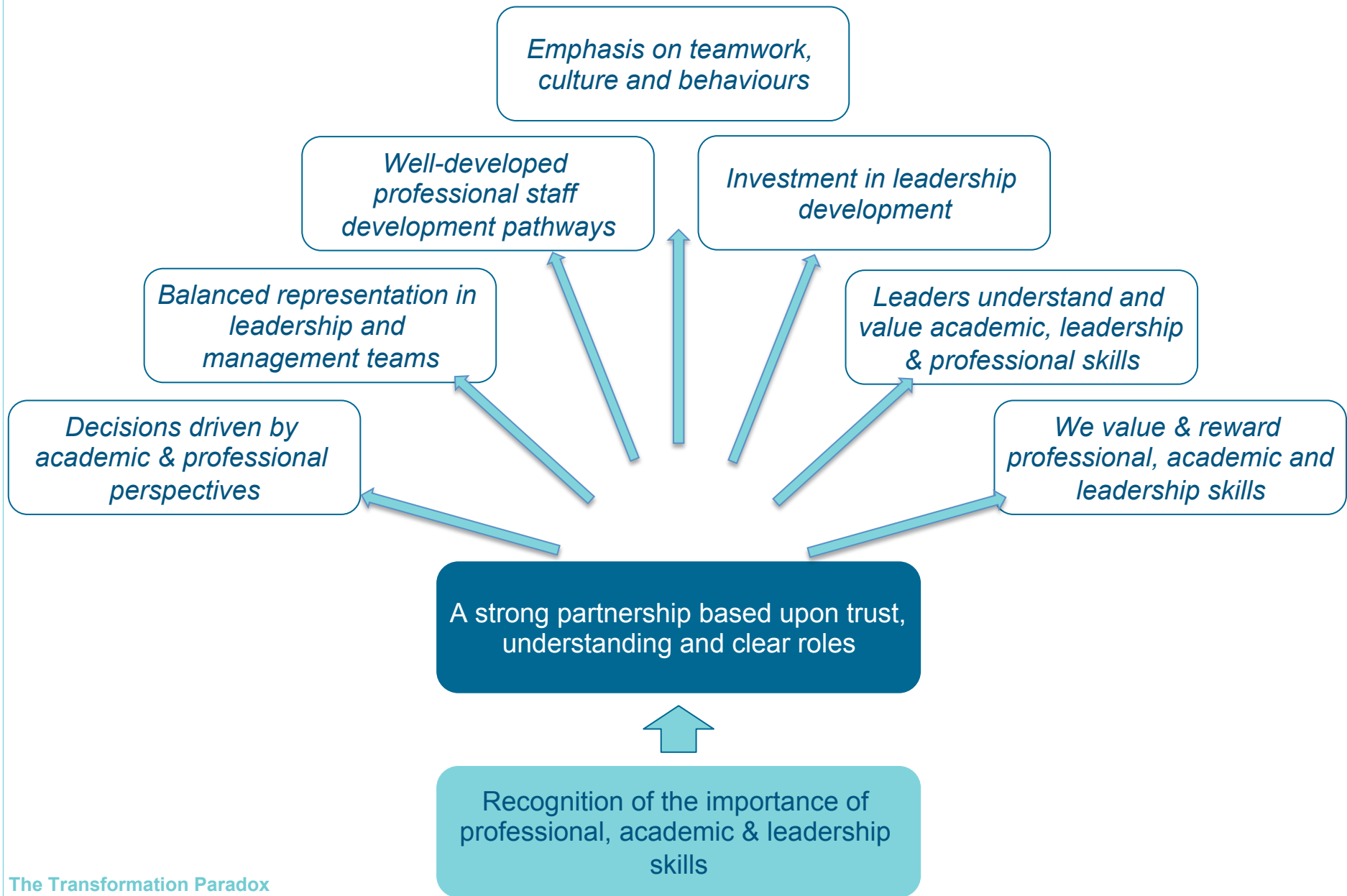


# Dysfunctional Academic & Professional Partnership





# Academic & Professional Partnership





Our vision. Our strategy.

**Executive summary**  
This Strategic Plan captures the collective ambition and imagination of our staff, our students and the wider Bristol family including our alumni, supporters, partners and benefactors. It provides a roadmap for the next phase of our University's development.



'Our vision is to sustain and improve upon our world-leading reputation for research, and embrace educational innovation that will nurture skilled, adaptable and resilient graduates.'

Professor Hugh Brady  
Vice-Chancellor and President

Our ambition is to be globally renowned both for the quality of our teaching and learning environment and for the excellence and breadth of our research and scholarship – as well as for the strength of partnerships that underpin them.

For over a century, we at the University of Bristol have inspired generations of students, pushed the frontiers of human knowledge and served the nation with distinction.

Today, our University is ranked among the top universities in the world and in the top five UK's leading employers of graduates. C



**Leeds Institute for Data Analytics (LIDA)**

The Leeds Institute for Data Analytics (LIDA) is the home of two major programmes for data-intensive research – the MRC Centre for Medical Biostatistics and the ESRC Consumer Data Research Centre. LIDA is bringing together applied research groups alongside data scientists in mathematics and computer science to open up unparalleled opportunities to understand health and human behaviour which will have clear patient benefits, high social and economic impact and real international reach.

LIDA has been established over the past twelve months and is growing with investments from the UK Research Councils and the University itself, and with strong support from a diverse network of partners.

Professor Mark Birkin of the School of Geography, who is leading the ESRC project, said: "The University of Leeds has embraced the data analytics agenda very actively, based on very specific and distinctive local strengths. We have made remarkable progress in a relatively short period of time. The investments from the MRC and ESRC provide an excellent platform for the future."

University of Oxford

Strategic Plan 2013–

# Enabling strategies

62 Staff and students require the best facilities for their work. To support our academic communities with appropriate libraries and museums, seminar rooms, laboratories, IT systems and research equipment, significant capital investment is required. To ensure that facilities can be sustained responsibly into the future, long-term strategic planning is necessary, underpinned by coherent strategies for Finance, Estates, Information Technology, and Development. The University therefore aims to achieve an operational surplus (calculated as earnings before interest, tax, depreciation and amortisation) of at least 5%, taking into account the increasing cost of replacing assets through inflation or rising expectations of functional suitability.

## FINANCE, CAPITAL, AND VALUE FOR MONEY

### Enabling Strategy 1

To generate a sufficient recurrent surplus to sustain the University's infrastructure, collections and academic activities.

63 We have embarked on a programme to embed a more coherent approach to budgeting and monitoring services, looking to reduce costs and promote a more proactive approach to money and shared services. We are currently under review including

through benchmarking activities against similar organisations.

64 The University will maximise revenues including through increased research funding, philanthropy, and licensing of intellectual property.

### Enabling Strategy 2

To ensure that the University's income reflects the collegiate University's strategic priorities and commitments.

65 We will review our resource allocation, cost recovery mechanisms and use of unrestricted resources, including HERCE grant, fee income

and long-term loan capital to ensure effective support of the University's strategic priorities and commitments.





# Strategy ineffective in driving change





# Transformational change aligned with strategy

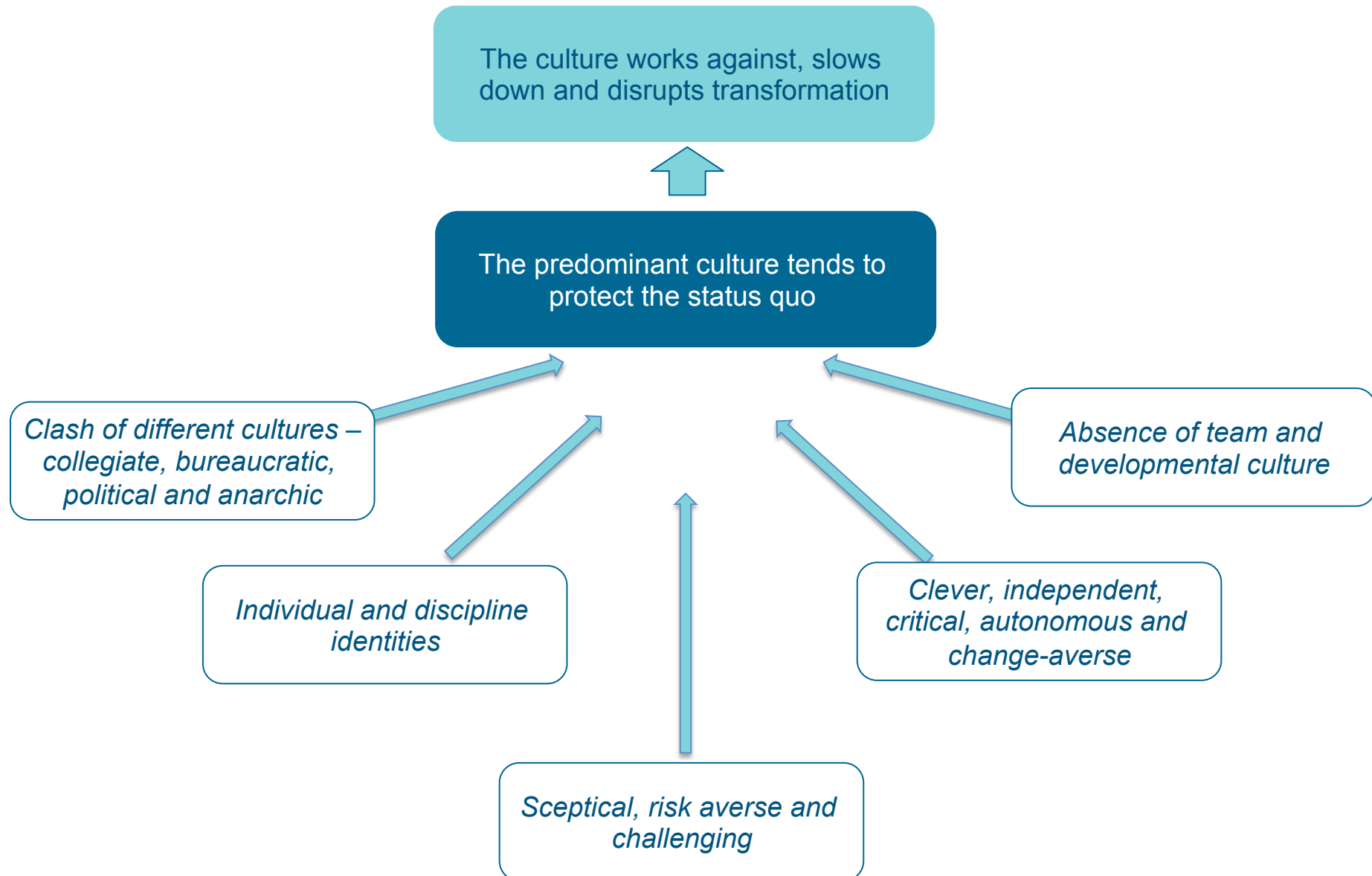








# Change resistant culture



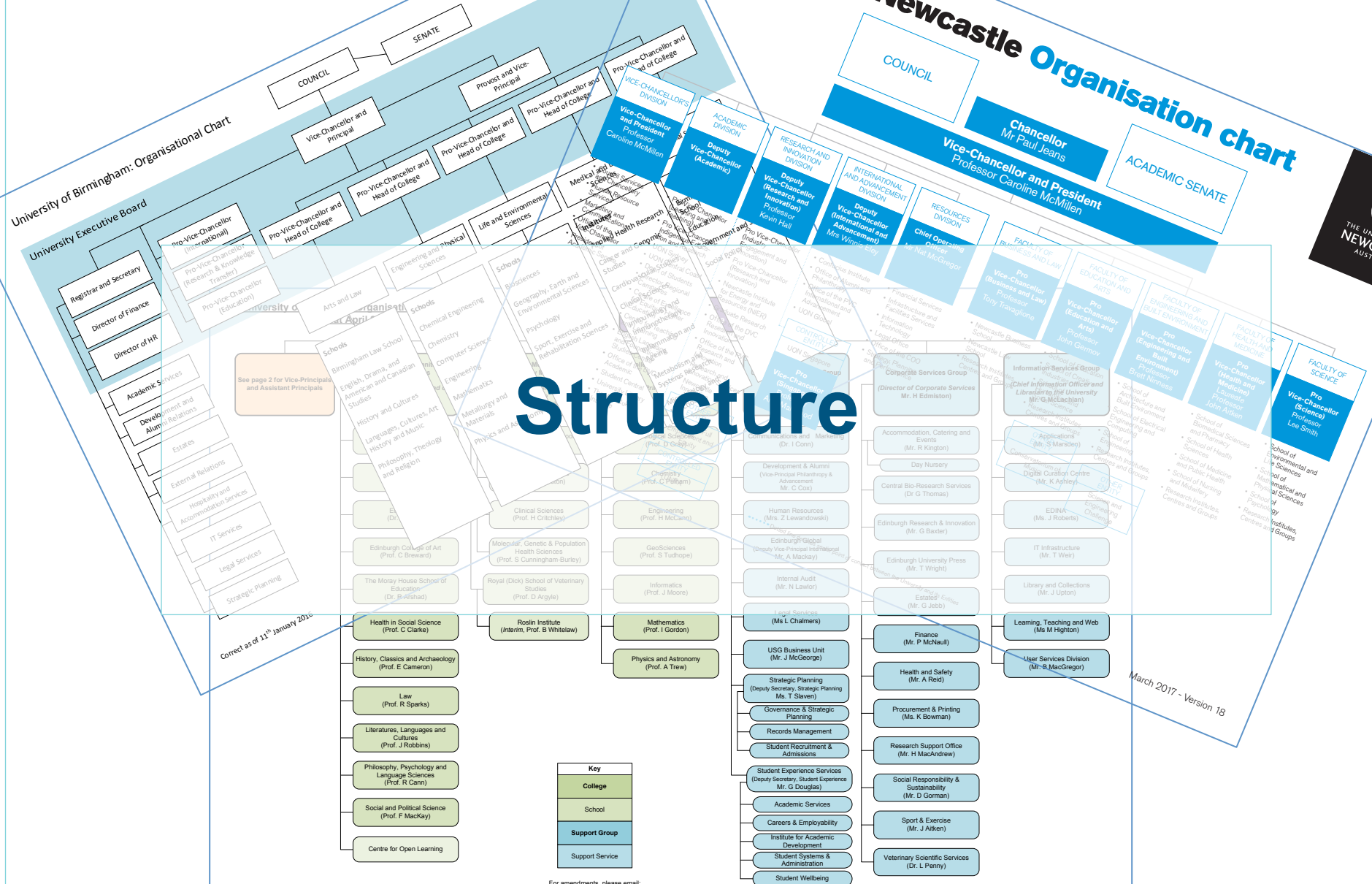


# A positive developmental culture



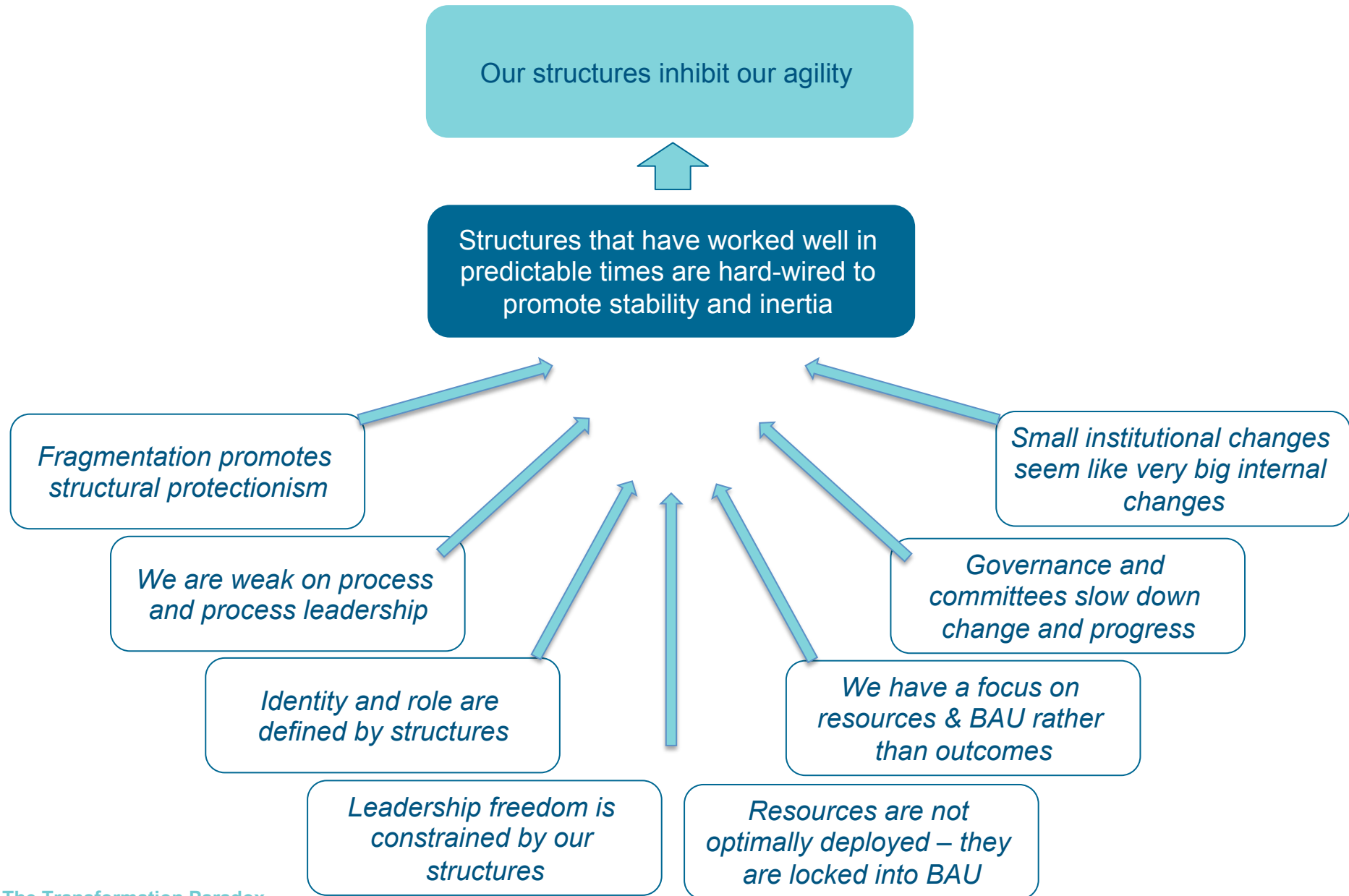


# Structure



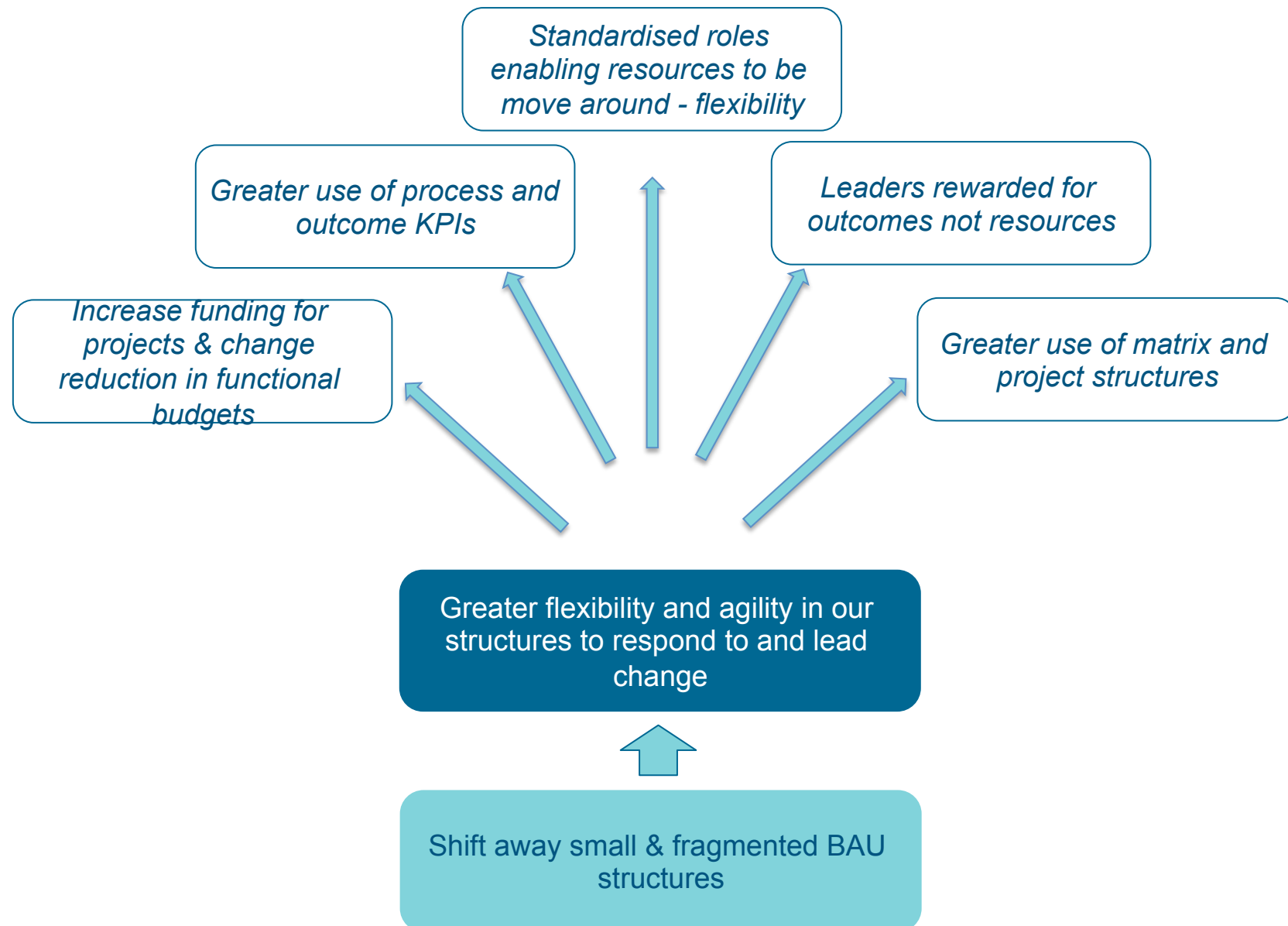


# Change inhibiting structures





# Structures that enable change





# Reconfiguring for Change

Our Strategic Plan is founded on  
our identity and enduring values  
as a global institution.

At the same time, by acknowledging the resourcing and other challenges we will face about how we do what we do, we will acquire significant and ongoing review as a broad-based teaching and research institution. We need to transform and reinvent ourselves to rethink what we offer and reinvent higher education for the twenty-first century.

Increasingly, universities are being untested and providers. Global competition is increasing needs, technology and mass democratising access to higher learning. Our University must be ready to challenge of fair access and the wider broad-spread participation this entails.

Increasingly, universities are being untested as being providers. Global cr

Increasingly, universities are being provided with the technology and resources needed to democratise access to higher education. Our University must be ready to meet the challenge of fair access and the wider, broad-spread participation this entails.

# Ch

Alongside our institutional resilience and agility, we will advocate the case for the critical role of the Yorkshire region and to the UK's future, in order to build public support for the University and the work we do.

# Change Management Capability

# TRANSFORMATIVE INITIATIVES

# Management

King's Business

Technology

International School  
for Government

Academic-industry models  
for healthcare

Innovative online education

King's Local  
Partners

**Sanctuary Programme:  
a collective response to the  
global refugee crisis**

Supporting and developing  
King's people

Exceptional and sustainable estates

National and global partnerships

Transforming our  
systems

STRENGTHEN HOW WE WORK

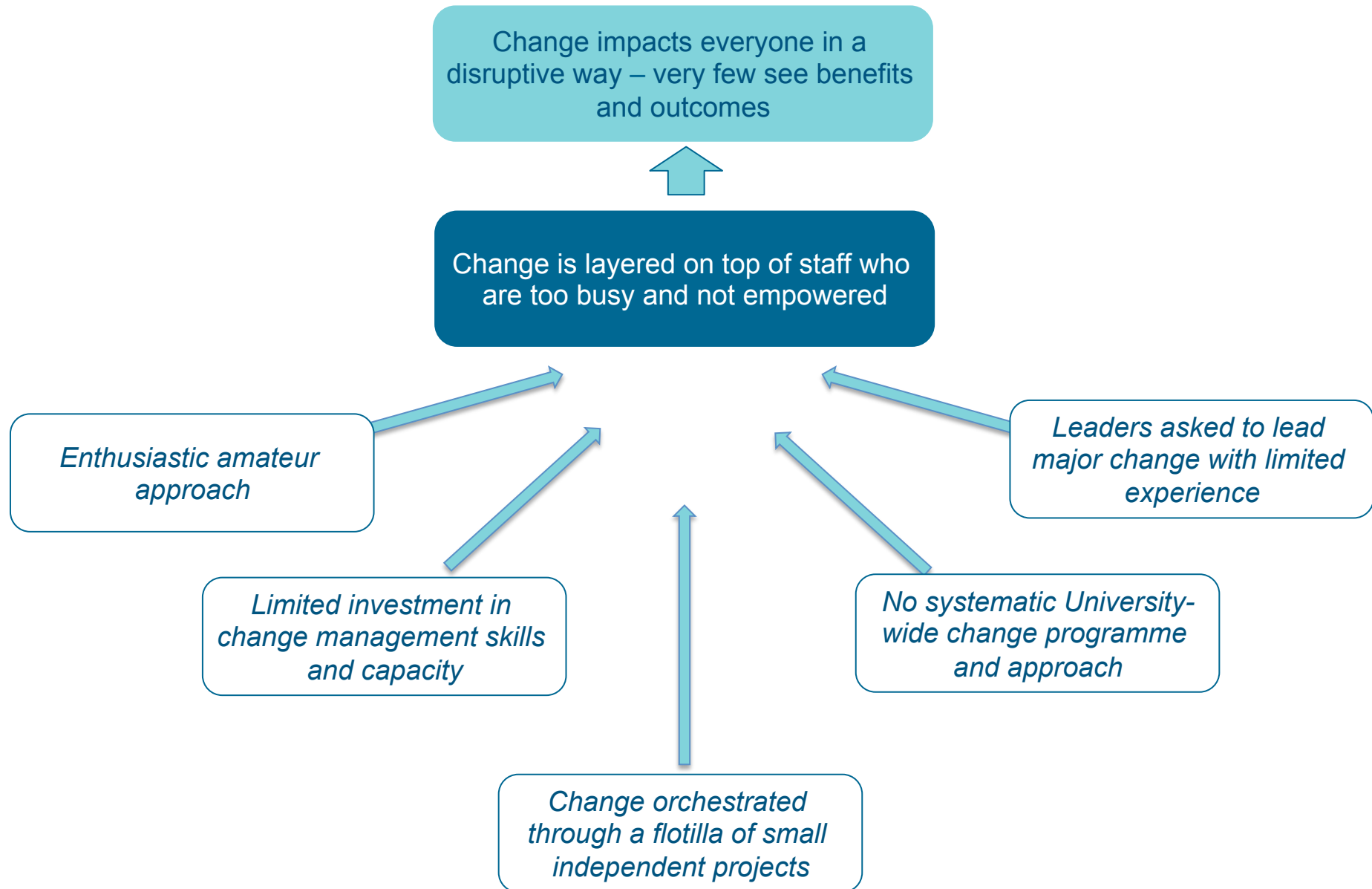
King's Local Partners

PRIMARY STUDENT EXPERIENCE

**STRENGTHEN HOW WE WORK WELL TOGETHER**

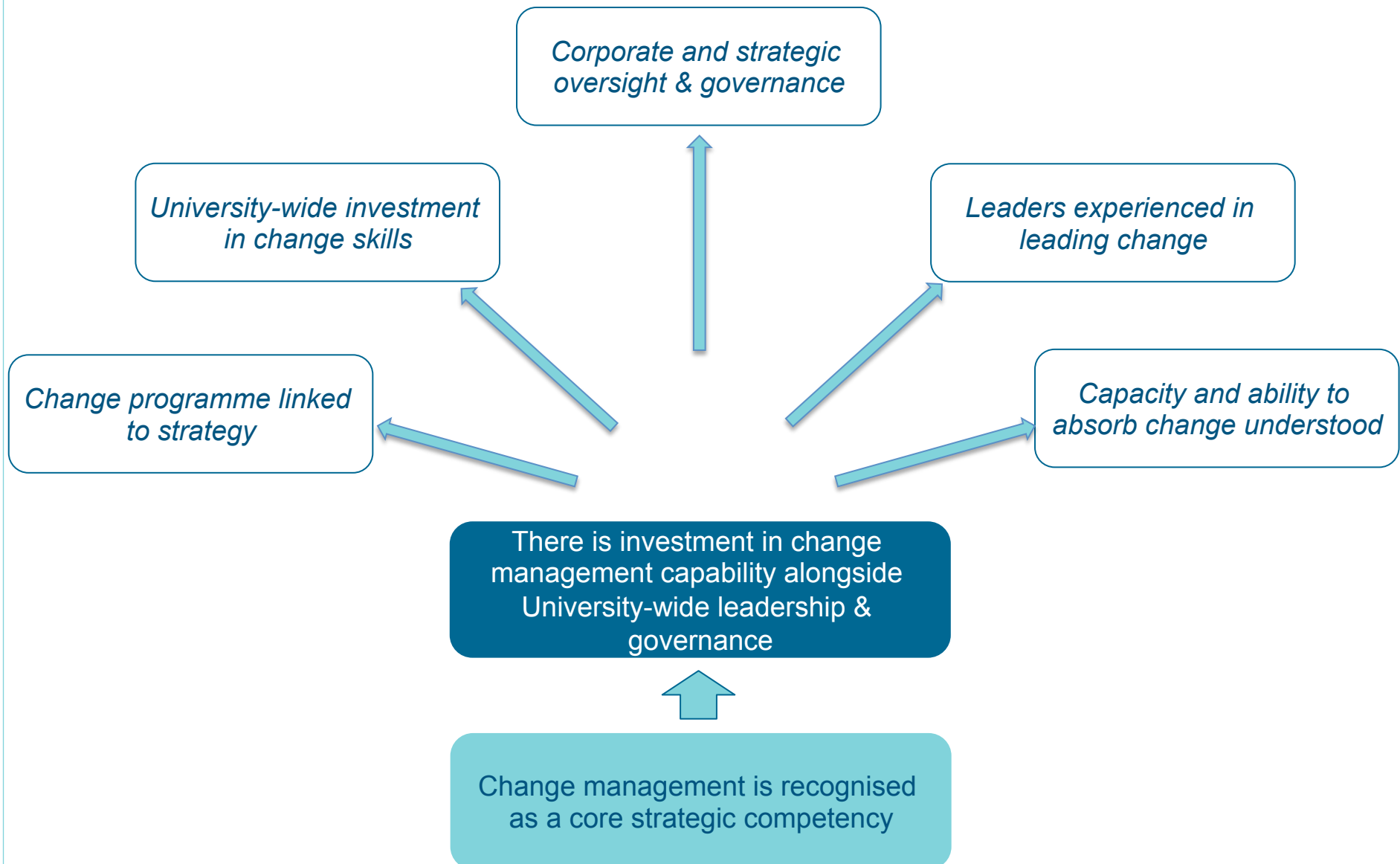


# Fragmented & under-developed change capability





# A positive developmental culture



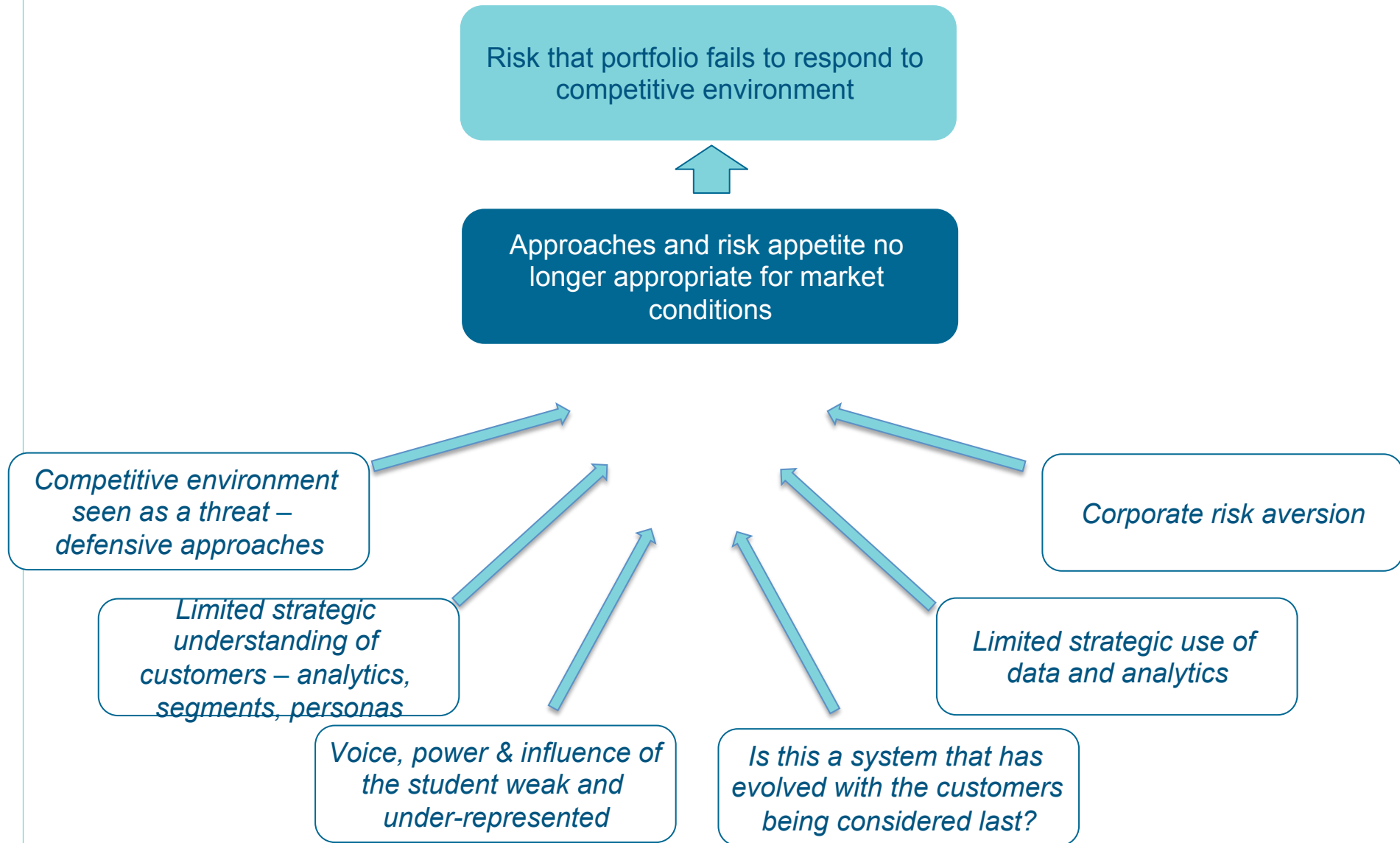


Our University  
Our Future  
Our Plan.

# Confidence & responsiveness in new market environment

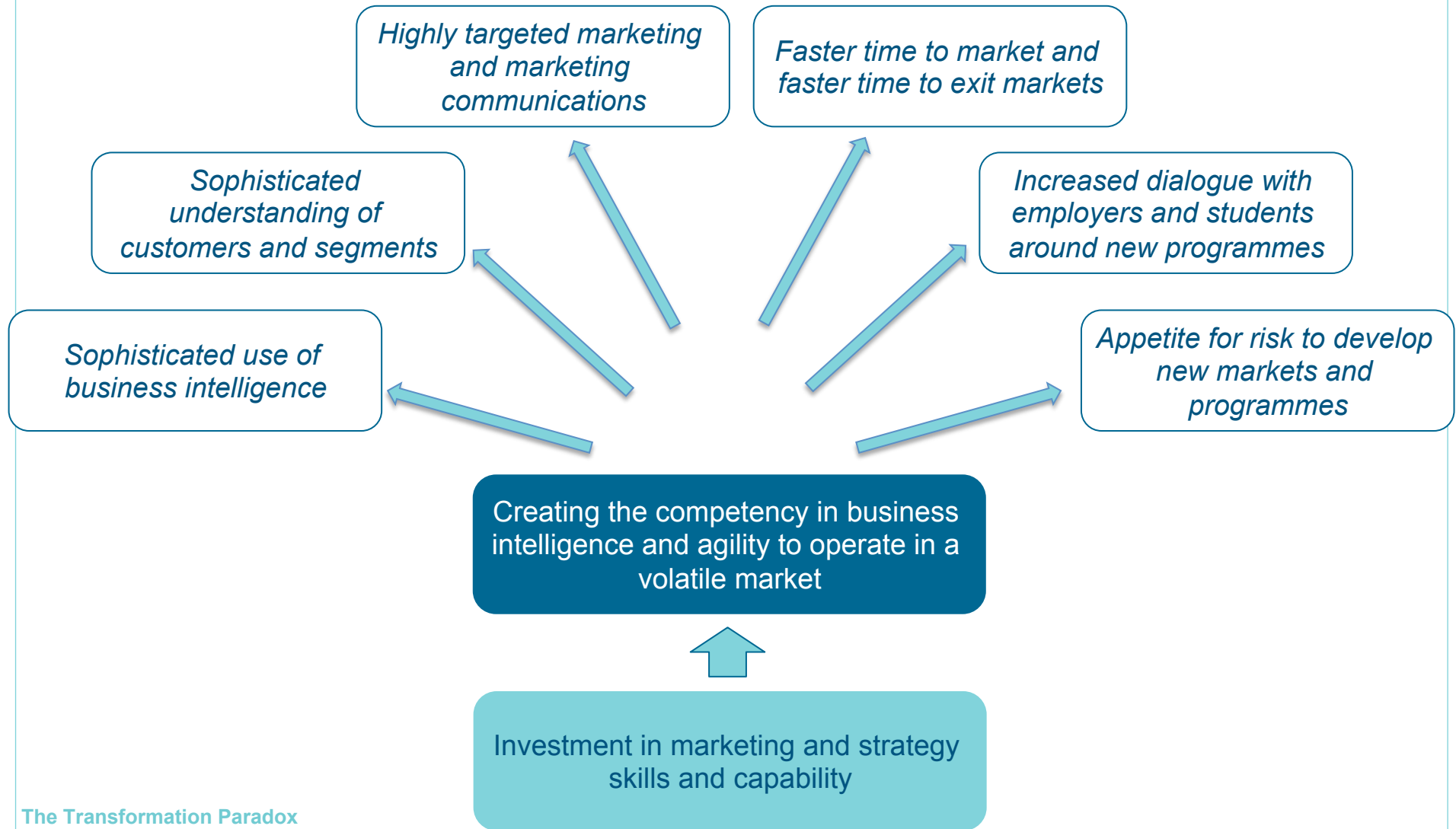


# Confidence & responsiveness in new market environment





# Confidence & responsiveness in new market environment





# Performance & Business Perspectives

WE WILL  
KNOW WE  
ARE SUCCEEDING  
WHEN...

ground-breaking  
£1.94m. Over  
10 donors  
with global  
ties.

ing campaign  
the course of  
of funding  
CE regulation and keep up-to-date  
from other charity governance bodies to  
we deliver the best service for our supporters,  
and donors. We have clear systems, including  
intelligence, in place to protect the University's  
financial and other assets. The  
from regulatory bodies on our fundraising practice.  
The primary responsibility for fundraising at the University  
is held by the Development and Alumni Relations Office

77 ACTIVE  
CLINICAL TRIALS  
RUN IN YEAR

DELIVERED  
ACADEMIC TALKS  
TO THE HAY FESTIVAL

HOSTED 6  
ON CAMPUS  
RE

BIRMINGHAM STUDENTS  
DELIVERED CPR TRAINING TO MEMBERS  
OF THE PUBLIC AS PART OF  
PROJECT AT V FESTIVAL

RUNNING A BUSINESS CLUB FOR OVER  
671 MEMBERS FROM 520 COMPANIES

BIZZ INN INCUBATOR HAS HELPED  
1001 ENTREPRENEURS  
AND STUDENTS CREATE 35  
COMPANIES AND 60 JOBS

PROFESSOR MYRA NMMO  
APPOINTED CHAIR OF  
ENGLAND ATHLETICS  
CURRENT AND FORMER  
STUDENTS WON MEDALS AT  
THE RIO OLYMPICS AND  
PARALYMPICS IN 2016

RE-OPENING OF THE  
LAPWORTH MUSEUM OF  
GEOLOGY AFTER £2.7M  
REFURBISHMENT



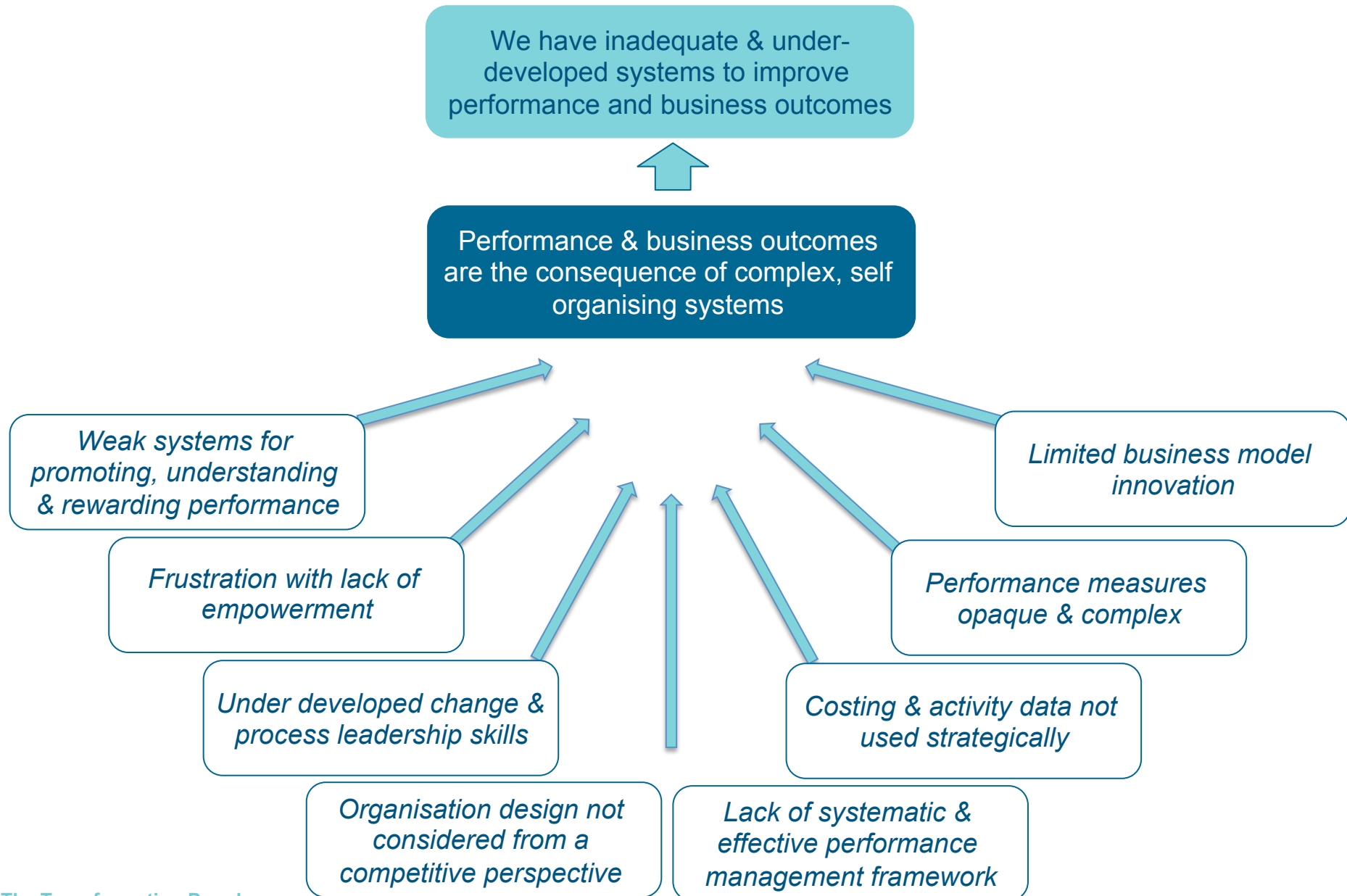
WE CONTRIBUTE  
£600  
MILLION PAUNDS  
TO THE UNIVERSITY

NO3  
NATIONAL  
UNIVERSITY  
CONFERENCE

21,273  
STUDENTS  
FROM 130 COUNTRIES



# Weak representation of business & performance perspectives





# Business and performance focussed university

